



Norfolk County Council

Children's Services Committee

Date: Tuesday, 12 March 2019

Time: 10:00

**Venue: Edwards Room, County Hall,
Martineau Lane, Norwich, Norfolk, NR1 2DH**

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

Membership

Mr S Dark - Chairman

Mr D Collis

Ms E Corlett

Mr J Fisher

Mr R Hanton

Mr H Humphrey

Mr E Maxfield

Mr J Mooney

Ms J Oliver - Vice-Chairman

Mr M Smith-Clare

Mr B Stone

Ms S Squire

Mr V Thomson

Church Representatives

Mrs H Bates

Mr P Dunning

**For further details and general enquiries about this Agenda
please contact the Committee Officer:**

Nicola LeDain on 01603 223053 or email committees@norfolk.gov.uk

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A g e n d a

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

2. To confirm the minutes of the meeting held on 22 January 2019

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3. **Declarations of Interest**

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is on your Register of Interests you must not speak or vote on the matter.

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is not on your Register of Interests you must declare that interest at the meeting and not speak or vote on the matter

In either case you may remain in the room where the meeting is taking place. If you consider that it would be inappropriate in the circumstances to remain in the room, you may leave the room while the matter is dealt with.

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an **Other Interest** in a matter to be discussed if it affects, to a greater extent than others in your division

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

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

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

4. **Any items of business the Chairman decides should be considered as a matter of urgency**

5. **Public QuestionTime**

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) by **5pm Thursday 7 March 2019**. For guidance on submitting a public question, view the Constitution at www.norfolk.gov.uk/what-we-do-and-how-we-work/councillors-meetings-decisions-and-elections/committees-agendas-and-recent-decisions/ask-a-question-to-a-committee

- 6. Local Member Issues/ Member Questions**
Fifteen minutes for local member 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) by **5pm on Thursday 7th March**.
- 7. Performance Monitoring report** **Page 27**
Report by Executive Director, Children's Services
- 8. Budget Monitoring Period 10 (January)** **Page 73**
Report by Executive Director, Children's Services
- 9. Risk Management** **Page 95**
Report by Executive Director, Children's Services
- 10. Children's Advice and Duty Service (CADS) 3 Month Review** **Page 107**
Report by Executive Director, Children's Services
- 11. Children's Services Transformation Programme** **Page 117**
Report by Executive Director, Children's Services
- 12. Meeting Special Educational Needs & Disabilities (SEND) Education Health & Care Plans (EHCP) Performance Update** **Page 123**
Report by Executive Director, Children's Services
- 13. School and Childcare Sufficiency in Norfolk** **Page 181**
Report by Executive Director, Children's Services

Group Meetings

Conservative	9:00am Conservative Group Room, Ground Floor
Labour	9:00am Labour Group Room, Ground Floor
Liberal Democrats	9:00am Liberal Democrats Group Room, Ground Floor

Chris Walton
Head of Democratic Services
County Hall
Martineau Lane
Norwich
NR1 2DH

Date Agenda Published: 04 March 2019



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Children's Services Committee

Minutes of the Meeting Held on Tuesday 22 January 2019
10am, Council Chamber, County Hall, Norwich

Present:

Mr S Dark – Chairman

Ms E Corlett
Mr J Fisher
Mr R Hanton
Mr H Humphrey
Mr E Maxfield
Mr J Mooney

Mr S Morphew
Ms J Oliver – Vice-Chairman
Mr M Smith-Clare
Mrs S Squire
Mr B Stone
Mr V Thomson

Church Representatives:

Mr P Dunning

Chairman's Announcements

- The Chairman welcomed everyone to the meeting and explained that the Chamber was not the normal meeting room but the meeting had moved for the comfort and safety of all that had attended.
- The Chairman acknowledged the level of feeling on the issue but asked that the work of the Committee was respected and explained that this was a meeting in public, not a public meeting. He reminded the Committee that they were there for the good of the children of Norfolk and that must be in the minds of all.

1. Apologies and substitutions

1.1 Apologies were received from Mr David Collis, substituted by Mr Steve Morphew.

2. To confirm the minutes of the meeting held on 16 November 2018

2.1 The minutes of the meeting held on 16 November 2018 were agreed as an accurate record and signed by the Chairman, subject to the following amendment at item 14.2;
To add;

It was proposed that a cross-party working group examines the experience of children with disabilities and their families in Norfolk. The proposal was accepted by the Chairman. It was suggested that this was looked at relatively quickly so it could

be reported before the governance change with any recommendations that could be picked up by scrutiny committee.

3. Declarations of Interest

Mr R Hanton declared an 'other' interest as his daughter-in-law was a teacher.

Mr S Dark declared an 'other' interest as his sister was a Headteacher at Swaffham and he was a Governor at the West Norfolk Academy.

Mr E Maxfield declared an 'other' interest as he was an employee at a Charity in Norwich which provides services under contract to Norfolk County Council and was a Governor at two schools.

Mrs S Squire declared an 'other' interest as her sons had Education Health and Care Plans (EHCP) administered by Norfolk County Council.

Mr H Humphrey declared an 'other' interest as he was a Governor at Emneth School.

Mr V Thomson declared an 'other' interest as his son has an EHCP administered by Norfolk County Council.

Ms E Corlett declared an 'other' interest as she volunteers for HomeStart which are affected by item 8 on the agenda.

Ms J Oliver declared an 'other' interest as she mentors at North Walsham High School

4. Items of Urgent Business

4.1 There were no items of urgent business.

5. Public Question Time

5.1 There were 9 public questions submitted which are attached at Appendix A.

5.2 Mr C Collis asked a supplementary question about NCC came to the view that the school had the capacity to improve bearing in mind the view of the parents. Officers explained that they were working with Ofsted to help the school improve. There was no formal arrangement in place with the School.

5.3 Mr Jon Watson asked a supplementary question asking if the County Council would release a copy of every comment that was put forward in the consultation. Officers replied that the information was accessible to anyone who wished to view it but there was an extreme amount of data.

5.4a Ms Lex Thompson asked the following supplementary;

As services move out of Children's Centres and just toward certain 'bases', I have concerns as to the ad hoc usage of the existing buildings. By way of example, I live in Thorpe Hamlet, which is served by the Thorpe Hamlet, Heartsease and Dussindale Children's Centre. According to the Council's own Wellbeing statistics, Thorpe Hamlet is ranked 79th out of 84 wards for child development by age 5, 77th out of 84 wards for family domestic violence, 70th out of 84 wards for child poverty, and the worst of all wards for 'violence against the person' crimes. As a result, our Children's centre is used frequently by those seeking refuge from domestic violence, those needing emergency referrals to foodbanks, and those requiring support when in crisis. All of these require a confidential safe space to be used. The nearest 'base' proposed will be the City & Eaton Children's Centre - which is an hour's walk away, or two buses (which is not financially viable for me personally, nor for many others). Where is it that you are suggesting these people go for this help now?

- 5.4b Officers explained that the proposed model took into account where families lived and where the pockets of need occurred. There was no expectation for families to travel to the Centres as there would be services elsewhere in their vicinity that they could attend.

6. Local Member Issues/Member Questions

- 6.1 There were 12 Member questions submitted which are attached at appendix A.
- 6.2a Ms Alexandra Kemp asked the following supplementary;
It is most important to keep children out of care by supporting families to be resilient. I represent King's Lynn South, which is in the top decile of deprivation affecting children, and in the top decile of deprivation, in the indices of multiple deprivation. I note that there has been some listening with the new proposals for Children's Centres, there will be 15 bases retained instead of 7, including the Nar Centre; the Stay and Play Sessions will be open to all families; there will be drop-in sessions open to all families, and families will not be charged for accessing the services, other than the current nominal charge. I cannot stress enough the importance of the universality of Children's Centres Services reaching all children, particularly as NHS and ONS figures show there may be 1300 babies and children under 5, in West Norfolk who are not registered with a GP and so are at risk of not accessing basic health services. How will the new Children's Centre Service engage with these families and should there be a mechanism to register all babies at birth with a GP and with their local Children's Centre?
- 6.2b The Director of Public Health added that she was surprised to hear that children were not registered with a GP as there was a robust process in place that linked with midwives and the registration service. She agreed to follow this up after the meeting with Ms Kemp.
- 6.3 Mr Mike Smith-Clare wanted clarification on the reason that the food bank in North Denes was set up. He assured Officers that the contributing factor was hunger and to ensure that children and families who couldn't otherwise afford it were receiving a meal. Officers explained that it was also about an ambition of teaching families cooking skills. They would continue to monitor this and work closely with the school.

- 6.4a Dr C Jones asked the following supplementary question about who would be able to get onto the pathway for the support being proposed, and how he can direct parents in his constituency that would ask.
- 6.4b Officers explained that there would be a variety of professional routes. Current delivery was being examined but it would not be helpful to have a single route and that it needed to be more flexible to be able to reach out to all those that needed the support.
- 6.5 Mrs B Jones asked a following supplementary regarding East City Children’s Centre. She explained that it was in high need and well used and made no sense to shut the Centre.
- 6.6 Mrs C Walker asked how the proposals would help the vulnerable children in the rural areas. Officers explained that the detailed presentation would answer those questions.
- 6.7a Ms J Brociek-Coulton asked a supplementary question around how Officers know the availability of the proposed ‘other’ sites that services could be delivered in when those venues had not been asked about their availability.
- 6.7b Officers explained that the list of venues in the agenda papers that could be suitable to deliver services were just a proposed list. To ask them about availability would be pre-determining the outcome of the discussions today. If and when the proposals were agreed, suitable venues would then be contacted.
- 6.8a Ms E Corlett asked the following supplementary question; “Why were partner organisations that currently work out of the Vauxhall Centre where my Children Centre is based not included in the stakeholder consultation? Particularly Independence Matters who manage the whole building and the deaf charity, who also work closely with the Hamlet Centre next door. How was it decided who was in and who was out of scope for engaging as a “stakeholder”?”
- 6.8b Officers explained that there had been various engagement events with the wide stakeholders and anyone was invited to attend. There was no deliberate decision to who was in and out of scope as a stakeholder.

7. Performance Monitoring Report 2018-19

- 7.1 The Committee received the annexed report (7) by the Executive Director, Children’s Services which focused primarily on data as at end of November 2018.
- 7.2 The Committee expressed concern at the data regarding the Education, Health and Care Plans (EHCP). It was acknowledged that assessments were not being completed in time and they should be. Officers added that there was a challenge around the resources when the assessments had been completed. There had been mitigating circumstances around those cases that had been referred to the Local Government Ombudsman (LGO).

- 7.3 Although the Committee welcomed the report on EHCP's in March, they requested that it included exact timescales, complaints over the legal timescales and how many EHCPs were outstanding. Officers explained that the report in March would include published reports from the LGO.
- 7.3 Officers recognised that there had been a downward dip in the percentage of care leavers in education, employment or training. The Committee were reassured that there was targeted work happening to improve this, and it was a focus for the department.
- 7.4 In relation to page 20, para 1, the Committee asked if there was a reason behind the exclusions and what was being done to help support schools. Officers explained that exclusions were always disappointing. There was constant support and engagement with schools and Headteachers that felt exclusion was their only option.
- 7.5 The Committee REVIEWED and COMMENTED on the performance data, information, analysis presented in the vital sign report cards and **AGREED** that the recommended actions identified were appropriate.

The Committee broke for 10 minutes.

8. Early Childhood and Family Service

- 8.1 The Committee received the annexed report (8) by the Executive Director, Children's Services, which set out the revised proposals for a new Early Childhood and Families Service, considering the community views and the equality impact assessment, and a timetable for procuring the new service. It sets out both the national policy direction, research into effectiveness and assessment of 'what works' in early years provision, as well as local drivers for change including an assessment of need across the County. It details the consultation that had been undertaken to ensure views of service users were reflected in the proposals and sets out the findings.
- 8.2 The Committee received a presentation relating to the new proposals and this is attached at Appendix B.
- 8.3 Some Members argued that the proposals would not deliver what it states it will. The onus is on the provider to deliver the outcomes. The Stay and Play sessions referred to in the National Evidence Base are led by a qualified early years foundation specialist, however in the new proposals this is not the case. The Executive Director confirmed that sessions would be taken by suitably qualified staff. Part of the process would be to have those discussions with the providers who would procure the sessions. Delivery would be dependent on the provider but as a minimum they would be trained in Early Years.
- 8.4a Some Members were concerned that suitable environments would be used for personal discussions especially those around wellbeing and mental health. Offices explained that a number of library managers had emergency mental health training and private rooms on site if needed. Professional judgements would be made for

specific families and a range of opportunities would be provided through the new model to be able to talk to professionals. Extra cost was not envisaged as this was a development of the current offer.

- 8.4b The Executive Director added that they would work with colleagues around helping those families that need extra help or earlier help. Retaining extra bases as part of the consultation to help those with high need. Resources released as a result of the new model will mean help is given to those who need it and need it early.
- 8.5 There was a comment that the new model covered all children wherever they lived in the County and that the access into the system was easy. It was explained that there would be a network of drop ins and an online route to access services. It was essential that the system and to the wider network of services available was easily accessible.
- 8.6 The Executive Director confirmed that they would be constantly reviewing the services according to the local contractual, demographic and national policy changes.
- 8.7 The Committee heard that that partners were committed to the new model and that funding from those partners would be more efficiently used. Although contractual obligations would change, this was supported and would work alongside the Early Childhood and Family Service to deliver the necessary outcomes.
- 8.8 Some Members questioned the lack of evidence about the impact on outcomes. Two documents focus on the processes and not on outcomes. They added that although it was great that there would be an ongoing review but if decision to take out the £1 million showed to have a detrimental impact on outcomes, would it get put back into the budget. The Executive Director confirmed that the department were clear about outcomes; what to achieve and how to achieve it. They would continue to look at spending to ensure the focus was on outcomes.
- 8.9 The Committee heard that a quarter of children are living in most disadvantaged communities currently had no contact with Children's Centres. Officers explained that they were confident that the new model would help reach all families access services. Hard to reach groups could be reached via engagement with partners.
- 8.10 Some Members felt that there was a need to have all the information to make an informed decision. A breakdown between urban and rural beneficiaries would have also been helpful as it was unclear whether the 24% existed in a rural or urban area.
- 8.11 Officers explained that the bases needed to co-ordinate with each other and be placed according to the index of need across the County. They were not related to the size of the District that they were placed in. Budgets would be related to provision of services within the area and the index of need in their area.
- 8.12 There was concern that as part of proposed model, the Committee had been given no other information about buildings or groups that could be affected. There had been no information regarding accessibility to proposed buildings, pre-booking to pre-existing groups or public transport. It would have been difficult to give this

information as it would have been pre-determining the outcome of the Committee meeting.

- 8.13 Members suggested that it could be helpful to arrange staff briefing sessions. This would keep dialogues open and keep everyone informed. Officers wanted to retain staff who wanted to undertake more focused, outreach work.
- 8.14 Some Members felt that there was an element of risk that a fully funded professional service was being replaced with a less funded service and therefore put in question the sustainability of the provision of investment. The Executive Director explained that there was no suggestion of replacing qualified staff with volunteers but they would add to a network of support that families could access. Volunteers added value to a service which enabled more families to be reached.
- 8.15 Officers gave assurance that volunteers would not replace any paid staff in the new model. It was not possible to give estimates of the numbers of staff and volunteers until after conversations with providers had taken place as the providers and the intentions of those providers was not known.
- 8.16 Some Members felt that the new model proposed an improved service with better integration which would respond to local need. More of the funding would be spent on the need of families and not on the buildings and as a result there would be better value out of the estates that NCC had. Thanks were expressed to Officers who carried out consultation.
- 8.17 There were concerns from some Members that certain groups had been digitally excluded particularly those who are seeking asylum or refugee access. According to the papers, it was not clear how the needs of those people are going to be addressed. Officers who addressed the equality impact assessment explained that it was noted nationally that access was limited due to software. The outcome which related to disabled service users was positive and there was confidence that the right mitigating actions were in place. Where English was not the first language, there was targeted outreach in place.
- 8.18 Some Members were still unsure who the re-design of the service was for and how it should be explained to their constituents. Officers explained that there would still be tier 2 services for those who needed multi-agency help. threshold guidance has been developed which sets out levels of need for families and what services and support that might be needed.
- 8.19 Officers explained that there were not assumptions being made about the future use of the current Children's Centres buildings. There had been expressions of interest for all sites and a plan was in place to help providers over the next few months to help them with what they may or may not be able to do.
- 8.20 Some Members questioned if the current 'good' outreach groups that existed be actively encouraged to carry on and engage in partnership working. Officers explained that they would be encouraging and working alongside those groups to give support.

- 8.21 The following amendments to the recommendations were **MOVED** to replace recommendation 4-7 with the following;
4. *Agrees to establish a working group to develop proposals further in the light of concerns expressed through the consultation and by members particularly in relation to outcomes, targets and costings.*
 5. *Agrees this working party will consist of cross party councillors, parents, providers and appropriate experts.*
 6. *To request the Executive Director of Children's Services to draw up the membership and timetable in consultation with group spokespersons to present to Policy and Resources on Monday 28th January with any funding implications that may result.*
- 8.22 With 9 votes to 4, the amendments were **LOST**.
- 8.23 The Committee;
1. Unanimously **NOTED** the consultation on proposals to develop a new Early Childhood and Family Service, and the future of children's centres
 2. Unanimously **NOTED** the feedback from the community
 3. Unanimously **NOTED** the rationale for the revised proposals
 4. **APPROVED** the revised proposals following 9 votes for and 4 votes against (Mr M Smith-Clare, Ms E Corlett, Mr S Morpew and Mr E Maxfield).
 5. **APPROVED** the de-designation of specific children's centres as set out in the paper following 9 votes for and 4 votes against (Mr M Smith-Clare, Ms E Corlett, Mr S Morpew and Mr E Maxfield).
 6. **APPROVED** the timetable for the transitions to new service arrangements set out in the paper, following 9 votes for, 3 votes against (Mr M Smith-Clare, Mr S Morpew and Ms E Corlett) and 1 abstention (Mr E Maxfield).
 7. **AGREED** to delegate any further decisions regarding the operational implementation of the new service to the Executive Director of Children's Services, in consultation with the Chair of Children Services Committee following 9 votes for and 3 votes against (Mr M Smith-Clare, Mr S Morpew and Ms E Corlett).

9. Budget Monitoring Period 8 (November)

- 9.1 The Committee received the annexed report (9) by the Executive Director, Children's Services which set out the financial resources to deliver the Safer Children and Resilient Families Strategy of Norfolk Futures and the forecast revenue expenditure for 2018/19.
- 9.2 The Committee **NOTED** that;
- i). the forecast overspend of £11.340m for General Fund Children's Services
 - ii). the forecast use of Children's Services General Fund reserves and provisions
 - iii). the forecast overspend of £5.514m for the Dedicated Schools Grant Children's Services, which:
 - a. is after utilisation of the additional High Needs Block allocation of £1.803m announced in December for 2018-19

- b. will need to be carried forward as a deficit, alongside previous years' deficits brought forward of £8.087m, to be recovered in future years
- iv). the amendments to and reprogramming of the Children's Services Capital Programme

10. Strategic and Financial Planning 2019-20 to 2021-22 and Revenue Budget 2019-20

- 10.1 The Committee received the annexed report (10) by the Executive Director, Children's Services which summarised the Committee's saving proposals for 2019-20, identified budget pressures and funding changes, and set out the proposed cash- limited revenue budget as a result of these. The report also provided details of the proposed capital programme for 2019-20 to 2021-22.
- 10.2 With 8 votes in favour, and 3 against, the Committee **RESOLVED** to;
- 1) Consider the content of this report and the continuing progress of change and transformation of Children's services;
 - 2) Consider and agree the service-specific budgeting issues for 2019-20 as set out in sections 5 and 6;
 - 3) Consider and comment on the Committee's specific budget proposals for 2019-20 to 2021-22;
 - 4) Consider the findings of equality and rural impact assessments, attached at Appendix 1 to this report, and in doing so, note the Council's duty under the Equality Act 2010 to have due regard to the need to:
 - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
 - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
 - 5) Consider and agree any mitigating actions proposed in the equality and rural impact assessments;
 - 6) Consider the advice of the Executive Director of Finance and Commercial Services, and recommend to Policy and Resources Committee that the Council's budget includes an inflationary increase of 2.99% in council tax in 2019-20, within the council tax referendum limit of 3.00% for the year;
 - 7) Agree and recommend to Policy and Resources Committee the draft Committee Revenue Budget as set out in Appendix 2, including all of the savings for 2019-20 to 2021-22 as set out, for consideration by Policy and Resources Committee on 28 January 2019, to enable Policy and Resources Committee to recommend a sound, whole-Council budget to Full Council on 11 February 2019.
 - 8) Agree and recommend the Capital Programme and schemes relevant to this Committee as set out in Appendix 3 to Policy and Resources Committee for

consideration on 28 January 2019, to enable Policy and Resources Committee to recommend a Capital Programme to Full Council on 11 February 2019.

11. Dedicated Schools Grant (DSG)

- 11.1 The Committee received the annexed report (11) by the Executive Director, Children's Services which presented the changes to the distribution for the Dedicated Schools Grant from April 2019 in line with the Department of Education's Fairer School Funding arrangements.
- 11.2 The Committee heard that letters had been written to Members of Parliament lobbying them for more funding to achieve the outcomes that they needed to achieve and deliver. It had the support from all of Council.
- 11.3 The impact of cluster funding and how that was working would be brought in a report to Committee in March.
- 11.4 The Committee **AGREED**;
- (i) the Dedicated Schools Grant funding and the changes to the schools funding formula;
 - (ii) to delegate decision making powers to the Executive Director, in consultation with the Chair of the Committee, to revise the Dedicated Schools Grant funding if the application to the Secretary of State to move £4.580m from the Schools Block to the High Needs Block is not approved in full.

12. Determination of 2020/21 Admissions Arrangements

- 12.1 The Committee received the annexed report (12) by the Executive Director, Children's Services which summarised the statutory consultation outcomes and changes to Norfolk's admissions co-ordination scheme and timetable for the academic year 2020/21.
- 12.2 The Committee expressed their thanks to Officers for the detailed report and work that had gone into it.
- 12.3 The Committee **AGREED**;
- i. The co-ordination schemes and timetables including in-year coordination for 2020/21
 - ii. The admission arrangements for Community and VC schools
 - iii. The revised priority for Looked After Children, to include children adopted from abroad within the over-subscription rules for Community and VC schools
 - iv. To approve the introduction of the Fair Access Protocol

13. Committee Forward Plan and update on decisions taken under delegate authority

- 13.1 The Committee received the annexed report (13) which set out the forward plan for the Committee to enable Members to shape future meetings, agendas and items for consideration.
- 13.2 A report on the Education Health and Care Plans would be brought to the Committee in March.
- 13.3 The Committee **AGREED** the Forward Plan.

The meeting closed at 4.35pm.

Chairman



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CHILDREN'S SERVICES COMMITTEE QUESTIONS
22 January 2019

5. Public Question Time

Question 1 from Alice Mouncer

How can you justify closing North City Children's centre when 93% of eligible local residents are registered, and of those, 90% regularly attend the centre? Any other business, organisation or service would see figures like that as a wild success, not a reason for closure! Please tell us why North City has been earmarked for closure when it is such a roaring success.

Reply: *Registration and attendance of the current service was not a consideration in selection or choice of proposed bases within the new model.*

The rationale for the original proposed bases is detailed in the consultation document and the updated rationale as a result of the consultation process is detailed within the committee report. There was no one deciding factor that determined which buildings we have recommended as bases. We have taken a number of factors into consideration to provide an appropriate network of buildings across the county and within each district area, that would best enable us to prioritise the delivery of direct support work with families who need extra help whilst maintaining a level of universal provision. This will include the delivery of services within bases, especially in areas of high need, but with greater emphasis on taking services out to where families live, alongside supporting families at home.

Question 2 from Alice Mouncer

Has any more research been done on the feasibility of using alternative venues for sessions such as Pathway to Parenting and bounce and babble? The initial consultation document appeared to assume that there would be plenty of church rooms, village halls and other community spaces readily available for courses and sessions, without considering accessibility, suitable and consistent times and dates of availability, cost, location, parking, change facilities, etc. Who will be dealing with all the admin around room hire?

Reply: *NCC has reviewed the location of alternative delivery venues throughout this service redesign. The new model will increase the choice and number of venues that families can access, as services will be offered across districts and no longer restricted to postcode reach areas. This includes the range of community venues that are used currently, or have been previously, to run children's centre services for children and families, and which will be potentially used, depending on families' needs, as part of the new service offer to take services out to families. Given their previous use by children's centres with families, we are confident that these are suitable venues. Beyond this, our 47 libraries are well placed to deliver universal services such as "bounce and rhyme sessions" and our Adult Education family learning classes are run from a variety of locations across the county, including the libraries, community centres and Wensum Lodge. These locations can also be used, in response to local needs as they are identified and reflect our ambition for joining up opportunities and services as part of a new whole system approach. In addition, the Library Service recently undertook a trial of "pop up venues" in some rural locations and reported back to January 2019 Communities Committee.*

We will expect the new Early Childhood and Family Service provider to take responsibility for the administration of room hire as part of delivering a responsive and flexible operational service. We also promote joined up opportunities for use of outreach venues through our local partnership arrangements.

Question from Sandra Lysaght

Why does the report into closing children's centres highlight that 24% of the most deprived members of the community don't use centres? Why doesn't it state that 76% do and that's why these centres work and deserve investing in rather than cutting?

Reply: *We are pleased 76% of families living in our most deprived communities are currently accessing services in some way and we want to build upon this through the delivery of targeted support, within bases or as part of the outreach approach within locations close to where they live, or in their home. We are also focused on reaching the most deprived families and it is right that we are concerned about the 24% of families living in our most deprived communities that are currently not accessing children's centre services at all. The proposed new Early Childhood and Family Service will be focused on supporting all families who need extra help and be more targeted than current delivery.*

Question from Daniella Ross

I live in Brundall and have already seen drop in sessions for baby weighs be cancelled at my 2 most local doctors surgeries due to HV cuts. I now go to Acle Children's centre or Sprowston to have my 3 month old baby weighed. Both of these are on the proposed list of closures. So my question is; why are so many centres within the same areas being closed? And have you considered how this would effect GP/hospital care when a comparison of growth is required for treatment, yet it will be more difficult and inconvenient for parents to get their babies weighed regularly?

Reply: *Acle is one of the proposed locations for a base in the Broadland district. We have proposed a service model that is focused on taking services out to families, rather than relying on delivering services within a number of designated buildings. As detailed in the report to CS Committee, we have proposed operating via a network of 15 bases.*

In relation to access to baby weighing services, as well as clinic sessions we now offer self-weigh in all Norfolk libraries, including Brundall and Blofield- and will expand this to include availability at pop up libraries if parents would welcome this. Where a baby is required to be weighed at home for any specific reason that means self-weigh or clinic is not appropriate, the HCP will of course continue to do so.

Those libraries that have Open Library technology will also have extended opening hours meaning that, after registering at the library, people can access 7 days a week: from 8am to 7pm on week days, 9am – 4pm on Saturdays and 10am – 4pm on Sundays. Library staff will be able to signpost parents who have any concern to the Just One Norfolk phone number and other services, including the new Early Childhood and Family Service, where they can speak to a professional for advice or be referred to the support that they need.

Question from Jon Watson (Save SureStart Campaign):

Following the public consultation that was held by Norfolk County Council in regards to the first set of proposals released by this committee, the response that was experienced was very high for a public consultation.

The report that was released on 14th January 2019 shows that 68% of residents who responded are against the plans to close children's centres, along with 54% of organisations. As this data shows the majority of respondents are against the proposals, why is this council still pushing ahead with any closures, which shows a clear disregard for public opinion and ignores the consultation findings, and also ignores it's own data.

Reply: *Consultations are not referendums or popular votes. They are information-gathering exercises that help to test proposals with those directly affected, experts and with residents more generally. In particular, they help us understand the impact our proposals on those affected to inform our Equality and Rural Assessment and any mitigating actions we might need to take if our proposals went ahead.*

As such our consultation findings are just one of the elements that committees take into consideration when making a decision. Members also need to take into account the Equality and Rural Assessment, the evidence of need and what is proven to work effectively and well, and the financial and legal positions and constraints at the time.

In the case of this consultation, we are very grateful for the numbers of individuals as well as organisations responding and the detailed comments that they have provided. The recommendations to the Children Service Committee have very much been informed by the consultation responses. The Committee will have before them the consultation report, the Equality and Rural Assessment as well as listen to Committee Member views and questions posed by public in reaching their decision on Tuesday.

Question from Mr Richard Steer

Wasn't the consultation fundamentally flawed because no analysis was made of the true costs and benefits of Children's Centres*, in particular the savings to mental health services from the Centres' role in supporting mothers with Post Natal Depression?

* This omission is confirmed in NCC's response to my Freedom of Information Request (ENQ-293665) which refers only to an Equality Impact Assessment which is not an economic assessment. The response also confirms that "We have not specifically spoken to Norfolk and Suffolk NHS Foundation Trust about Post Natal Depression." NCC Officers have used an economic argument to say the Centres are not affordable, but they have failed to take account of the potentially huge costs savings to mental health services that result from the support provided by Children's Centres.

Reply: *The purpose of the consultation was to seek feedback on a proposed new service model that is focused on taking targeted services out of buildings and closer to where families live, with a stronger focus on impact and outcomes. We do recognise the value of many of the services currently provided, including where these support families in terms of their emotional wellbeing and mental health.*

With the proposed emphasis on outreach and supporting families in a more targeted way, including in their home, the new service will offer greater opportunities to make contact with mothers suffering post-natal depression (many of whom may struggle to leave the house) and to better support them to access support from relevant mental health professionals. As part of developing more of a 'whole system' approach we expect the new service to work closely with these and other professionals as part of building a team around the family.

We recognise the impact that postnatal depression has on mothers, babies and the wider family and close working with mental health colleagues will be essential for the new Early Childhood and Family Service. We also expect the new Early Childhood and Family Service to work alongside the Healthy Child Programme which provides ante and postnatal support for all parents, early identification and assessment of post-natal depression, and early intervention is a key role of health visitors who are trained and highly skilled to deliver this role. In addition, the Healthy Child Programme has invested in an enhanced Emotional Healthy Pathway. Led by clinical psychologists and specialist practitioners, the service provides training and consultation for their own practitioners, and the wider early years workforce, as well direct early intervention to support the parent child relationship.

As a council, we are working closely with the health system as part of redesigning mental health services for children and adolescents. Increasing support for parental mental health is part of the Five Year Forward View for Mental Health. The specialist perinatal mental health services have

been increasing over that past 2 years specifically around community and outreach models across Norfolk and Waveney.

Question from Mr C Collis:

The outcome of the recent Ofsted inspection of North Walsham High School was reported by the Eastern Daily Press along with comments from parents. What action will be taken to address their considerable concerns and will the local authority terminate any professional arrangement they have with the Chair of Governors at North Walsham High?

Reply: *We are continuing to work with the school and the governing body. The judgement for the school from Ofsted confirms our view that the school has the capacity to continue to improve. The Local Authority has no 'professional arrangement' with the Chair of Governors.*

Question from Lex Thomson:

Research into early years care has demonstrated that for every £1 on quality early care and education, £13 is saved in future costs for children reached. In the wake of the Conservative Councillors looking to save £3m with the closure of centres throughout the county, I would like to know please: where do you envisage you will find the £39m required later on to cover the needs of this children as they grow?"

Reply: We agree that investment in early childcare and education provides the best indicators for future outcomes. In Norfolk we have good early years provision and this model will enhance that through bringing the system together for families who need it most. This is why the Council is continuing to spend £65m a year on services to support families with children aged 0-5. It is essential that our services are focused on impact and outcomes, so that we can be clear that they are making a positive difference for children and their families. We have developed a new framework to focus planning and delivery of services, for the proposed new Early Childhood and Family Service, and the wider system. We have had strong endorsement of this approach from the Early Intervention Foundation as highlighted in the report to CS Committee.

6. Local Member Issues / Member Questions

Question from Cllr Alexandra Kemp

Looked After Children and Kinship Care

Can the Committee assure residents that Children's Services always seriously considers the possibility of Kinship Care, before placing a child in foster care or adoption, and that there is no conscious or subconscious discrimination in Norfolk, against supporting children in poorer neighbourhoods to stay within the extended family? Research shows that Looked-After Children have been more likely to become homeless adults, because social workers took a restrictive approach to promoting a child's contact with the wider family.

Reply: *The LA, is committed to supporting children to remain in the care of their parents, where it is safe to do so. When this is not possible family members are always explored in the first instance with a view that this could become a Kinship care arrangement . It is only when there are no suitable Kinship arrangements will the LA, consider alternate options of foster care or adoption. Arrangements such as children who are placed for adoption are always overseen by the Courts who scrutinise the Local Authorities care plan. Children who are placed in Kinship Care will receive financial, practical support and training as a Kinship foster carer. The Local Authority are committed to supporting children to be supported in their own family of origin where this is safe*

to do so. Equally, the LA has a duty to promote safe and good quality contact between children, young people and their birth family including their wider family where it is considered in the child or young person's best interests. Such arrangements form the basis of children and young people's care plans that have scrutiny and oversight of Independent Reviewing Officers, and through our commitment to and promotion of a family networking approach, that they stay in touch into adulthood with those important to them who can provide a range of ongoing practical and emotional support.

Question from Cllr Keith Kiddie

On behalf of the community of Diss I welcome the proposals for the new Early Childhood and Family Service and the location of the bases which will deliver this service across South Norfolk. I fully support the concept of outreach from the bases to get more consistent support to those who need it the most. Could you please reassure the constituents of South Norfolk, who will not be in sight of one of the proposed new bases that the intention is to provide them and particularly, those in the most need, with a better service than the current model.

Reply: *The proposed new Early Childhood and Family Service will have a clear focus on taking services out to families, rather than expecting them to attend one of the bases. We recognise that under the current model, for many families, especially in more rural communities, getting to a designated children's centre is challenging and limits their access to support. This is why we are proposing greater use of suitable and safe delivery venues in communities that are closer to where families live. Many families already access these venues in their community for other community activities, and this familiarity will help break down the barriers that some families can experience in accessing the support they need.*

Whilst continuing to provide regular opportunities for all families to access support, through drop-ins, and the enhanced online offer, the new service will be more targeted at families who need extra help, through offering one to one support, targeted groups and where it is appropriate, working with families in their home.

Closer working with partner agencies, such as the Healthy Child Programme and our Library and Adult Learning Services, will also add to the range of universal activities and support that families are able to access across the district. For example, the latter offer responsive courses around Family Learning, as well as second chance learning to build functional skills around English and Maths.

Question from Cllr Andrew Jamieson.

I have read and fully support the latest proposals to change the way our Early Childhood and Parental Services are delivered.

This evidence based move to a more targeted approach to helping families not only means that more money will be spent on provision of services rather than administration but will also mean an enormous improvement in access to and quality of children's services in rural Divisions such as mine.

Hunstanton Town Council has been developing a business plan to acquire NCC's old Sure Start building to use as a multi-service Community hub.

Can you give us details of any support available to the Town Council in order to make the building fit for purpose in the future? Furthermore, can you advise what level of support will be available to the Town Council and to community groups wishing to access regular outreach support and drop-in services from the Community hub and detail what help there will be in establishing and maintaining these universal childhood activities?

Reply: *The Council has agreed a £500,000 capital fund to support community groups and organisations take on the running of buildings currently designated as a children's centre, but not required as one of the proposed 15 bases for new Early Childhood and Family Service. This funding is in addition to the revenue funding of £5.2m previously agreed by Full Council for the new service.*

We are keen to see as many of these sites taken on and continue to provide services for families with children aged 0-5. With local interest expressed in the building in Hunstanton we are confident that the initial interest for future use of the site can be pursued following decision making by CS Committee in January.

We will expect the new Early Childhood and Family Service to identify local accessible and suitable delivery locations to provide a range of services to support families in Hunstanton and the surrounding areas of West Norfolk, alongside working with families in their own home where this is appropriate. We expect this to include use of the building currently designated as a children's centre in the town, integrating support provided by the new service with any future services being delivered onsite, e.g. childcare or the range of services operating out of a community hub.

The new Service will also have a role to support and work with community led groups and activities as we recognise that these universal groups and activities are a key part of the wider early childhood offer for families in any community. In addition to staff from the Service visiting and working with these groups to help families access the support they need, we will also be establishing a £250,000 fund to support community development across all districts.

Working closely with King's Lynn and West Norfolk Council, Town and Parish Councils and voluntary sector organisations, we will build on existing local community development to ensure that there are the needed 'networks of support' for local families with young children.

Questions from Cllr Mike Smith-Clare:

Can members be assured that all archived social work case files are stored according to regulatory requirements and that any anomalies, including missing or empty files have been appropriately identified and reported?

With the need for a food bank in North Denes Primary School - is it possible that many children will experience increased hunger during school holidays when free meals and food distributions aren't available and as corporate parents how can we monitor and intervene when there is a need?

Reply:

1. *Our records management policy details the responsibility we have to handle our information and records in accordance with General Data Protection Regulations. All staff are aware of their responsibilities to adhere to our information management policies and procedures. These include procedures to ensure we keep the information we hold on children and families safe and a procedure for missing files.*

A similar question was asked in 2018 regarding missing files, here is the response provided at the time. This information is unchanged, and we have not had any further cases of missing files that have been reported to the Information Commissioner. 'There has been a very small number of cases where a person has requested their files, but we could not provide all of the information. The number is so small that we unable to give the number or details without risking identifying the people concerned. These cases have been reported and the Information Commissioner decided to take no further action. We are sorry to the people concerned, as the management of their records fell short of the standard we would expect.'

2. *The North Denes food bank was created by the school to help a small number of families who are coming into school every day and is linked to supporting them with wider skills to prepare meals. We know there are other food banks in Great Yarmouth which they could access. The*

council is corporate parents to children in local authority care, and not all children. Whilst we would not wish for any child to be hungry parents are responsible for ensuring that have food and that they access the available support.

Question from Dr C Jones

Following the release of the Council's plans for Children's Centres, which refer to targeting services on specific groups and to a referral process, a number of constituents have asked me what the inclusion criteria for the new service will be, and who is able to make referrals. Can the chairman please provide details which I can pass on to concerned parents?

Reply: *The new Early Childhood and Family Service is open to all families with children aged 0-5 and will offer appropriate and proportionate support. The offer of support will match need, ranging from providing information, advice and guidance (including online), drop-ins open to families, and targeted evidence-based interventions, whether through one to one support or in small groups. Targeted one to one support and groups for families who meet the criteria for Tier 2 support (as described in the report) will be accessed via a referral which can be made from a professional or the family themselves, this is the current process and will not change in the new model. The Children's Service system as a whole offers a wide range of open access activities and groups run in local communities and Early Years childcare settings run by a range of partners, including the Healthy Child Programme and libraries. These universal services currently enjoy high engagement with a broad range of families and are a key element to ensuring children can access a range of support geared towards their healthy development and enable families to move between services as their level of need changes. The new model will continue to offer these activities and will be expanded to include the digital offer. The Early Childhood and Family Service will work with existing providers to ensure that there is an integrated referral pathway for families who need more targeted individualised support - with the right person, providing the right intervention at the right time.*

Question from Cllr B Jones:

East City children's centre in my division is disappointingly earmarked for closure. In the criteria you say you have considered the quality of the environment. How is the decision to close my purpose built, child centred building compatible with this criteria, when non-purpose built / child focussed environments are being retained?

Reply:

The rationale for the original proposed bases are set out within the consultation document and updated rationale in the CS Committee report. There was no one deciding factor that determined which buildings we have recommended as bases. We have taken a number of factors into consideration to provide an appropriate network of buildings across the county and within each district area, that would best enable us to prioritise the delivery of direct support work with families who need extra help whilst maintaining a level of universal provision. This will include the delivery of services within bases, especially in areas of high need, but with greater emphasis on taking services out to where families live, alongside supporting families at home. Whilst the current buildings designated as a children's centre vary considerably, given that a number of the venues do offer high quality spaces for early childhood services, we will strive to support continued future use by services focused on families with children aged 0-5yrs

Question from Cllr C Rumsby:

Considering the safeguarding measures that are put into any space which is for children, be it Children Centre or Nursery, what safeguarding will be put in place in a community centre or

Library? Given anyone can walk into a community centre and there is now remote access to most Libraries, what are you going to do? And for those communities that have no community centre and Library and homes have safeguarding issues, what are you going to do? Given County is just out of special measures, you are really taking a risk with this new model and risking not only the child but families as a whole.

Reply: *Children's centres have historically used a range of community venues, including libraries, as a safe and suitable space to work with children and families. Four of the sites currently designated as children's centre are libraries. Libraries are widely considered to be safe spaces and there have been no issues in delivering universal services, such as Bounce and Rhyme, Mini-movers etc., to the children and families to date. Similarly, the introduction of the Open Library offer has demonstrated that people use the libraries in a considerate and respectful way. All library staff undertake safeguarding training, and this includes being able to pick up and act upon any concerns in a timely and appropriate manner.*

The new Early Childhood and Family Service provider will be expected to assess that any venues being used are appropriate to the needs of the families, and to ensure that appropriate steps are taken to keep service users safe.

Question from Cllr T Jermy:

Just two Children's Centres will be kept operational in the Breckland District. Given the lack of public transport in the District, with no train access to Swaffham, and poor bus routes elsewhere, does the Committee anticipate any usage of the two remaining Centres from families currently accessing Centres in areas such as Dereham, Watton and Attleborough?

Reply: *The rationale for the original proposed bases is detailed in the consultation document and the updated rationale as a result of the consultation process is detailed within the committee report.*

There was no one deciding factor that determined which buildings we have recommended as bases. We have taken a number of factors into consideration to provide an appropriate network of buildings across the county and within each district area, that would best enable us to prioritise the delivery of direct support work with families who need extra help whilst maintaining a level of universal provision. This will include the delivery of services within bases, especially in areas of high need, but with greater emphasis on taking services out to where families live, alongside supporting families at home.

The Enterprise Centre, containing space currently designated as Attleborough children's centre, will become a new multi-function service hub later in the year and a range of services will be delivered from this site. Families will be able to access services in a flexible way across Breckland either at bases if they live nearby, or in venues that are more accessible in their local community, including libraries, or where it is appropriate, at home.

Question from Cllr C Walker:

May I ask the chair why you are not listening to our constituents who have overwhelmingly raised concerns during the consultation process by requesting that this council keep open our children's centres. The public are incensed by the complete lack of empathy shown by this Conservative run council and are keen to get you to rethink this outrageous decision overturned and try listening to the voice of those who elected us.

Reply: *Consultations are not referendums or popular votes. They are information-gathering exercises that help to test proposals with those directly affected, experts and with residents more generally. In particular, they help us understand the impact our proposals on those affected to*

inform our Equality and Rural Assessment and any mitigating actions we might need to take if our proposals went ahead.

As such our consultation findings are just one of the elements that committees take into consideration when making a decision. Members also need to take into account the Equality and Rural Assessment, the evidence of need and what is proven to work effectively and well, and the financial and legal positions and constraints at the time.

In the case of this consultation, we are very grateful for the numbers of people responding and the detailed comments that they have provided. The recommendations to the Children Service Committee have very much been informed by the consultation responses. The Committee will have before them the consultation report, the Equality and Rural Assessment as well as listen to Committee Member views and questions posed by public in reaching their decision on Tuesday.

Question from Cllr J Brociek-Coulton:

How is your decision to close North City Children's centre consistent with the criteria that you have said you used? There is not a library in our reach area, yet some centres being retained have a library in theirs? Only 6 groups listed as alternatives are in North City, and the list of providers is not accurate as it includes duplication. How many alternatives are there in my division that are free to use, and how many have current vacancies?

Reply: *The rationale for the original proposed bases is detailed in the consultation document and the updated rationale as a result of the consultation process is detailed within the committee report*

There was no one deciding factor that determined which buildings we have recommended as bases. We have taken a number of factors into consideration to provide an appropriate network of buildings across the county and within each district area, that would best enable us to prioritise the delivery of direct support work with families who need extra help whilst maintaining a level of universal provision. This will include the delivery of services within bases, especially in areas of high need, but with greater emphasis on taking services out to where families live, alongside supporting families at home.

The opportunity to move to a more flexible delivery model that does not restrict families' access to service based on their postcode and centre reach areas, means there will be greater opportunities for the workforce to offer services across the city, widening where families can access the support they need.

NCC has reviewed the location of alternative delivery venues as part of this service redesign. This includes the range of community venues that are used currently, or have been previously, to run children's centre services for children and families, and which will be potentially used, depending on families' needs, as part of the new service offer to take services out to families. Given their use by children's centres with families, we are confident that these are suitable venues. The new service provider will be expected to use additional delivery venues and spaces that are accessible, safe and meet the needs of local families.

The 6 community led groups listed in the North City area were identified as current and complementary community groups that local families already access.

Question from Cllr Emma Corlett:

How was the children's centre in my division, City and Eaton, assessed for suitability and capacity to accommodate additional staff in the future children's centre model? I attach a photograph of the current car park situation as an example of the current situation on a daily basis, as requested by Cllr Dark. Please also confirm who owns the leasehold for this group level car park, adjoining the Vauxhall Centre.

Reply: *The rationale for the original proposed bases is detailed in the consultation document and the updated rationale as a result of the consultation process is detailed within the committee report*

There was no one deciding factor that determined which buildings we have recommended as bases. We have taken a number of factors into consideration to provide an appropriate network of buildings across the county and within each district area, that would best enable us to prioritise the delivery of direct support work with families who need extra help whilst maintaining a level of universal provision. This will include the delivery of services within bases, especially in areas of high need, but with greater emphasis on taking services out to where families live, alongside supporting families at home.

With the emphasis on delivering an outreach model of service, we expect the new provider to make use of the network of 3 bases within the city in a flexible way that enables staff to be out delivering services and working directly with families across the city. This would mean staff being able to work out of any of the bases.

The leasehold for the ground level car park outside of the Vauxhall Centre is leased to Independence Matters.

Question from Cllr John Ward

Could the Chairman please confirm that the proposals for the new Early Childhood and Family service are based on professional and evidenced advice and could he comment on the key recommendations of the All Party Parliamentary Group looking into the future of Children's Centres

Reply: *The proposed new Early Childhood and Family Service have been developed by officers taking proper account of national policy, evidence about the effectiveness of children's centres and research about 'what works'. This has been an extensive piece of work, reflected in the quality and depth of the report being presented to CS Committee. As you are aware, it is part of our Council's commitment to ensure that future service design and delivery is evidenced based. I am pleased to note the endorsement by the Early Intervention Foundation for Norfolk's work in developing a clear logic model focused on impact and outcomes and this will help ensure that future delivery is evidenced based – through focusing on impact and outcomes – the difference being made for families, rather than simply capturing registration and engagement data.*

The All Party Parliamentary Group's report is a significant piece of evidence, not least given that it has been endorsed by all political parties nationally. The proposed new Early Childhood and Family Service, along with the emphasis on building a system approach to meeting the needs of families in Norfolk is entirely consistent with the report's 12 recommendations which focus on health and development; employment support and childcare, relationship support and supporting families with complex needs. The report advocates delivering services through wider community venues from pre-birth and throughout life, engaging with voluntary, self-help and peer support organisations, providing online support systems and creating better links with local employers and Jobcentre Plus.

Children's Services Committee

Report title:	Performance Monitoring 2018-19
Date of meeting:	12 March 2019
Responsible Chief Officer:	Sara Tough Executive Director Children's Services
Strategic impact Robust performance and risk management is key to ensuring that the organisation works both efficiently and effectively to develop and deliver services that represent good value for money and which meet identified need.	

Executive summary

Performance is reported on an exception basis, meaning that only those vital signs that are performing poorly or where performance is deteriorating are presented to committee. Those that do not meet the exception criteria will be available on the Performance section of the Norfolk County Council web site. The measure that is currently rated as Red (CIN with an up to date CIN plan) is discussed later in this report.

This report focusses primarily on data as at end of January 2019 and in addition to vital signs performance, this report and its appendices contain other key performance information via the (MI) Report (Appendix 1)

Locality-level performance information is available on the Members Insight area of the intranet.


Recommendation:

Review and comment on the performance data, information and analysis presented in the vital sign report cards and determine whether the recommended actions identified are appropriate or whether another course of action is required.

1. Introduction

1.1 Performance dashboard

1.1.1 The performance dashboard provides a quick overview of Red/Amber/Green rated performance for our vital signs over a rolling 12 month period. This then complements that exception reporting process and enables committee members to check that key performance issues are not being missed.

 Children's Services Committee - Vital Signs Dashboard		NOTES: Green is in line with high performing authorities; Amber within 10% (not percentage points) of high performing authorities; Red being more than 10% worse than high performing authorities. *White' spaces denote that data will become available; 'grey' spaces denote that no data is currently expected, typically because the indicator is being finalised. The target value is that which relates to the latest measure period result in order to allow comparison against the RAG colours. A target may also exist for the current and/or future periods.													
Monthly	Bigger or Smaller is better	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	Jul 18	Aug 18	Sep 18	Oct 18	Nov 18	Dec 18	Jan 19	Target
{ChS} Percentage of Referrals into Early Help Services who have had a referral to EH in the previous 12 months	Smaller	6.5%	3.0%	6.3%	5.4%	6.1%	7.6%	3.6%	2.5%	2.2%	3.3%	5.3%	2.7%	4.6%	20.0%
		11 / 168	4 / 132	9 / 144	8 / 147	7 / 114	12 / 157	6 / 169	3 / 122	2 / 90	6 / 181	8 / 150	3 / 110	6 / 131	
{ChS} Percentage of Referrals into Section 17 CIN Services who have had a referral to S.17 CIN in the previous 12 months	Smaller	23.9%	24.2%	24.1%	24.2%	20.8%	21.3%	21.6%	22.6%	22.8%	16.3%	17.0%	14.5%	18.9%	<20%
		2233 / 9341	2240 / 9245	2173 / 9001	2173 / 8963	2162 / 9030									
{ChS} Percentage of Children Starting a Child Protection Plan who have previously been subject to a Child Protection Plan (in the last 2 years)	Smaller	8.1%	8.2%	8.2%	7.5%	7.5%	7.5%	6.8%	8.2%	8.4%	8.4%	8.5%	7.9%	7.7%	<15%
		70 / 859	71 / 869	69 / 844	66 / 875	67 / 888	66 / 883	59 / 870	76 / 924	79 / 938	80 / 948	84 / 990			
{ChS} Child in Need (CIN) with up to date CIN Plan	Bigger	58.9%	59.1%	65.8%	81.7%				57.4%	61.1%	66.7%	70.2%	69.3%	71.4%	100%
		909 / 1544	850 / 1439	917 / 1393	785 / 961				638 / 1112	696 / 1139	749 / 1123	798 / 1137	829 / 1196	820 / 1148	
{ChS} Child Protection (CP) - % children seen	Bigger	82.7%	89.1%	87.3%	83.6%	89.0%	85.0%	86.5%	80.0%	82.3%	76.6%	92.9%	88.8%	90.2%	100%
		440 / 532	521 / 585	508 / 582	498 / 596						438 / 572	511 / 550	539 / 607	487 / 540	
{ChS} LAC with up to date Care Plan	Bigger	94.3%	96.0%	95.7%	94.0%	91.5%	93.2%	94.5%	94.6%	95.7%	98.7%	95.4%	95.7%	97.6%	100%
		1085 / 1151	1118 / 1164	1127 / 1178	1108 / 1179	936 / 1184					1175 / 1191	1138 / 1193	1148 / 1200	1198 / 1227	
{ChS} LAC with up to date Health Assessment (HA)	Bigger	75.1%	76.5%	74.2%	77.4%			80.6%	80.4%	87.5%	83.0%	86.2%	88.1%	89.3%	100%
		604 / 804	613 / 801	596 / 803	627 / 810					722 / 825	697 / 840	713 / 827	734 / 833	773 / 866	
{ChS} Eligible Care Leavers with up to date Plan	Bigger	83.1%	79.7%	75.6%	76.3%					95.6%	99.6%	97.8%	96.6%	99.2%	
		187 / 225	189 / 237	183 / 242	183 / 240					217 / 227	224 / 225	225 / 230	226 / 234	245 / 247	
{ChS} Percentage of all young people in EET	Bigger	91.1%	91.0%	90.8%	90.4%		93.9%	92.5%	87.8%	86.0%	89.4%	92.3%	91.5%	91.1%	92%
{ChS} Percentage of Relevant and Former Relevant Care Leavers in EET	Bigger	59.2%	58.2%	58.3%	58.4%			55.8%	54.1%	48.1%	49.4%	50.5%	56.5%	55.9%	

1.2 Report cards

1.2.1 A report card has been produced for each vital sign. It provides a succinct overview of performance and outlines what actions are being taken to maintain or improvement performance. The report card follows a standard format that is common to all committees.

1.2.2 Each vital sign has a lead officer, who is directly accountable for performance, and a data owner, who is responsible for collating and analysing the data on a monthly basis. The names and positions of these people are clearly specified on the report cards.

1.2.3 Vital signs are reported to committee on an exceptions basis. The exception reporting criteria are as follows:

- Performance is off-target (Red RAG rating or variance of 5% or more)
- Performance has deteriorated for three consecutive months/quarters/years
- Performance is adversely affecting the council's ability to achieve its budget
- Performance is adversely affecting one of the council's corporate risks.

1.2.4 Vital Signs performance is reported on an exception basis using a report card format, meaning that only those vital signs that are performing poorly or where performance is deteriorating are presented to committee. To enable Members to have oversight of performance across all vital signs, all report cards will be made available to view through Members Insight. To give further transparency to information on performance, for future meetings it is intended to make these available in the public domain through the Council's website.

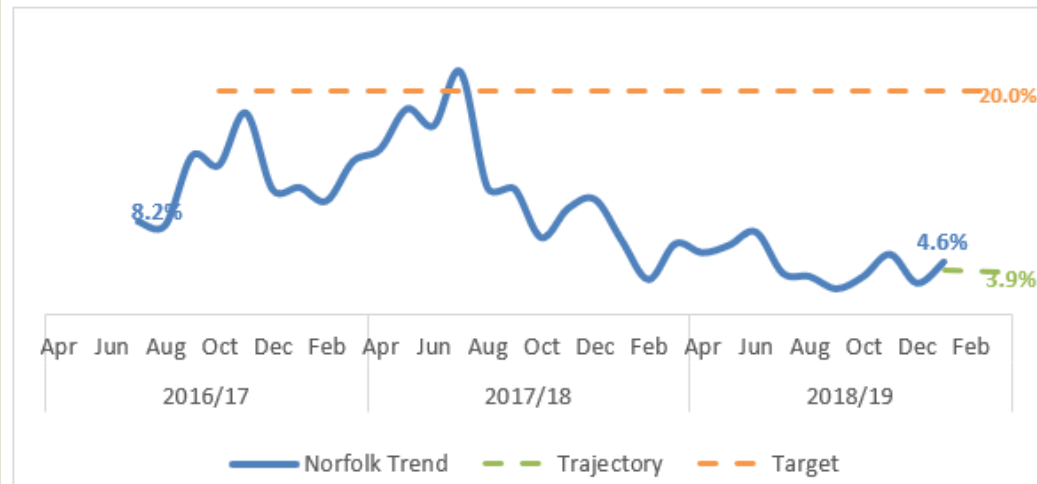
Rate of re-referral to Early Help Services

Why is this important?

Our Early Help services are designed to support and empower families to make lasting changes which will enable them to thrive and to meet any challenges/difficulties via their own reserves and/or use of universal services.

Performance

Percentage of children with a referral to early help in the month who have already had an early help referral:



What is the background to current performance?

- Relatively low numbers of referrals into Early Help services can make re-referral rates volatile. However, over the past 12 months as recording & reporting has been refined, there has been an overall reduction in the number of cases being referred back to Early Help services.

Action required

- Continue to monitor re-referral rates
- Continue to develop and embed the Early Help offer and ensure support for families is informed by effective plans and supported by effective services.

What will success look like?

- Less than 20% of children referred to early help will have had a previous referral.

Responsible Officers

Lead: Sarah Jones Data: Andy Goff

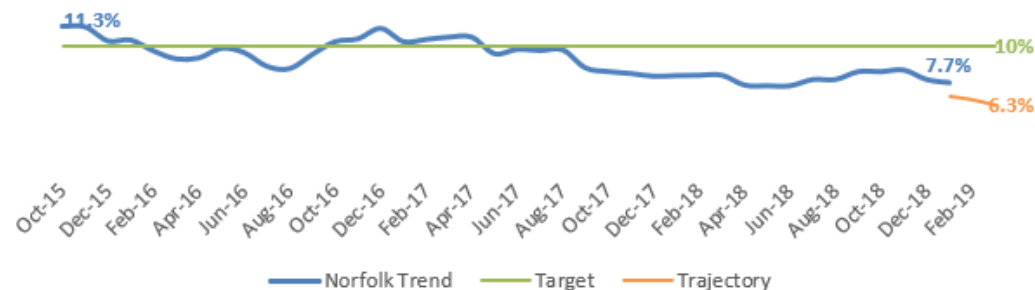
Children Starting a Child Protection Plan for a 2nd/Subsequent Time within 2 Years of a Previous Plan Ceasing

Why is this important?

A successful CP Plan outcome is not just about reducing risk at a particular point in time but is about ensuring that children who have been subject to CP intervention stay safe after the plan has ended.

Performance

Children Starting a Child Protection Plan for a 2nd/Subsequent Time (Rolling 12 months)



What is the background to current performance?

- Month-to-month variation continues within what we would consider to be a normal range.
- There are no specific locality concerns and bigger fluctuations tend to be more linked to 2nd or subsequent plans for large sibling groups.
- Current performance is within our target range and on a par with top quartile national performance.

Action required

- Continue to focus on the quality of CP Plans to ensure that families' needs are understood and that appropriate and effective support is identified.

What will success look like?

- The percentage of children starting a CP Plan for a second/subsequent time in Norfolk is below that of similar local authorities within England at 10-15%.
- At the same time, the percentage should not be too low as children who need the support should not be prevented from starting a CP Plan simply because they have previously had one.

Responsible Officers

Lead: Phil Watson Data: Andy Goff

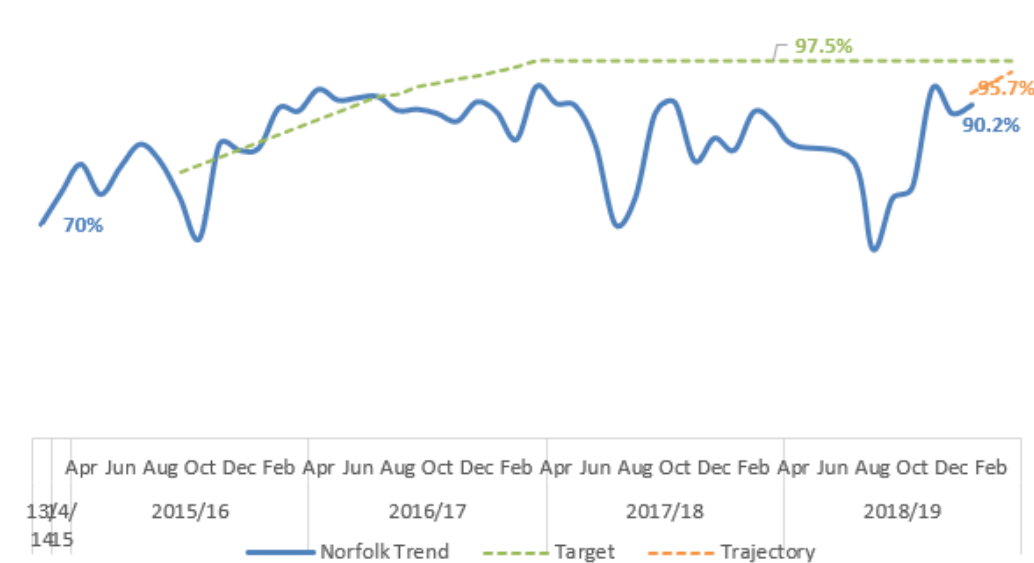
Child Protection (CP) - % children subject to CP Plans seen in timescales

Why is this important?

To ensure the safety and well-being of children on Child Protection Plans, it is important they are visited regularly by an experienced, qualified social worker.

Performance

Percentage of children on CP Plans seen by Social Workers in timescales:



What is the background to current performance?

- Over 80% of children on CP plans were seen within 20 working days and the visits have been recorded.
- There are ongoing issues with recording which result in children who have been seen within the statutory timescales appearing not to have been. Managers and workers are being reminded of the recording requirements and performance is expected to improve over the coming months.

Action required

- Continue to focus on this area through management discussions, supervision, team/locality meetings and the Performance and Challenge Board.

What will success look like?

- Almost all children subject to Child Protection Plans will be seen in timescale and only in exceptional circumstances will there be delays in social work visits.

Responsible Officers

Lead: Phil Watson Data: Andy Goff

Section 17 Children in Need (CIN) with an up-to-date CIN Plan

Why is this important?

Our Section 17 CIN services are designed to support and empower families to make changes enabling them to thrive and meet any challenges / difficulties via their own reserves and/or use of universal services. A good quality CIN Plan that is regularly updated to reflect the changing needs of children and families is essential in achieving this outcome.

Performance

Percentage of Section 17 CIN with up-to-date CIN Plan:



What is the background to current performance?

- The % of CIN with an up to date plan has increased over the past quarter but is still significantly below target.
- Our focus on clearing backlogs of assessments will continue to impact performance on CIN indicators and as a result we will continue to see fluctuation in performance until that activity has been completed.
- Performance in relation to CIN with up to date plans in FIT teams continues to be strong with nearly 80% of children who have been assessed as being in need have a timely plan in place.

Action required

- Managers to ensure Section 17 CIN have plans reviewed at a frequency of no more than 12 weeks

What will success look like?

- Almost all Section 17 CIN have a plan that has been reviewed within the previous 12-weeks.
- The target is for 97.5% of Section 17 Children in Need have a timely CIN Plan by the end of March 2019.

Responsible Officers

Lead: Phil Watson Data: Andy Goff

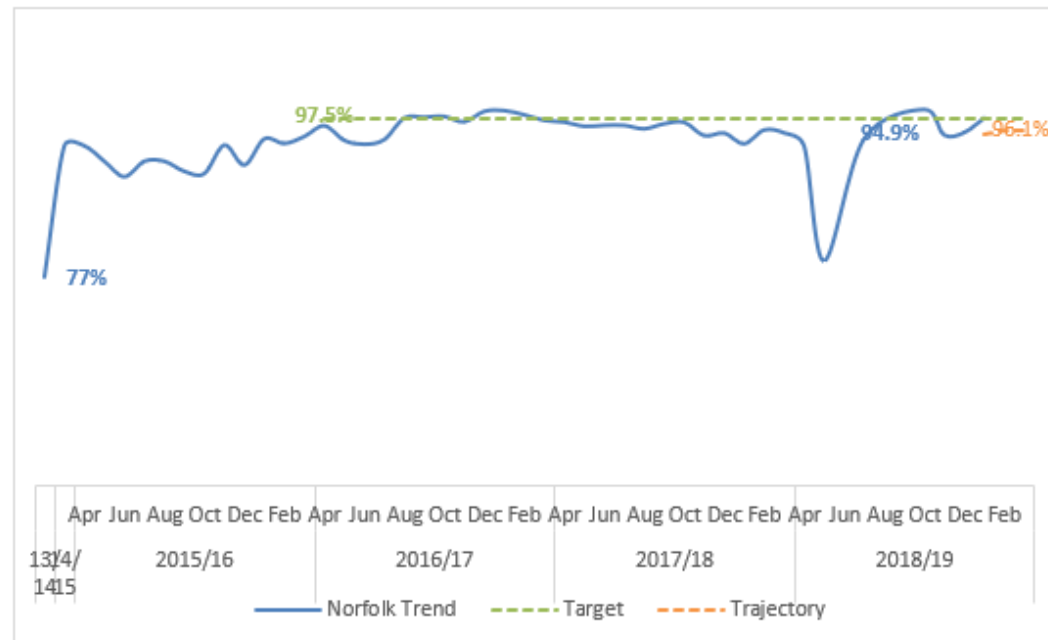
LAC with up to date Care Plan

Why is this important?

A good quality care plan which is regularly reviewed and updated to reflect changes in a child's life is an essential part of ensuring Looked-After Children receive the correct services and support to achieve their full potential.

Performance

Percentage of LAC with up-to-date Care Plan:



What is the background to current performance?

- The apparent anomaly in May 2018 would appear to be due to data issues when the previous social care recording system ceased to be used.
- Our performance in relation to Looked After Children having up to date Care Plans remains good.

Action required

- Continue to focus on improving the quality of plans through management discussions, supervision, team/locality meetings and the Performance and Challenge Board.
- Ensure that care plans are regularly addressed through our LAC thematic work.

What will success look like?

- All LAC will have a plan which effectively addresses their needs and supports them to reach their potential.
- LAC will achieve their potential

Responsible Officers

Lead: Phil Watson

Data: Andy Goff

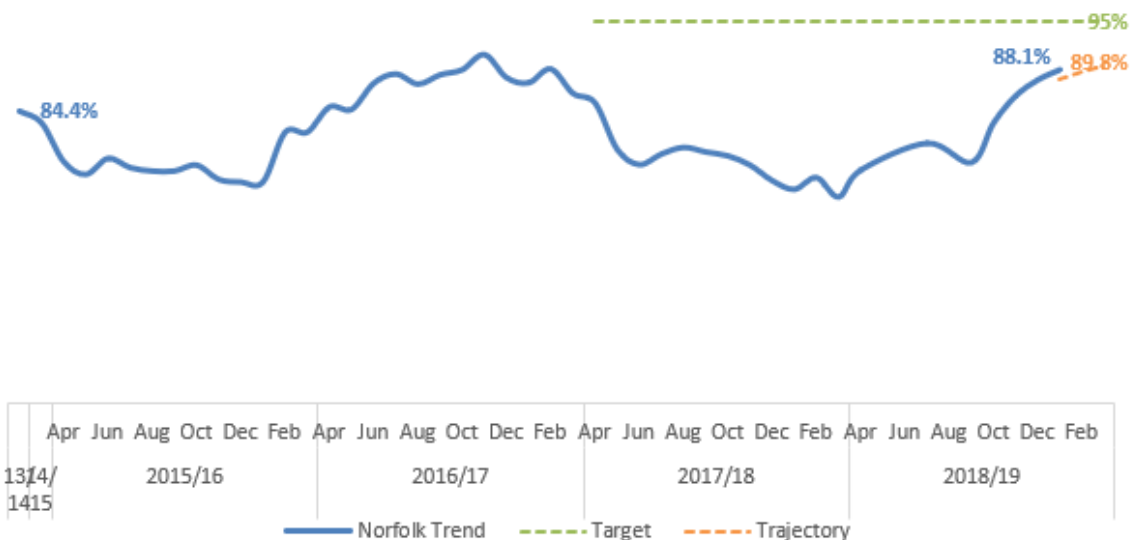
Children who have been looked-after for 12 or more months with up to date Health Assessment (HA)

Why is this important?

Looked-After Children are among the most vulnerable in our society, a great many of whom have experienced neglect or abuse. Regular Health Assessments ensure that any emerging health issues are identified and appropriately managed.

Performance

Percentage of LAC for 12+ months with up-to-date Health Assessment:



What is the background to current performance?

- Capacity issues for health partners, combined with increases in LAC starters requiring initial health assessments has seen performance in this area decline between April & December 2017; however, activity since the start of 2018 has seen sustained performance improvement over the last 12 months.

Action required

- QA LAC Health Hub to work with health partners to highlight those children & young people due / overdue a health assessment.
- Continue to focus on HAs as a specific KPI

What will success look like?

- Almost all children who have been looked-after for 12 months or more will have had their health assessment in timescale, in line with the top performing 25% of local authorities in England.
- The target is for 97.5% of children who have been looked-after for 12 or more months to have had a timely Health Assessment by the end of March 2019.

Responsible Officers

Lead: Phil Watson Data: Andy Goff

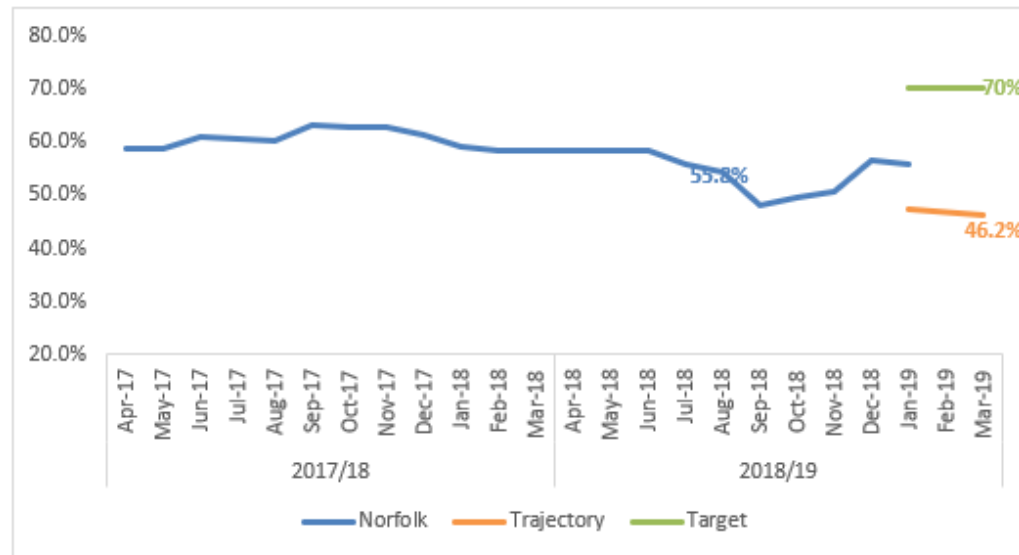
Relevant & Former Relevant Care Leavers (aged 19-21) in Employment, Education or Training

Why is this important?

As corporate parents, Norfolk county Council has high aspirations for young people formerly in our care. High levels of engagement in education, employment or training among our care leavers improves their outcomes both in terms of their self-esteem and life goals.

Performance

Percentage of Relevant & Former Relevant Leavers aged 19-21 EET:



What is the background to current performance?

- At the end of March 2017, data submitted to the Department for Education suggest only 46% of Norfolk's 19-21 year-old care leavers were engaged in employment, education or training (compared with around 55% across England).
- By summer 2017, a combination of improvements in case-recording and focussed work with young people and education providers resulted in Norfolk's performance in this area peaking at over 62.5% in September. While there has been a slight decrease since then, this is consistent with courses finishing at the end of the academic year and natural turnover as young people review their choice of course over time.
- 29 young people were engaged in post-A Level (equivalent to degree-level) education as at the end of July 2018, a reduction of 2 from the same period in 2017

Action required

- Continue to work relentlessly with education providers, young people and partners to identify and resolve barriers to participation.

What will success look like?

- The percentage of 19-21 year-old care leavers engaged in some form of employment, education or training will be well-above the national average, showing Norfolk.

1. Impact of Support for Education Improvement

1.1 Ofsted Outcomes

1.1.1 Schools:

Ofsted statistics now include the previous Ofsted judgement for schools that have been sponsored or re-brokered as an academy. Since September, the percentage of Norfolk schools judged good or outstanding has remained at 84% compared to a national average which has fallen to 85%.

1.1.2 Early Years Providers:

The percentage of early years providers judged good or outstanding has declined slightly since September but continues to be above national averages at 96% compared to a national average of 95%.

1.1.3 Education Outcomes

Validated results are now available at all Key Stages. We publish comprehensive trends tables and a full standards report at <http://www.schools.norfolk.gov.uk/Supportforschoolimprovement/School-Performance/Performance-and-results>

Outcomes at all phases of education are improving.

Particular strengths in the 2018 results include:

- At the end of the Early Years Foundation Stage (age 5) the percentage of children achieving the expected standard is above the national average in every area of learning.
- Outcomes in Primary Mathematics (age 11) continue to improve at a faster rate than national. This has been a Norfolk priority for several years
- At secondary school, pupils made slightly more progress from their starting points (as measured by progress 8) than their peers nationally.
- The gap between disadvantaged and other pupils is narrower than the national average in Early Years and Key Stage 4
- Outcomes at A level have improved

There remain key indicators which need to improve so that we can be confident that education in Norfolk is at least as good as it is nationally.

- More pupils should reach the expected standards at primary school, especially disadvantaged pupils
- More pupils should reach higher standards of attainment at all phases, especially disadvantaged pupils
- More able disadvantaged secondary students should have more access to and make good progress in EBacc subjects (triple science, history, geography and languages) to facilitate more ambitious post 16 and post 18 destinations.
- A more inclusive school system with less exclusion and pupil movement out of mainstream schools, to increase achievement for all pupils and sustain positive destinations for all post 16.

1.1.4 Use of Statutory Powers of Intervention in LA Maintained Schools

There are currently seven schools that are subject to LA intervention following the issuing of a warning notice (see <https://www.gov.uk/government/publications/schools-causing-concern--2>)

Warning Notices have been issued in the spring term to Bluebell Primary School and Caister Infant School.

1.1.5 Exclusions from Schools

Permanent exclusion data from the autumn term remains provisional at this stage. 94 pupils have been excluded from state funded Norfolk schools, 40 of which are confirmed as permanent, the remaining 54 pupils are still in the period where the exclusion could be rescinded.

Fewer pupils were permanently excluded from secondary schools in the autumn term compared to Autumn 2017, due to significant decrease in exclusions in the Great Yarmouth district. 61 pupils have been excluded from secondary schools, compared to 74 pupils in 2017. In primary schools however there has been an increase from 21 to 33 pupils.

The appointment of two Inclusion Challenge Partners with recent headship experience has added support and challenge into the system and has successfully prevented some potential exclusions.

Headteachers have welcomed developments of the Fair Access Protocol and the extension of pupil placement panels across the county and age ranges.

2. Early Help

- 2.1 The re-referral rate into EHFF teams remains very low at 4.6% and all localities are below 9%. This low rate could suggest that the work EHFF teams undertake with families has a sustained impact. Further analysis of this, including percentage of cases closed to EHFF that later get referred to social care will better help us to understand this. The percentage of new EHFF cases that stepped down from Social Care teams across the county has remained reasonable steady at between 20 and 30% over the past year, there is however a lot of variance across the localities.
- 2.1.2 In January 2019 our Early Help Family Focus practitioners supported 602 families, with 1416 children and young people being supported in Norfolk. There are still 158 families who are awaiting allocation to a practitioner, which is a high number, and is partly due to a large number of vacancies across the service, and partly as a result of a lack of capacity within the current workforce. Both of these issues are being tackled, with additional staff resource coming from the Transformation Fund, - this is coming from core budget and a co-ordinated recruitment campaign for both the new posts and the existing vacancies. Whilst team managers are waiting for these additional staff, they are using the Case Allocation Protocol, to ensure all teams are prioritising cases effectively, and keeping in touch with families who are waiting for a service.
- 2.1.3 The Early Help Family Focus data from June to December 2018 shows 71% of cases closed with an outcome of 'needs met' rather than escalation, crisis or disengagement. This is an improvement from the previous year when only 66% of cases closed with the outcome of needs met. This along with our continuing low rereferral data of between 2 – 8% each month demonstrates we are continuing to sustain positive change in the families we work with.
- 2.1.4 The Early Help Partner Focus practitioners supported 151 partners to manage individual families, delivered Family Support Process training to 48 internal and external partners, and Signs of Safety development sessions to 51 internal and external partners. Team managers are encouraging a focused approach to the Signs of Safety work, as this needs to be fully embedded, so that Norfolk Children's Services can move to being a 'good' local authority by Ofsted, and more importantly will lead to a consistent approach for children, young people and their families.
- 2.1.5 The Early Help Community Focus practitioners managed 155 information, advice and guidance requests on January 2019. When a request involves a more complex response, the community

focus teams call this a project, which might be some data analysis, attending an event, or setting up and facilitating a networking event for partners. Community focus practitioners were involved in 110 projects in January 2019.

2.1.6 Early Help Managers and Practitioners will be co delivering the 2- day family finding training with Social Work colleagues during February and March. These workshops will train 300 front line staff to have a greater understanding on how to engage wider family networks to support the needs in families who require help and support.

2.1.7 The Early Help CADS team continues to be under pressure. There are plans to change the senior management structure to enable overall ownership by one Senior Manager as opposed to two (SW and EH). The team vacancies have been recruited to and new staff should be in post and beginning there induction shortly which will also help to address the management of the current volume of work.

3. Social Work (MI Report at Appendix 1)

3.1 Contact and Referrals

3.1.1 There has been an increase in the number of contacts and the percentage of those which have been accepted as referrals in January compared to the previous 6 months. Whilst an 18.9% conversion rate is higher than we have had since the implementation of CADS it is not anomalous compared to data prior to July 18. An audit of CADs is taking place to test the robustness of decision making Currently, contact numbers for February are in line with those seen in January at the same point, a smaller proportion have converted to referral. This would suggest that the percentage of contacts accepted as referrals in January 19 was anomalous, and that performance in February will be back to circa 15%.

3.1.2. The biggest impact on the contact to referral conversion rate has been an increase in contacts from Education Services becoming referrals from circa 13% in the first two full months of CADs operation to 22% in January 19. There was also a higher rate of conversion from Police contacts, with 19% in January 2019 being the highest rate over the past 12 months. The audit will consider referrer source to better understand why this is the case.

3.1.3 Referral numbers significantly increased in January 2019 to the highest level seen in the past 12 months, although not as high as those seen between August to Dec 2017. Whilst this is considered to be anomalous, increased referral numbers will have an impact on Localities. All localities saw some increase but at differing levels ranging from increase between of 6 and 89.

3.2 Assessments

3.2.1 There was a slight increase in the number of assessments completed across the county in January, however this is still lower than 12 months ago. The highest increases being 84 in one locality in January 2019. Given the increase in referrals in January it is likely we will see another increase in the number of assessments authorised in February's data.

3.2.2 The percentage of assessments completed within 45 working days has fallen for the second month and in January was at the lowest figure seen since April 18. 2 localities perform particularly well with a completion in time rate of 100% in one and 96.4% in another. The two poorest performing localities had a completion in time of 47% and 39%. The latter being particularly concerning as this is a reduction from an already low completion in time rate of 59% Having said this, we do know that in both of these localities concerted efforts have been made to complete this work and already we are seeing an improved landscape for next month's performance position.

3.2.3 We continue to see a high percentage of social work assessments with outcomes of close with info and advice and low percentages stepping down to FSP/TS. There are wide variances across the county ranging from 50% (highest) in one locality with ongoing social work intervention and two with only 30% (low) We were expecting to start to see higher rates of ongoing involvement with the introduction of CADS. One hypothesis is that the outcomes have been impacted by the ongoing work in some localities to clear backlogs of out of timescale assessments which are more likely to close with no further action.

3.2.4 Our rate of Section 47 investigations continues to be in line with our statistical neighbours. And a low proportion (22%) have an outcome of concerns not substantiated which would indicate we are undertaking investigations at the right time for the right children.

3.3 Child In Need

3.3.1 The percentage of children in all team types with an up to date CIN plan has increased. 3 localities have seen an increase to 70-80%. The lowest performing locality has a performance of 63%. This is an early indicator that revised social work model of throughput teams is showing early signs of the improvements we expected in terms of fewer lay off points and less opportunity for drift at points of transfer. This will be closely monitored in the coming months.

3.4 Child Protection (CP)

3.4.1 The number of children subject to child protection plans fell significantly from December to January 2019 and are now at the lowest level in the last 12 months. All localities are seeing reduced numbers. However, CP numbers have come down as LAC numbers have increased and analysis shows that 50% of children who start to be looked after, have been subject to CP planning at some point in the previous 12- month period. Ongoing analysis of the outcomes for children subject to CP planning is included in current audit activity to test the hypothesis that earlier, focussed work undertaken by workers who are better able to focus on risk is a causal link to this positive decrease.

3.4.2 The number of children becoming subject of a CP plan for a second or subsequent time is the lowest seen in the past 12 months, but in the context of the total number of ICPCs in the month the percentage figure is 21% which is in line with our Statistical neighbour and national averages. We continue to be lower than statistical neighbours and national averages with regard to children who are on CP plans for more than 2 years.

3.4.3 We continue to have very good performance in seeing children subject to child protection planning within 20 working days with most localities being above 87%. 1 locality saw all of their children on CP plans in this timescale and 80% in 10 working days and another achieving 93.5%. Only one locality has seen a decline in performance in both of these visiting timescale measures – this is being addressed through the performance framework structure.

3.5 Looked After Children

3.5.1 In January 2019, we saw 52 children become looked after and 25 who ceased to be looked after. The numbers of LAC starts and ceases in January aren't dissimilar to those seen in the same month of 2017 and 2018, it is the cumulative effect of month on month LAC rises over Jan-Aug 2018, alongside no sustained reduction between September and December 2018, plus the usual rise in numbers in January, that has led to the current position. What is more positive is that so far, we have seen some reduction in the number of Looked After Children over the first 2 weeks of February. LAC numbers are continually scrutinised thorough the weekly LAC tracker, alongside trackers monitoring children identified for possible reunification and where SGOs are being progressed.

3.5.2 A very high percentage of our Looked After Children have up to date care plans recorded, and 1 locality has 100% performance. This is an area of strength across the County and alongside this there continues to be a focus on supporting practitioners to produce good quality plans that make a difference to children and young people.

3.5.3 Recent analysis of IHAs that needed to be completed Oct - Dec 2018 (excluding children who ceased to be LAC before their IHA due date) showed 54% of LAC had their IHA in timescale which is higher than the 17/18 quarter 4 average of 38.5% in the Eastern Region. Of those that were out of timescale, 32% were due to a lack of capacity with Health partners to offer an appointment and 32% were due to a delay in the request for health assessment being submitted.

3.6 Care Leavers

3.6.1 EET levels for Relevant and Former Relevant Care Leavers are now at a level we would expect which suggests that recording is now more up to date than when reporting resumed in October. We continue to scrutinise this performance measure to better understand the challenges regarding Education, Employment or Training for our care leavers across the county. We have seen a positive increase in the percentage of Care Leavers we have been in touch with over the past 2 months from 69.5% in December to 77.5% in January. 1 locality has achieved particularly high performance in this measure at 88%.

3.7 Caseloads

3.7.1 At the end of January 36% of Social Workers had caseloads over the caseload policy for their team type. This was a slight rise compared to the 33% seen in December 2018 but equates to only 3 more social workers and may be due to a small reduction in the number of case holding social workers across some teams. Having said this, at the end of January 6 Social Workers had caseloads of 30 or more children or young people, compared to 13 social workers at the end of June.

* Eligible care leavers are young people aged 16 or 17 who are currently looked after

** Relevant care leavers are young people aged 16 or 17 who have been eligible care leavers

*** Former relevant care leavers are Young People aged 18-21 who have been eligible and/or relevant care leavers

4. Financial Implications

4.1 As requested this is now contained in a separate report

5. Issues, risks and innovation

5.1 As requested this is now contained in a separate report

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, e.g. equality impact assessment, please get in touch with:

Performance Officer Name: Andy Goff. Telephone:01603 223909
andrew.goff@norfolk.gov.uk



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

Norfolk County Council

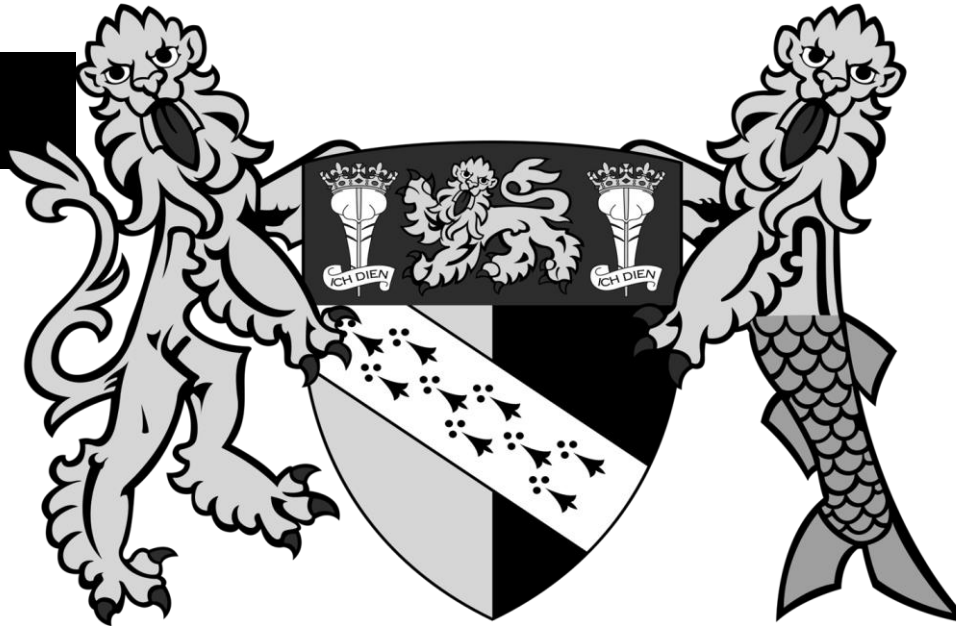
Children's Services

Monthly Performance & Management Information

County Report

January 2019

All data sourced from LiquidLogic.



Produced by the Children's Services Reporting Team
bi@norfolk.gov.uk

Norfolk County Council
Children's Services

Monthly Performance & Management Information County Report

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Area	Ref	Indicator	Good perf. is	Data note	Last four months				Current year		DOT (Month on Month)	RAG (★☆☆)						Tolerances		Previous YTD	Latest benchmarking																		
					Oct-18	Nov-18	Dec-18	Jan-19	YTD	Target		County	County	Breckland	North	Norwich	South	West	Yarmouth		Red	Green	Stat neigh avg	Best stat neigh	Nat. avg	Nat. top quartile	Eastern region												
					Count	Count	Count	Count	Count	Count																													
Child Protection	6.1	No. Children Subject to CP Plans	Low	Count	654	659	638	587			↑																												
	6.2a	Initial CP conferences (no. children) - rolling 12 month performance	Low	Rolling 12	861	874	848	756			↑																												
	6.2b	Initial CP conferences per 10,000 population - rolling 12 month performance	Low	Rolling rate	50.9	51.7	50.2	44.7			↑																												
	6.3	Number of children subject to an ICPC	Info	Count	68	110	58	48	564		↓																												
	6.4	% of ICPCs held within 15 days of strategy discussion	High	Percentage	97.1%	99.1%	94.8%	93.8%	92.4%		↓																												
	6.5	Children Subject to CP Plans - Rate per 10K Under-18s	High	Rate	38.7	39.0	37.7	34.7			↓																												
	6.6	Number of children becoming subject to a CP plan per 10,000 population	Low	Rate	5.0	6.3	3.0	3.0			↑																												
	6.7	Number of discontinuations of a CP plan per 10,000 population	High	Rate	4.0	5.6	3.9	6.0			↑																												
	6.8	% children whose child protection plan started who had previously been subject to a CP Plan within the last 2 years - rolling 12 months	Low	Rolling 12	8.4%	8.5%	7.9%	7.7%			↑																												
	6.9a	No. of children becoming the subject of a CP plan for a second or subsequent time, ever	Low	Count	24	32	14	10	181		↑																												
	6.9b	% of children becoming the subject of a CP plan for a second or subsequent time - ever - rolling 12 months	Low	Percentage	20.6%	21.5%	22.2%	22.8%			↓																												
	6.10a	No. children subject to child protection plan for > 18 months	Low	Count	22	20	15	21			↓																												
	6.10n	No. children subject to child protection plan for > 2 years	Low	Count	7	6	5	5			↓																												
	6.10b	% children subject to child protection plan for > 2 years	Low	Percentage	1.1%	0.9%	0.8%	0.9%			↓																												
	6.11a	No. children whose child protection plan ceased this month	High	Count	67	94	66	101	743		↑																												
6.11b	% of CP plans ceased within period that had lasted 2 years or more	High	Percentage	1.5%	2.1%	1.5%	0.0%	1.3%		↓																													
6.12	% RCPCs held in timescale in month	High	Percentage	94.1%	91.4%	100.0%	82.8%	92.7%		↓																													
6.14	% children on child protection plans seen within timescales**	High	Percentage	75.2%	76.5%	70.8%	69.6%	68.4%		↓																													
6.15	% children on child protection plans seen within 20 working day timescales	High	Percentage	76.6%	92.9%	88.8%	90.2%	81.8%		↑																													
LAC	7.1	No. Looked-After Children	Low	Count	1191	1193	1200	1227			↓																												
	7.2	LAC - Rate per 10K Under-18s	Low	Rate	70.5	70.6	71.0	72.6			↓																												
	7.3	Admissions of Looked After Children	Low	Count	50	28	31	52	383		↓																												
	7.4	Number of children who have ceased to be Looked After Children	High	Count	35	29	13	25	303		↑																												
	7.5	Percentage of LAC who have ceased to be looked after due to permanence (Special Guardianship Order, Residence Order, Adoption) ⑤	High	Percentage	25.7%	51.7%	53.8%	28.0%	30.0%		↓																												
	7.6	LAC in residential placements	Low	Count	128	125	131	132			↓																												
	7.6a	% LAC in residential placements	Low	Percentage	10.7%	10.5%	10.9%	10.8%			↑																												
	7.7	% LAC cases reviewed within timescales	High	Percentage	91.1%	92.7%	92.2%	86.3%			↓																												
	7.8	Percentage of children adopted ⑥	High	Percentage	8.6%	20.7%	23.1%	12.0%	10.9%		↓																												
	7.9n	# LAC having a health assessment within 20 days of becoming LAC	Info	Count	19	23	13	11	86		↓																												
	7.9	% LAC becoming looked after for 20 working days and having a health assessment in that time	High	Percentage	41.3%	56.1%	50.0%	26.2%	38.6%		↓																												
	7.10	LAC with up-to-date Health Assessment - No.	High	Count	697	713	734	773			↑																												
7.11	LAC with up to date dental check - No.	High	Count	698	706	727	764			↑																													
7.14	LAC with up-to-date Care Plan - %	High	Percentage	98.7%	95.4%	95.7%	97.6%			↑																													
7.15	% LAC seen within timescales	High	Percentage	58.9%	81.5%	85.3%	92.1%			↑																													
7.17	LAC Reviews in month - Child Attended - %	High	Percentage	62.4%	65.3%	59.3%	55.0%	63.4%		↓																													
7.18	LAC Reviews in month - Child Participated - %	High	Percentage	99.1%	98.7%	97.1%	93.6%	96.5%		↓																													
Care Leavers	8.1	Number of care leavers	High	Count	551	551	554	551			↓																												
	8.3	RCL & FRCL in Suitable Accommodation - %	High	Percentage	82.4%	86.4%	87.4%	90.2%			↑																												
	8.4	RCL & FRCL EET - %	High	Percentage	49.4%	50.5%	56.5%	55.9%			↓																												
8.5	% Care Leavers in touch with their S/Ws and/or PA over last 2 months	High	Percentage	73.3%	77.9%	69.7%	77.5%			↑																													
Place ment	9.1	% of long term LAC in placements which have been stable for at least 2 years	High	Percentage	70.9%	69.4%	70.3%	70.1%			↓																												
	9.2	LAC with 3 or more placements in any one year - %	Low	Percentage	9.3%	9.6%	9.1%	9.3%			↓																												

Early Help

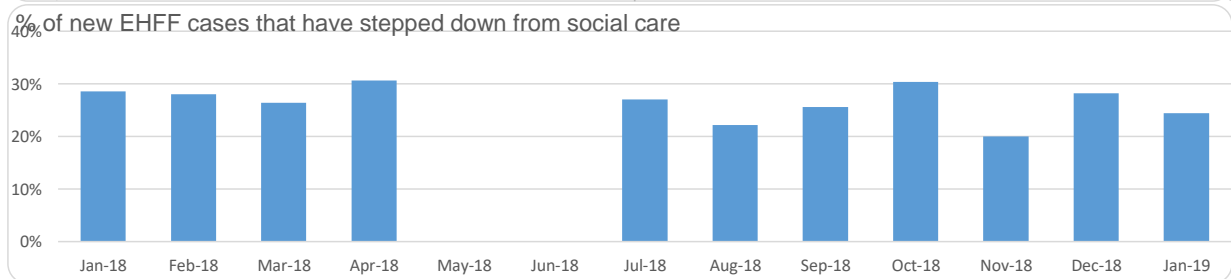
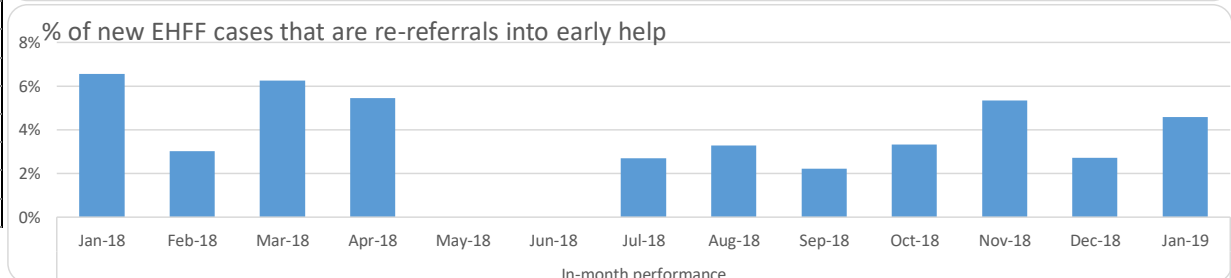
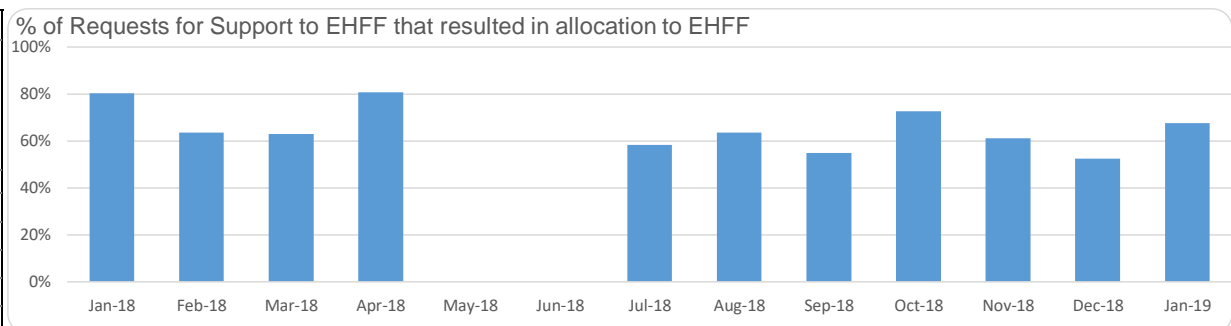
(County - January 2019)

Definition The data in this section relates to referrals to the Norfolk Early Help and Family Focus Teams

Performance analysis

The re-referral rate into EHFF teams remains very low at 4.6% and all localities are below 9%. This low rate could suggest that the work EHFF teams undertake with families has a sustained impact, however further analysis of this, including percentage of cases closed to EHFF that later get referred to social care would be helpful. Whilst the percentage of new EHFF cases that stepped down from Social Care teams across the county has remained reasonable steady at between 20 and 30% over the past year, there is a lot of variance across the localities. For example, Norwich has not fallen below 21.7% in the past 6 months with a high of 57%, whilst Breckland has fluctuated between 22% and 5.5% in the same period. More in-depth examination by the locality looking at numbers of cases that step down each month rather than just percentages would be useful to get a better understanding.

		1.6	1.7	1.8	1.9
		% of Requests for Support to EHFF that resulted in allocation to EHFF	% of new cases open under s47 previously open to EHFF	% of new EHFF cases that are re-referrals into early help	% of new EHFF cases that have stepped down from social care
Good perf. is:		High	High	Low	High
In-month performance	Jan-18	80.4%	-	6.5%	28.6%
	Feb-18	63.5%	-	3.0%	28.0%
	Mar-18	62.9%	-	6.3%	26.4%
	Apr-18	80.8%	-	5.4%	30.6%
	May-18	-	-	-	-
	Jun-18	-	-	-	-
	Jul-18	58.3%	-	2.7%	27.0%
	Aug-18	63.5%	-	3.3%	22.1%
	Sep-18	54.9%	-	2.2%	25.6%
	Oct-18	72.7%	-	3.3%	30.4%
	Nov-18	61.2%	-	5.3%	20.0%
	Dec-18	52.4%	-	2.7%	28.2%
Jan-19	67.5%	-	4.6%	24.4%	



Note:

Requests for Support and allocations are counted for the calendar month, but some of the allocated cases may be as a result of a Request for Support received at the end the previous month, as we have 5 days to allocate cases in Early Help. This may result in more cases being allocated than there are Requests for Support in the monthly MI data set, and thus percentages over 100.

Contacts

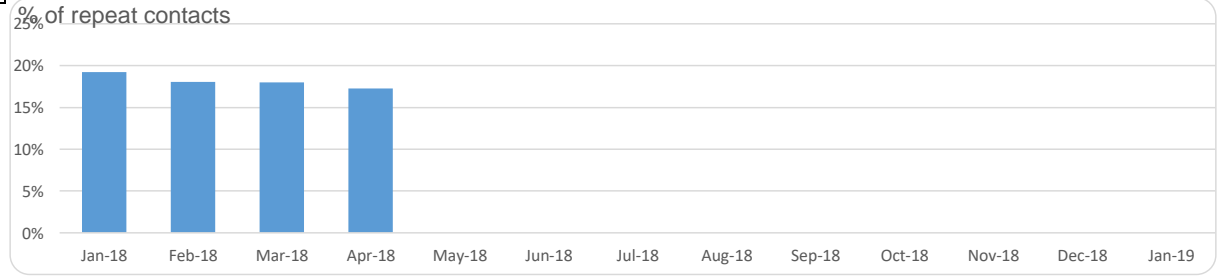
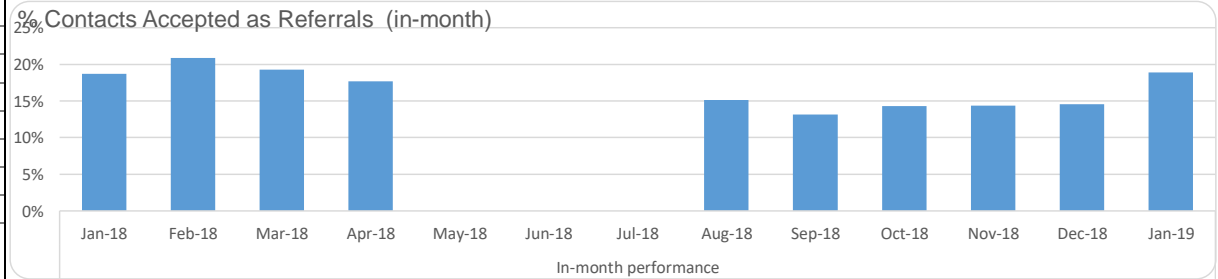
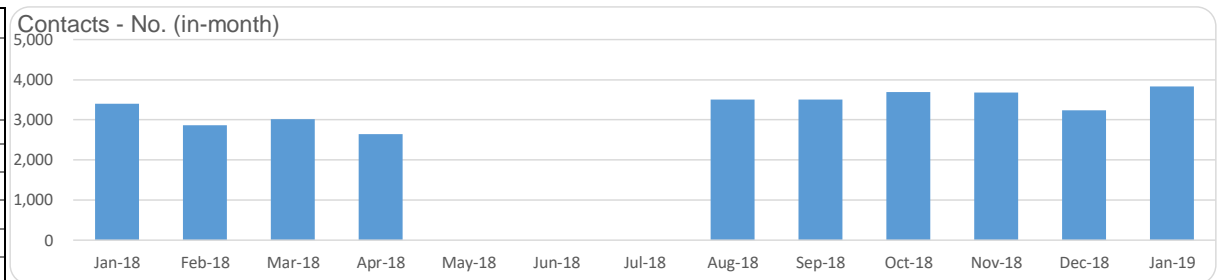
(County - January 2019)

Definition All contacts received by the LA via the MASH service are screened against an agreed multi-agency threshold criteria. Where a decision-maker in MASH agrees the threshold for social care involvement is met the contact progresses to a 'referral'. A number of the contacts made will be for information only or to ask for advice rather than be contacts seeking referral to social care services.

Performance analysis We have seen an increase in the number of contacts and the percentage of those which have been accepted as referrals in January compared to the previous 6 months. Whilst an 18.9% conversion rate is higher than we have had since the implementation of CADS it is not anomalous compared to data prior to July 18. If the higher rate continues over the next month, some exploration of contact types and decision making in CADS may be beneficial. However, whilst contact numbers for the month so far for February are in line with those seen in January at the same point, a smaller proportion have converted to referral. This would suggest that the percentage of contacts accepted as referrals in January 19 was anomalous, and that performance in February will be back to circa 15%.

Good perf. is:	2.1	2.3	2.9	2.10	
	Contacts - No. (in-month)	% Contacts Accepted as Referrals (in-month)	Number of repeat contacts	% of repeat contacts	
	<i>Info</i>	<i>High</i>	<i>Low</i>	<i>Low</i>	
In-month performance	Jan-18	3,399	18.7%	1,183	19.2%
	Feb-18	2,864	20.8%	998	18.1%
	Mar-18	3,016	19.3%	1,042	18.0%
	Apr-18	2,643	17.7%	929	17.2%
	May-18	-	-	-	-
	Jun-18	-	-	-	-
	Jul-18	-	-	-	-
	Aug-18	3,500	15.1%	-	-
	Sep-18	3,506	13.2%	-	-
	Oct-18	3,689	14.3%	-	-
	Nov-18	3,681	14.3%	-	-
	Dec-18	3,232	14.5%	-	-
Jan-19	3,827	18.9%	-	-	

These are over a rolling 3 month period.



Contacts by source

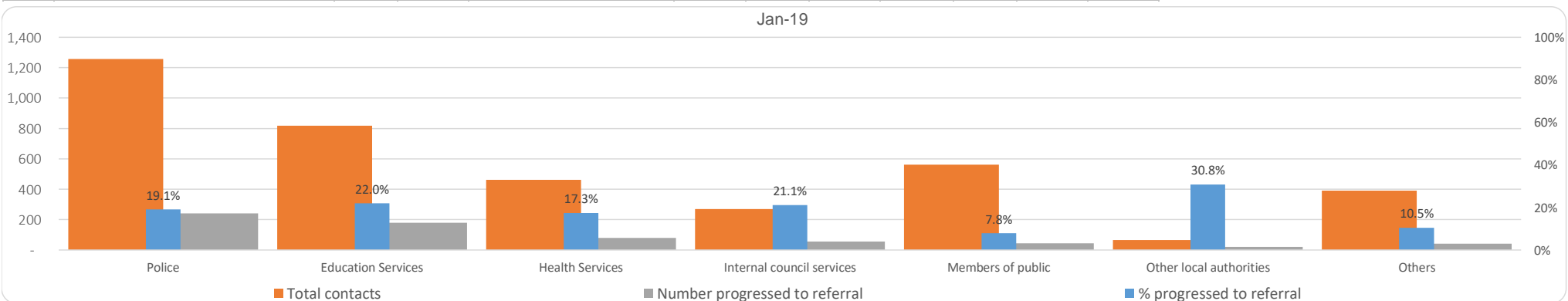
(County - January 2019)

Definition All contacts received by the LA via the MASH are screened against an agreed multi-agency threshold criteria. Where a decision-maker in MASH agrees the threshold for social care involvement is met the contact progresses to a 'referral'. Contacts come from a variety of sources and the data below provides a breakdown of numbers and progression rates to referral by source type. A number of the contacts made will be for information only or to ask for advice rather than be contacts seeking a referral to social care services.

Performance analysis The biggest impact on the contact to referral conversion rate has been an increase in contacts from Education Services becoming referrals from circa 13% in the first two full months of CADs operation to 22% in January 19. There was also a higher rate of conversion from Police contacts, with 19% in January 19 being the highest rate over the past 12 months. As suggested in the contacts section, it is felt referral conversion rate in January is anomalous, however if this trend continues further analysis will be needed.

		Police			Education Services			Health Services			Internal council services			Members of public			Other local authorities			Others		
		Total contacts	Number progressed to referral	% progressed to referral	Total contacts	Number progressed to referral	% progressed to referral	Total contacts	Number progressed to referral	% progressed to referral	Total contacts	Number progressed to referral	% progressed to referral	Total contacts	Number progressed to referral	% progressed to referral	Total contacts	Number progressed to referral	% progressed to referral	Total contacts	Number progressed to referral	% progressed to referral
In-month performance	Jan-18	1,426	172	12.1%	516	151	29.3%	456	105	23.0%	64	31	48.4%	489	73	14.9%	141	37	26.2%	307	66	21.5%
	Feb-18	1,512	213	14.1%	334	126	37.7%	318	66	20.8%	74	48	64.9%	253	47	18.6%	128	43	33.6%	245	54	22.0%
	Mar-18	1,477	162	11.0%	496	173	34.9%	383	83	21.7%	51	30	58.8%	232	38	16.4%	85	16	18.8%	292	80	27.4%
	Apr-18	1,443	151	10.5%	162	52	32.1%	358	78	21.8%	57	38	66.7%	288	59	20.5%	84	31	36.9%	251	59	23.5%
	May-18	#REF!	#REF!	-	#REF!	#REF!	-	#REF!	#REF!	-	#REF!	#REF!	-	#REF!	#REF!	-	#REF!	#REF!	-	#REF!	#REF!	-
	Jun-18	#REF!	#REF!	-	#REF!	#REF!	-	#REF!	#REF!	-	#REF!	#REF!	-	#REF!	#REF!	-	#REF!	#REF!	-	#REF!	#REF!	-
	Jul-18																					
	Aug-18																					
	Sep-18																					
	Oct-18																					
	Nov-18	1,098	142	12.9%	813	107	13.2%	444	70	15.8%	286	70	24.5%	571	26	4.6%	58	14	24.1%	411	58	14.1%
	Dec-18	960	143	14.9%	719	92	12.8%	392	57	14.5%	269	35	13.0%	523	83	15.9%	46	4	8.7%	352	56	15.9%
Jan-19	1,258	240	19.1%	819	180	22.0%	462	80	17.3%	270	57	21.1%	562	44	7.8%	65	20	30.8%	391	41	10.5%	

Jan-19	Total contacts in month		17.3%								
				Police	Edu.	Health	Internal	Public	Other LA	Other	
	% of total contacts			32.9%	21.4%	12.1%	7.1%	14.7%	1.7%	10.2%	
Total progressed to referral		662	% of total referred		36.3%	27.2%	12.1%	8.6%	6.6%	3.0%	6.2%



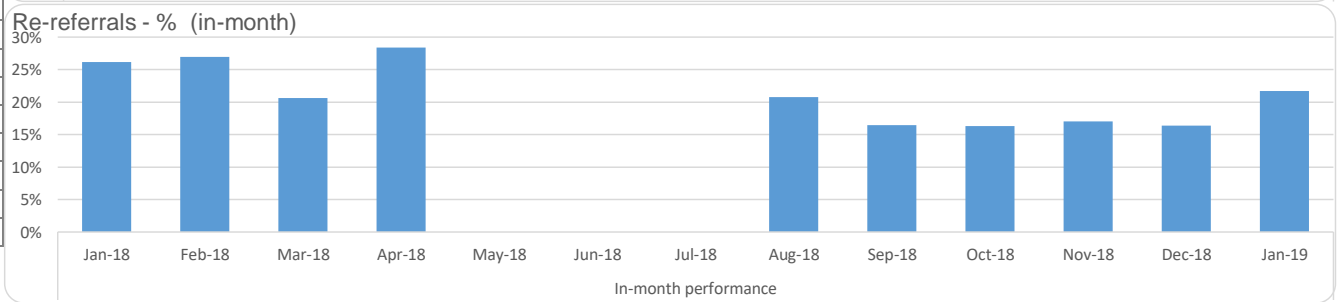
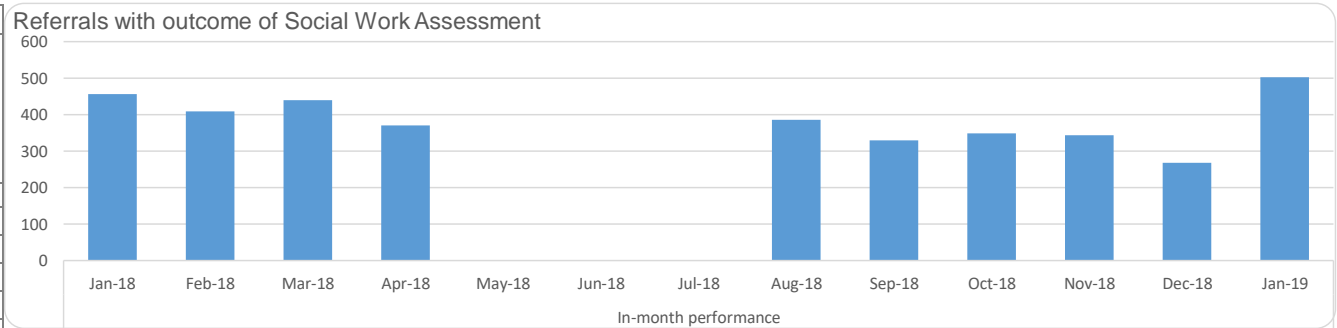
Referrals

(County - January 2019)

Definition An initial contact will be progressed to a 'referral' where a Decision-Maker within MASH decides an assessment and/or services may be required for a child.

Performance analysis Referral numbers significantly increased in January 19 to the highest level seen in the past 12 months, although not as high as those seen August to Dec 17. Whilst this is considered to be anomalous, increased referral numbers will have an impact on Localities. All 6 localities saw some increase but at differing levels, with West only having 6 more referrals than in December 18 whilst Breckland saw an increase from 46 in December to 108 in January and South increased from 45 to 134 - for both the highest number in the past 12 months. This volume of referrals being referred into both teams is likely to affect some performance in January and February. Whilst not as high as 12 months ago, re-referral rates have also increased to 21.7%, with particularly high rates in Breckland (27.8%), Norwich (27.5%) & West (29%). The HoSW and Team Managers should undertake a review of these cases to understand why we have seen this increase.

		2.2	2.5	2.7	2.8
		Referrals - No. (in-month)	Referrals with outcome of Social Work Assessment	Re-referrals - % (in-month)	% re-referral rate in the last 12 months (rolling year)
Good perf. is:		Info	Info	Info	Info
In-month performance	Jan-18	635	456	26.1%	-
	Feb-18	597	409	27.0%	-
	Mar-18	582	440	20.6%	-
	Apr-18	468	371	28.4%	-
	May-18	-	-	-	-
	Jun-18	-	-	-	-
	Jul-18	-	-	-	-
	Aug-18	529	386	20.8%	-
	Sep-18	462	330	16.5%	-
	Oct-18	527	349	16.3%	-
	Nov-18	528	343	17.0%	-
	Dec-18	470	268	16.4%	-
Jan-19	724	502	21.7%	-	



Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Re-referrals - % (in-month)	21.7%				
% re-referral rate in the last 12 months (rolling year)	-				21.0%



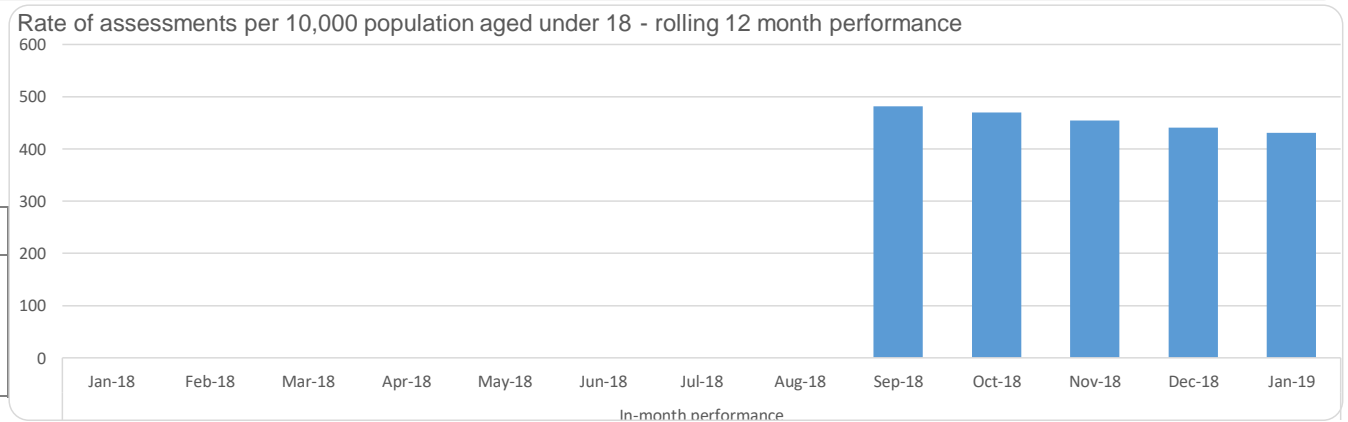
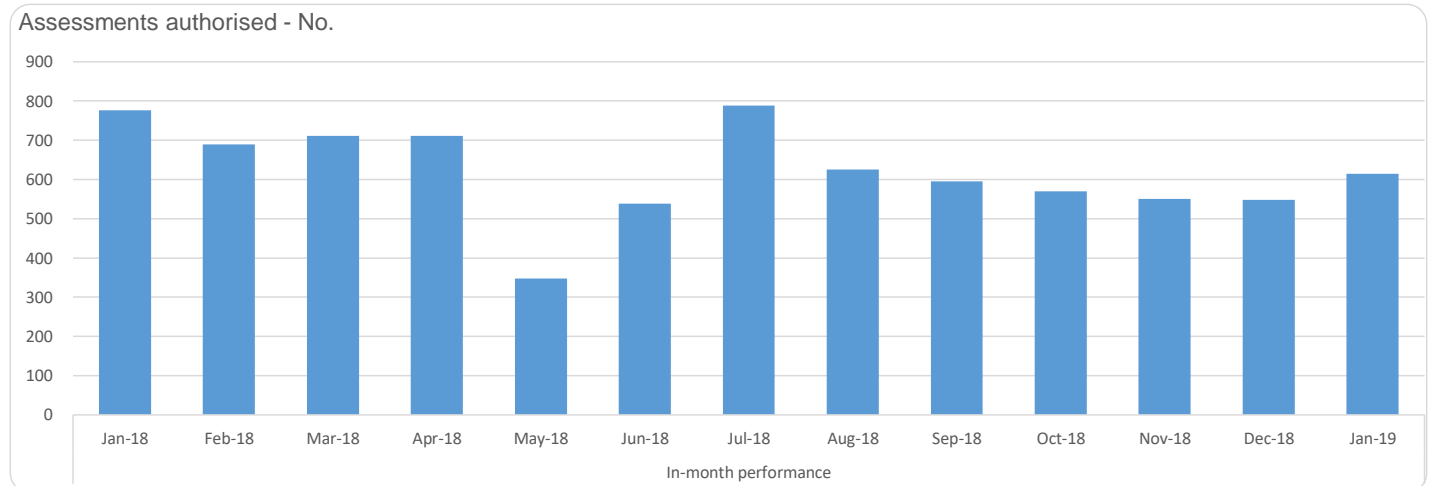
Assessments Authorised

(County - January 2019)

Definition If a child meets the Children's Act definition of 'Child in Need', or is likely to be at risk of significant harm, authorisation will be given for an assessment of need to be started to determine which services to provide and what action needs to be taken.

Performance analysis There was a slight increase in the number of assessments completed across the county in January, however this is still lower than 12 months ago. Yarmouth were the only locality to see a significant increase, from 52 in December to 136 in January. This was due primarily to the assessment teams working hard to complete a number of Social Work Assessments that had gone over timescale. Given the increase in referrals in January it is likely we will see another increase in the number of assessments authorised in February's data.

		3.1	3.2
		Assessments authorised - No.	Rate of assessments per 10,000 population aged under 18 - rolling 12 month performance
Good perf. is:		<i>Info</i>	<i>Low</i>
In-month performance	Jan-18	777	-
	Feb-18	689	-
	Mar-18	711	-
	Apr-18	711	-
	May-18	347	-
	Jun-18	538	-
	Jul-18	788	-
	Aug-18	625	-
	Sep-18	595	481.5
	Oct-18	570	469.9
	Nov-18	550	454.1
	Dec-18	548	440.6
	Jan-19	614	431.0



Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Rate of assessments per 10,000 population aged under 18 - rolling 12 month performance	431.0	515.6	531.8		441.5

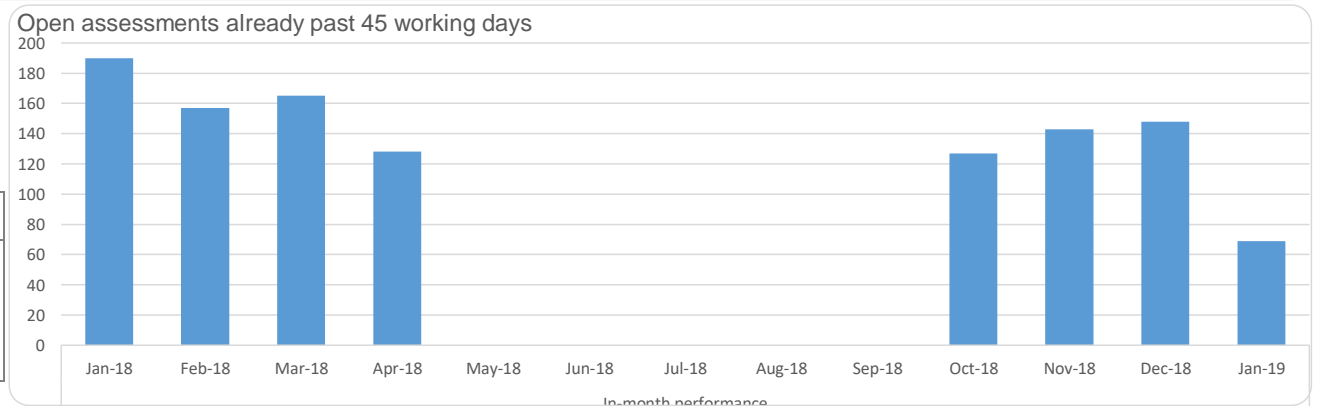
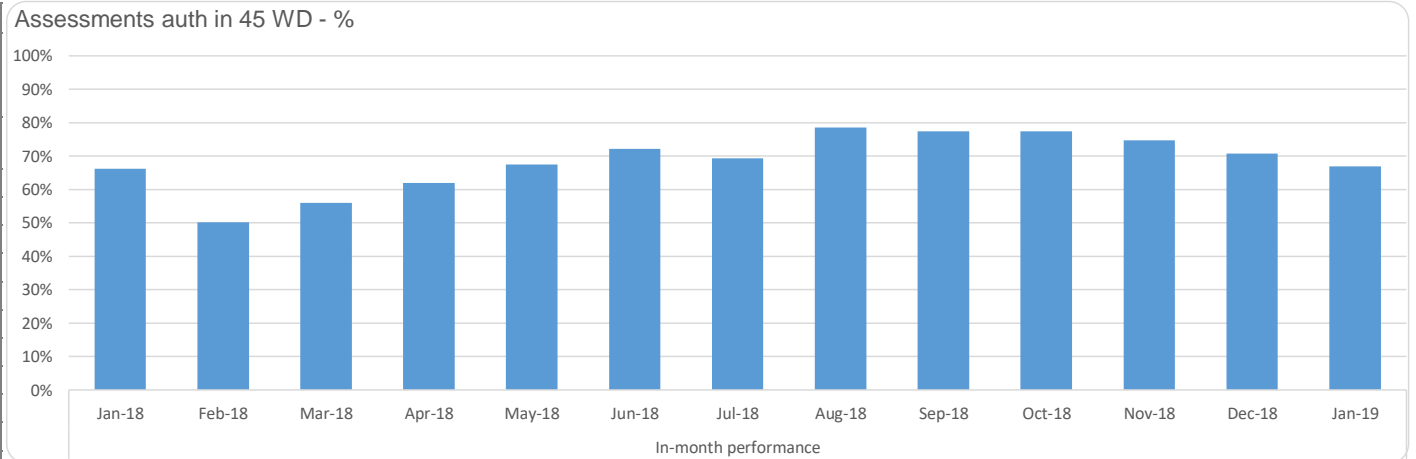
Assessments Completed

(County - January 2019)

Definition National Working Together guidelines, and the local recording timescales policy, state that the maximum timeframe for an assessment to be completed is 45 working days from the point of referral. If, in discussion with the child, family and other professionals, an assessment exceeds 45 working days a clear reason should be recorded on the assessment by the social worker and/or the social work manager.

Performance analysis The percentage of assessments completed within 45 working days has fallen for the second month and in January was at the lowest figure seen since April 18. Performance in this measure is widely varied, Breckland and West continue to have very high percentages completed in timescales (100% and 96.4% respectively), Norwich (79%) and North & Broadland (75%) both improved on the previous months performance, whilst South remained at only circa 47% and Yarmouth fell from 59% to 30.9%. However, we do now that in Yarmouth and South practitioners have worked hard to complete a high number of Social Work Assessments that had gone over timescale and this is the primary reason for the low percentages this month. We are expecting to see much improved performance in February given South as at the end of January only had one SWA open over 45 working days and Yarmouth had reduced from 93 at the end of December to 41 at the end of January.

		3.3	3.4
		Assessments auth in 45 WD - %	Open assessments already past 45 working days
Good perf. is:		High	Low
In-month performance	Jan-18	66.2%	190
	Feb-18	50.2%	157
	Mar-18	56.0%	165
	Apr-18	61.9%	128
	May-18	67.4%	-
	Jun-18	72.1%	-
	Jul-18	69.3%	-
	Aug-18	78.6%	-
	Sep-18	77.5%	-
	Oct-18	77.4%	127
	Nov-18	74.7%	143
	Dec-18	70.8%	148
	Jan-19	66.9%	69



Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Assessments auth in 45 WD - %	66.9%	82.4%	82.7%		83.5%

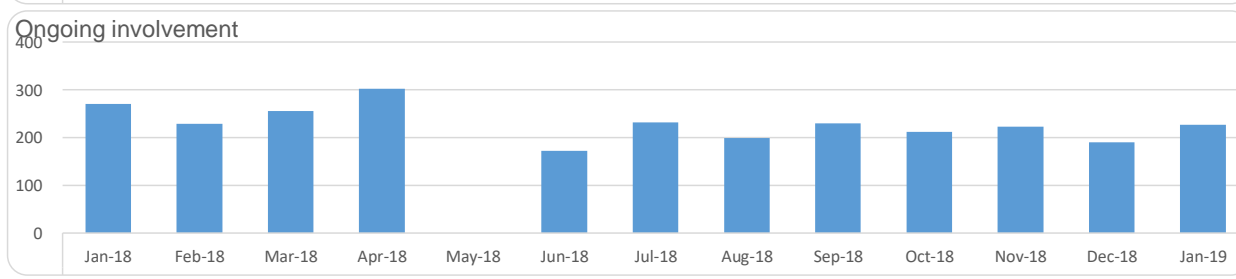
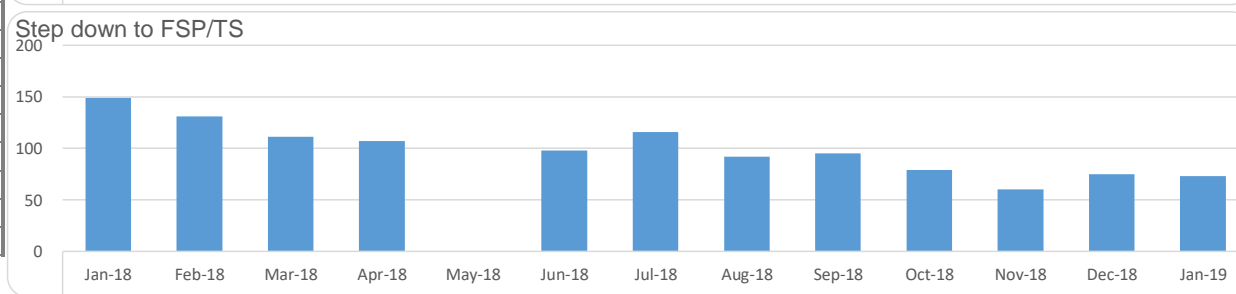
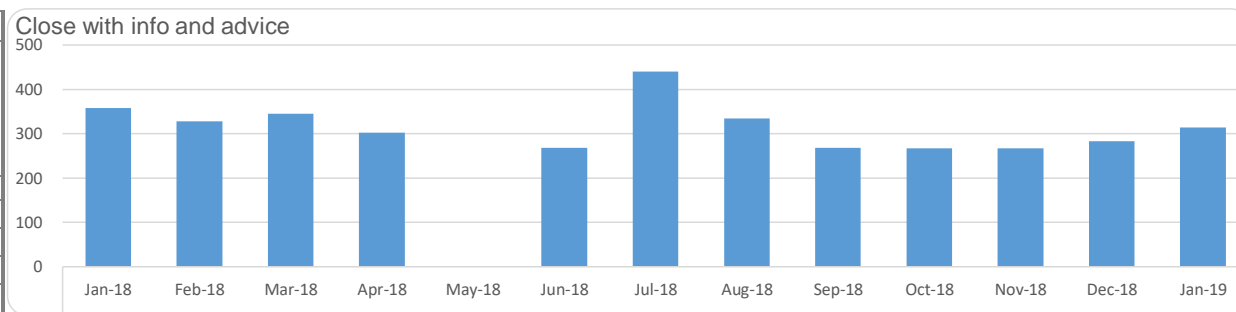
Assessments Outcomes

(County - January 2019)

Definition Every assessment should be focused on outcomes, deciding which services and support to provide to deliver improved welfare for the child and reflect the child's best interest. The data below shows a breakdown of the options for outcomes from Social Work Assessments in Norfolk.

Performance analysis We continue to see a high percentage of social work assessments with outcomes of close with info and advice and low percentages stepping down to FSP/TS. Again, there are wide variances across the county with Norwich seeing 50% of assessments leading to ongoing involvement for the second month in a row, whilst Breckland and North & Broadland were both under 30%. We were expecting to start to see higher rates of ongoing involvement with the introduction of CADS. One hypothesis is that the outcomes have been impacted by the ongoing work in some localities to clear backlogs of out of timescale assessments which are more likely to close with no further action. However, given that Breckland have not had any assessments open over 45 working days for the past 3 months, further analysis of decision making would be beneficial.

		3.6		3.7		3.5	
		Close with info and advice		Step down to FSP/TS		Ongoing involvement	
In-month performance	Good perf. is:	Low		Low		High	
	Jan-18	358	46.1%	149	19.2%	270	34.7%
	Feb-18	328	47.7%	131	19.0%	229	33.3%
	Mar-18	345	48.5%	111	15.6%	255	35.9%
	Apr-18	302	42.5%	107	15.0%	302	42.5%
	May-18	0	-	0	-	0	-
	Jun-18	268	49.8%	98	18.2%	172	32.0%
	Jul-18	440	55.8%	116	14.7%	232	29.4%
	Aug-18	334	53.4%	92	14.7%	199	31.8%
	Sep-18	268	45.2%	95	16.0%	230	38.8%
	Oct-18	267	47.8%	79	14.2%	212	38.0%
	Nov-18	267	48.5%	60	10.9%	223	40.5%
Dec-18	283	51.6%	75	13.7%	190	34.7%	
Jan-19	314	51.1%	73	11.9%	227	37.0%	



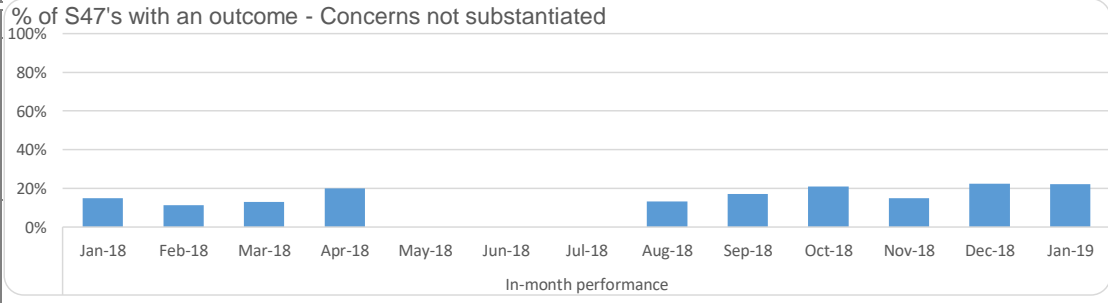
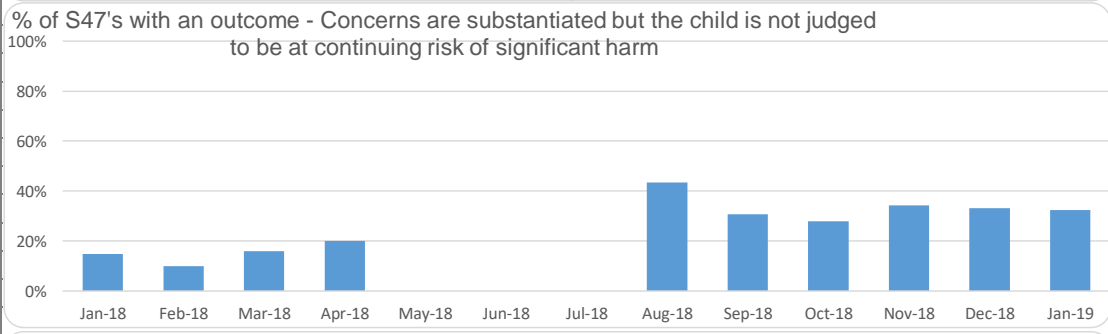
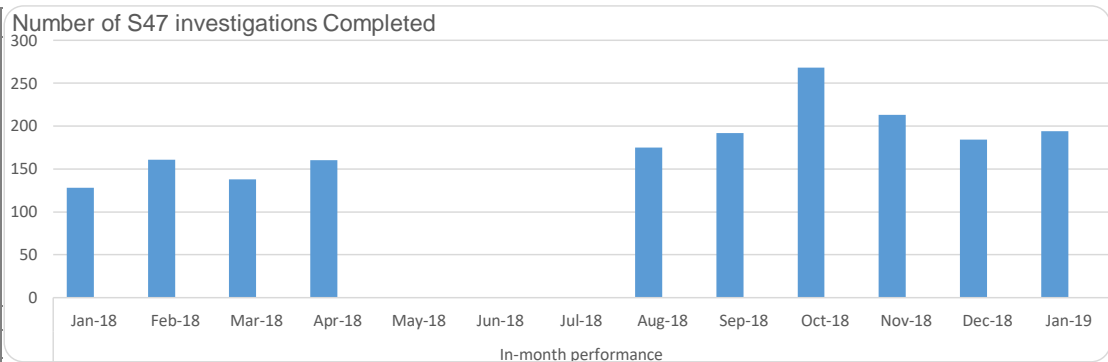
Section 47 Investigations

(County - January 2019)

Definition S47 of the Children Act 1989 states that where there is reasonable cause to suspect that a child may have suffered or is likely to suffer significant harm the local authority must make such inquiries as are necessary in order to determine what if any action needs to be taken to safeguard the child. This is the duty to investigate.

Performance analysis Our rate of Section 47 investigations continues to be in line with our statistical neighbours. And a low proportion (22%) have an outcome of concerns not substantiated which would indicate we are undertaking investigations at the right time for the right children.

	4.3	4.4	4.5n	4.5	4.6n	4.6	4.7n	4.7	
	Number of S47's per 10,000 population aged 0-17 - rolling 12 month performance	Number of S47 investigations Completed	% of S47's with an outcome - Concerns are substantiated and child is judged to be at continuing risk of significant harm		% of S47's with an outcome - Concerns are substantiated but the child is not judged to be at continuing risk of significant harm		% of S47's with an outcome - Concerns not substantiated		
Good perf. is:	Low	Info	High		High		Low		
In-month performance	Jan-18	90.9	128	89	69.5%	19	14.8%	19	14.8%
	Feb-18	114.3	161	123	76.4%	16	9.9%	18	11.2%
	Mar-18	98.0	138	87	63.0%	22	15.9%	18	13.0%
	Apr-18	113.6	160	81	50.6%	32	20.0%	32	20.0%
	May-18	-	-	-	-	-	-	-	-
	Jun-18	-	-	-	-	-	-	-	-
	Jul-18	-	-	-	-	-	-	-	-
	Aug-18	124.2	175	76	43.4%	76	43.4%	23	13.1%
	Sep-18	136.3	192	100	52.1%	59	30.7%	33	17.2%
	Oct-18	190.2	268	137	51.1%	75	28.0%	56	20.9%
	Nov-18	151.2	213	108	50.7%	73	34.3%	32	15.0%
	Dec-18	130.6	184	82	44.6%	61	33.2%	41	22.3%
Jan-19	137.7	194	88	45.4%	63	32.5%	43	22.2%	
Benchmarking	Norfolk	Stat neigh avg	Nat. avg		Nat. top quartile		Eastern region		
Number of S47's per 10,000 population aged 0-17 - rolling 12 month performance	137.7	134.5	166.9				101.0		
% of S47's with an outcome - Concerns not substantiated							44.8%		



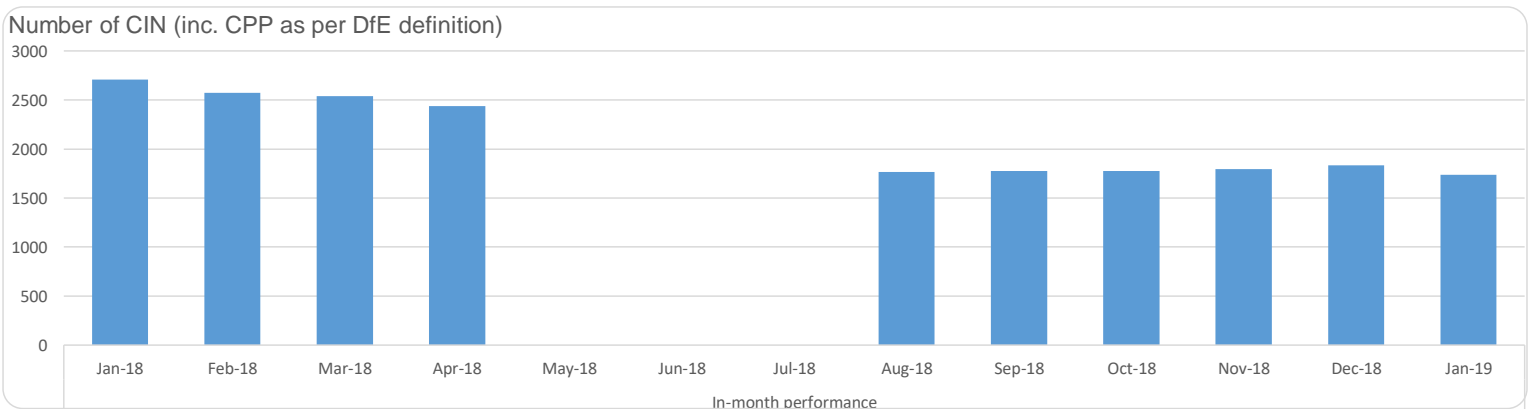
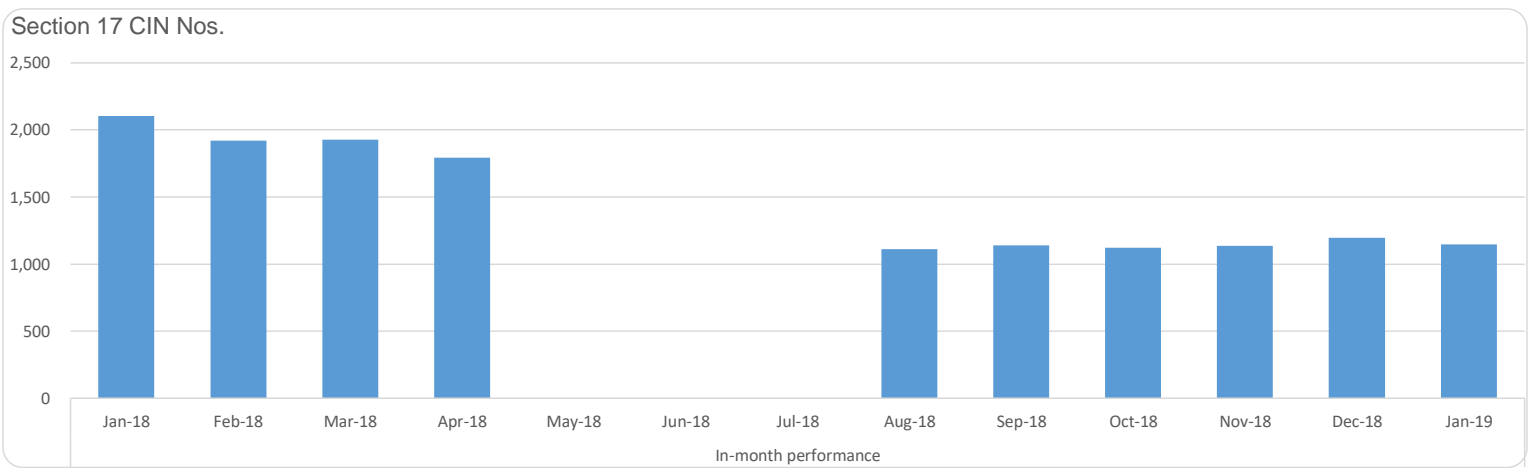
Children In Need

(County - January 2019)

Definition If a child is found to be disabled or the assessment finds that their health and development is likely to suffer without local authority intervention, the child will be classed as 'in need' as defined by Section 17 of the Children Act 1989. This means that the Local Authority will then be legally obliged to provide the necessary services and support.

Performance analysis As stated in previous reports, there are no right or wrong numbers regarding our CIN cohort but monitoring any changes can help us understand trends.

Good perf. is:	5.1	5.2	
	Section 17 CIN Nos.	Number of CIN (inc. CPP as per DfE definition)	
	<i>Low</i>	<i>Low</i>	
In-month performance	Jan-18	2,103	2,710
	Feb-18	1,921	2,572
	Mar-18	1,928	2,540
	Apr-18	1,793	2,439
	May-18	-	-
	Jun-18	-	-
	Jul-18	-	-
	Aug-18	1,112	1,764
	Sep-18	1,139	1,776
	Oct-18	1,123	1,777
	Nov-18	1,137	1,796
	Dec-18	1,196	1,834
	Jan-19	1,148	1,735



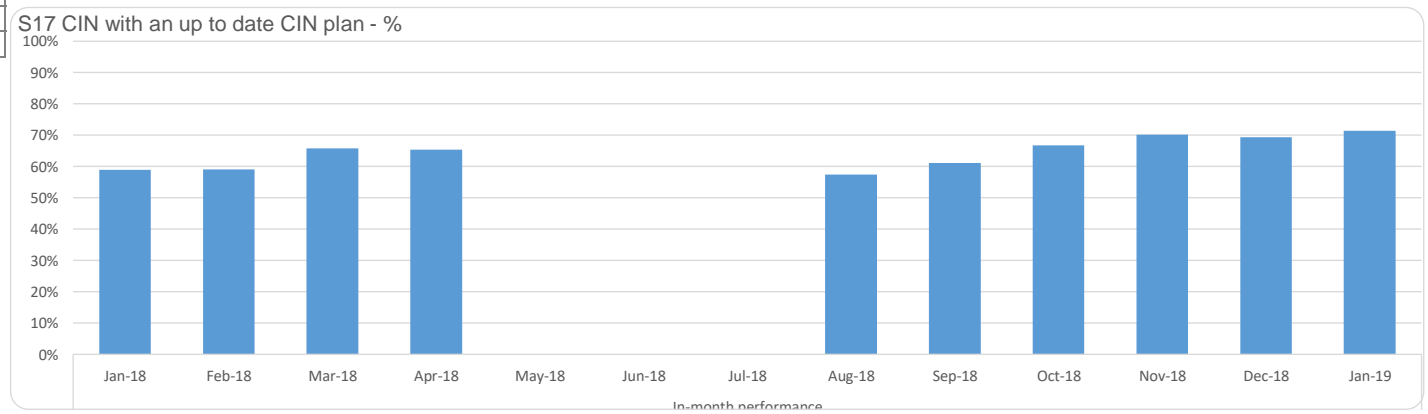
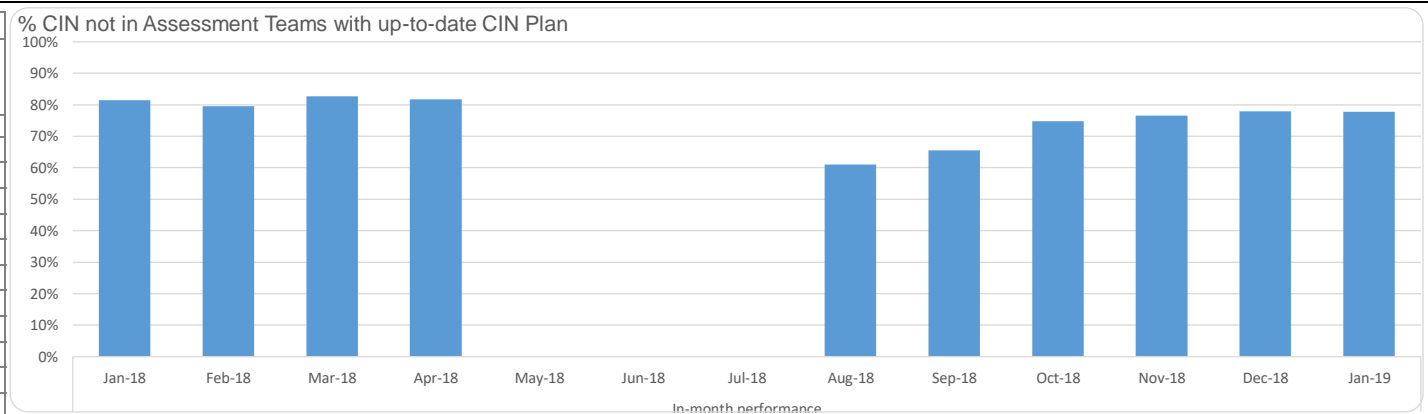
Plans in date (CIN)

(County - January 2019)

Definition A child's plan needs to be developed for each individual child taking into account any identified needs that require intervention. Each type of plan has a completion timescale. The data below looks at Child in Need Plans.

Performance analysis The percentage of children in all team types with an up to date CIN plan has increased. Norwich, Breckland and Yarmouth have all seen performance increase with Norwich having the highest percentage of children with up to date CIN plans (79.8%). West (77%) and South (70%) have seen slight decreases, however North & Broadland's performance has dropped from 74% to 63%. This locality only had a slight increase in referrals in January compared to December, however there have been significant staffing and recruitment issues which are likely have had some impact on performance. Whilst this report shows percentage of CIN including and excluding 'Assessment Teams', there have been changes in localities from separate Assessment and FIT teams to FAST teams which means the measure excluding Assessment Teams is no longer a relevant indicator. However, as these changes are still in a pilot stage, the recording system and any associated reporting cannot be amended to show these new team types until the changes are officially ratified.

		5.4	5.5
		% CIN not in Assessment Teams with up-to-date CIN Plan	S17 CIN with an up to date CIN plan - %
Good perf. is:		High	High
In-month performance	Jan-18	81.4%	58.9%
	Feb-18	79.5%	59.1%
	Mar-18	82.7%	65.8%
	Apr-18	81.7%	65.4%
	May-18	-	-
	Jun-18	-	-
	Jul-18	-	-
	Aug-18	61.0%	57.4%
	Sep-18	65.4%	61.1%
	Oct-18	74.8%	66.7%
	Nov-18	76.6%	70.2%
	Dec-18	77.9%	69.3%
	Jan-19	77.8%	71.4%



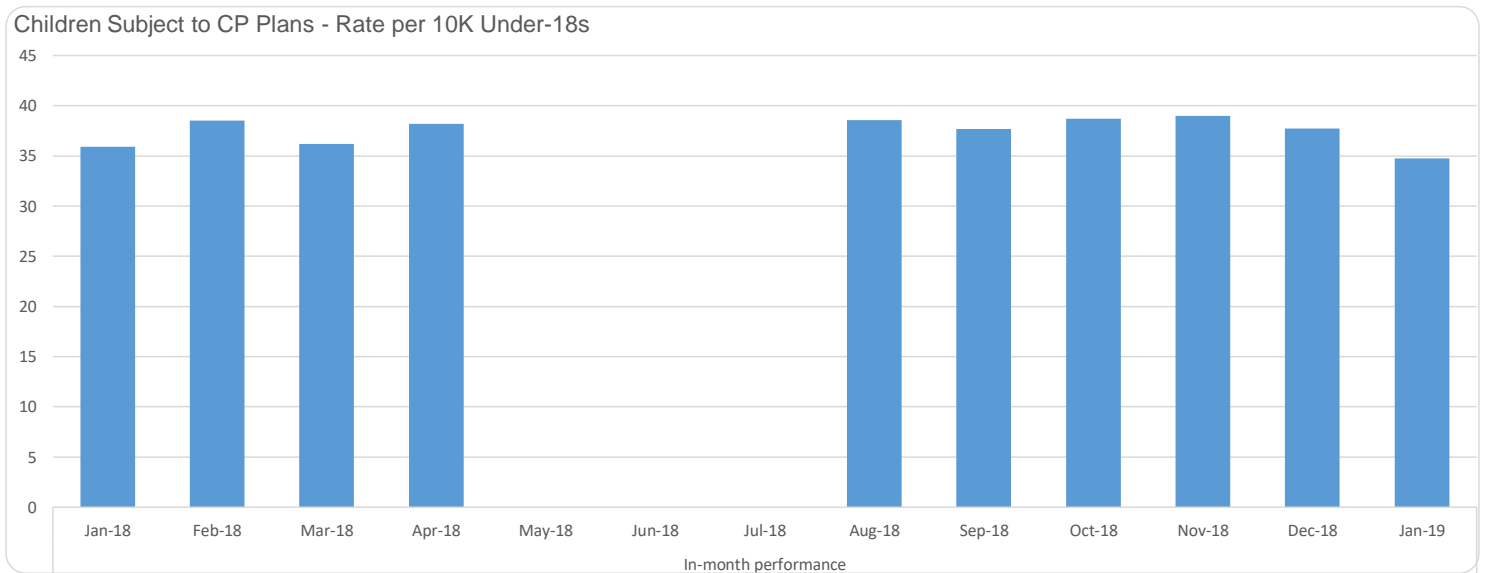
Child Protection

(County - January 2019)

Definition Following a Section 47 investigation a child protection conference may be convened to consider all the information gained and determine the next course of action. The conference will decide if the child needs to be made subject to a child protection plan. The aim of the plan is to ensure the child is safe from harm and remains that way.

Performance analysis The number of children subject to child protection plans fell significantly from December to January and are now at the lowest level in the last 12 months. Norwich (10 less children), North & Broadland (15 less children) and South (19 less children) have seen the biggest decrease since December and Norwich's number of children on CP plans has dropped from 200 in January 17 to 121. CP numbers have come down as LAC numbers have increased and analysis shows that 50% of children who start to be looked after having been on CP plans at some point in the previous 12 months. However, the decrease in CP plans may also be attributable to practitioners working more effectively to reduce risk and step cases down. Further analysis of the outcomes for children subject to CP planning will be undertaken to get a better understanding of this.

		6.1	6.5
		No. Children Subject to CP Plans	Children Subject to CP Plans - Rate per 10K Under-18s
Good perf. is:		Low	Low
In-month performance	Jan-18	607	35.9
	Feb-18	651	38.5
	Mar-18	612	36.2
	Apr-18	646	38.2
	May-18	-	-
	Jun-18	-	-
	Jul-18	-	-
	Aug-18	652	38.6
	Sep-18	637	37.7
	Oct-18	654	38.7
	Nov-18	659	39.0
	Dec-18	638	37.7
Jan-19	587	34.7	



Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Children Subject to CP Plans - Rate per 10K Under-18s	34.7	45.0	45.3		29.0



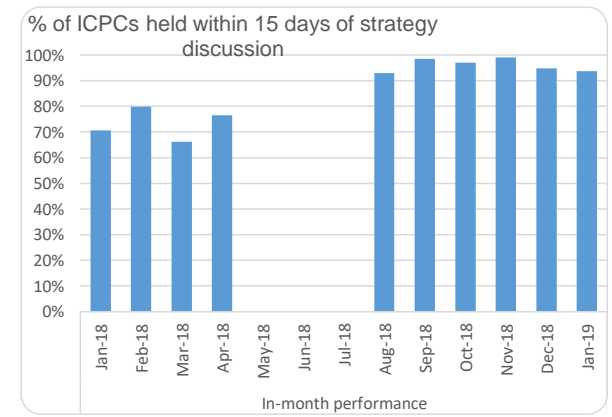
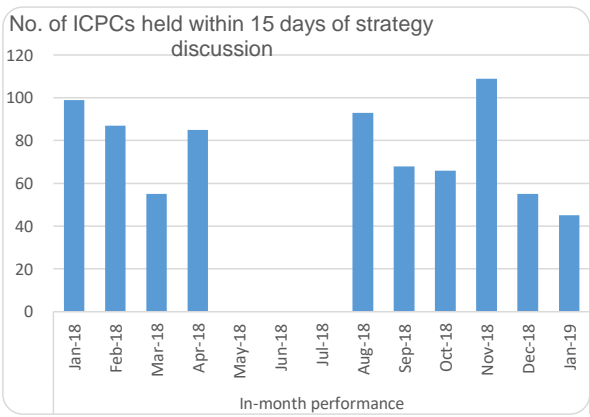
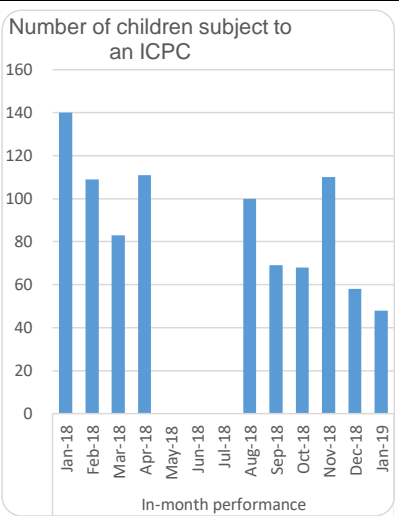
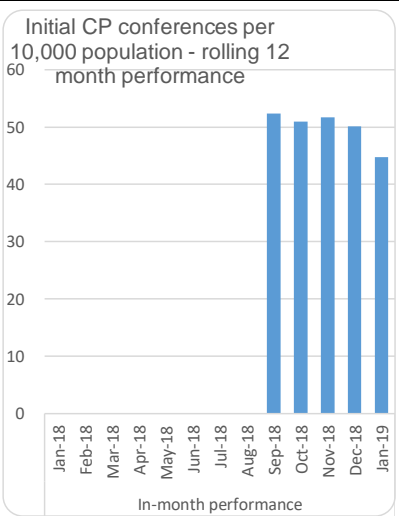
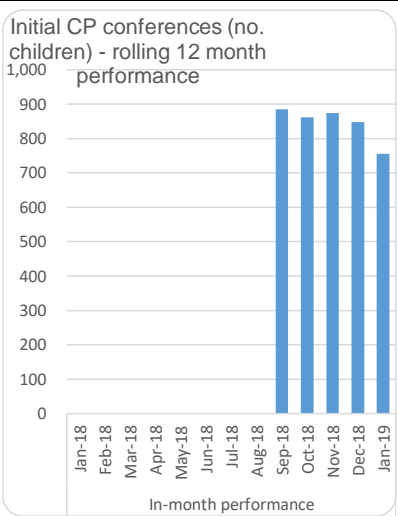
Initial Child Protection Conferences

(County - January 2019)

Definition Following a Section 47 investigation a child protection conference may be convened to consider all the information gained and determine the next course of action. The conference will decide if the child needs to be made subject to a child protection plan. The aim of the plan is to ensure the child is safe from harm and remains that way.

Performance analysis The number of ICPCs held in December and January is significantly less than seen in January 18. The reduction has been seen across all localities. This could indicate that risk is being managed more effectively by Child In Need plans, however this will need to be tested through ongoing full case audit which will help us understand risk thresholds and decision making.

	6.2a	6.2b	6.3	6.4n	6.4	
	Initial CP conferences (no. children) - rolling 12 month performance	Initial CP conferences per 10,000 population - rolling 12 month performance	Number of children subject to an ICPC	No. of ICPCs held within 15 days of strategy discussion	% of ICPCs held within 15 days of strategy discussion	
Good perf. is:	Low	Low	Info	High	High	
In-month performance	Jan-18	-	140	99	70.7%	
	Feb-18	-	109	87	79.8%	
	Mar-18	-	83	55	66.3%	
	Apr-18	-	111	85	76.6%	
	May-18	-	-	-	-	-
	Jun-18	-	-	-	-	-
	Jul-18	-	-	-	-	-
	Aug-18	-	-	100	93	93.0%
	Sep-18	885	52	69	68	98.6%
	Oct-18	861	51	68	66	97.1%
	Nov-18	874	52	110	109	99.1%
	Dec-18	848	50	58	55	94.8%
Jan-19	756	45	48	45	93.8%	



Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Initial CP conferences per 10,000 population - rolling 12 month performance	44.7	61.6	67.0		44.7
% of ICPCs held within 15 days of strategy discussion	93.8%	79.8%	76.9%		85.2%

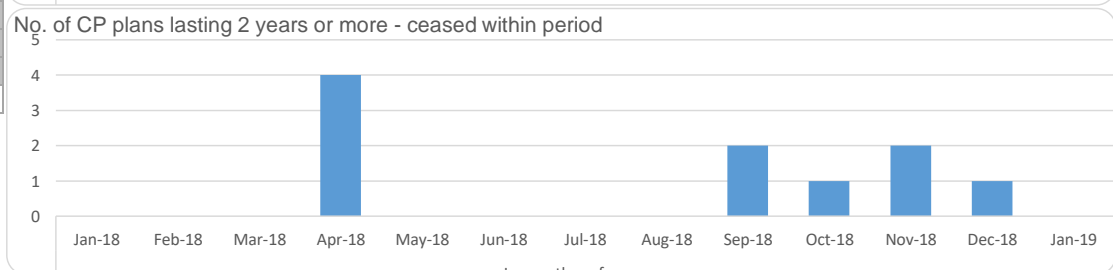
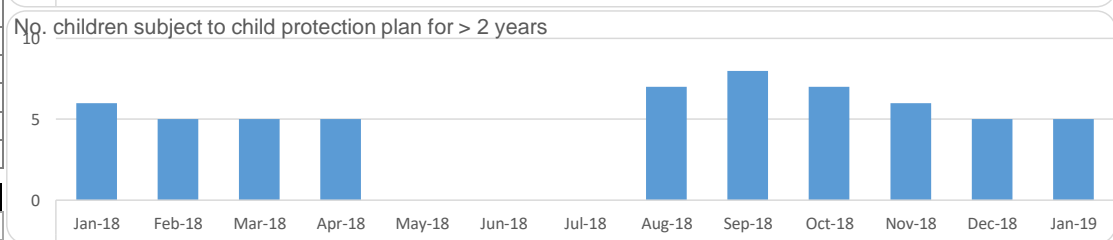
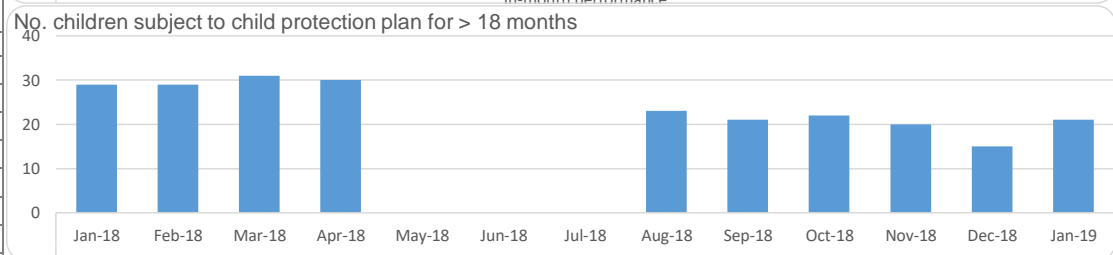
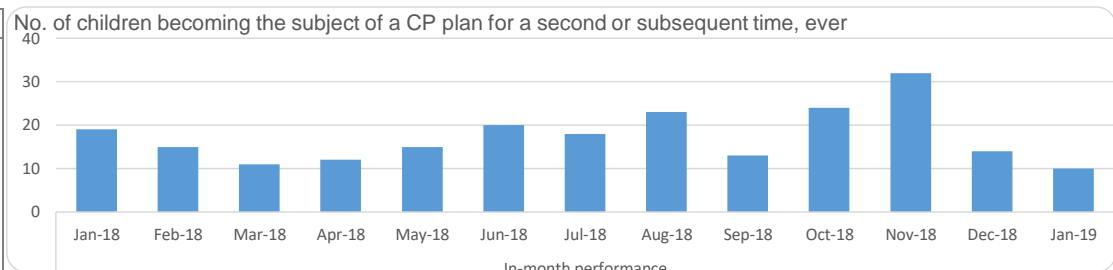
Child Protection Time Periods

(County - January 2019)

Definition Child Protection plans remain in force until the child is considered to no longer be at risk of harm, moves out of the local authority area, or reaches the age of 18.

Performance analysis The number of children becoming subject of a CP plan for a second or subsequent time is the lowest seen in the past 12 months, but in the context of the total number of ICPCs in the month the percentage figure is 21% which is in line with Stat neighbour and national averages. We continue to be lower than statistical neighbour and national averages with regard to children who are on CP plans for more than 2 years

	6.9a	6.9b	6.10a	6.10n	6.10b	6.11n	6.11b	
	No. of children becoming the subject of a CP plan for a second or subsequent time, ever	% of children becoming the subject of a CP plan for a second or subsequent time - ever - rolling 12 months	No. children subject to child protection plan for > 18 months	No. children subject to child protection plan for > 2 years	% children subject to child protection plan for > 2 years	No. of CP plans lasting 2 years or more - ceased within period	% of CP plans ceased within period that had lasted 2 years or more	
Good perf. is:	Low	Low	Low	Low	Low	-	High	
In-month performance	Jan-18	19	22.4%	29	6	1.0%	0	0.0%
	Feb-18	15	20.8%	29	5	0.8%	0	0.0%
	Mar-18	11	20.4%	31	5	0.8%	0	0.0%
	Apr-18	12	20.2%	30	5	0.8%	4	8.5%
	May-18	15	20.0%	-	-	-	-	-
	Jun-18	20	18.9%	-	-	-	-	-
	Jul-18	18	19.2%	-	-	-	-	-
	Aug-18	23	20.1%	23	7	1.1%	0	0.0%
	Sep-18	13	20.1%	21	8	1.3%	2	2.7%
	Oct-18	24	20.6%	22	7	1.1%	1	1.5%
	Nov-18	32	21.5%	20	6	0.9%	2	2.1%
	Dec-18	14	22.2%	15	5	0.8%	1	1.5%
Jan-19	10	22.8%	21	5	0.9%	0	0.0%	
Benchmarking								
Norfolk		22.8%			0.9%		0.0%	
Stat neigh avg		21.5%			4.0%			
Nat. avg		20.2%			1.8%			
Nat. top quartile								
Eastern region		20.7%			1.5%		2.9%	



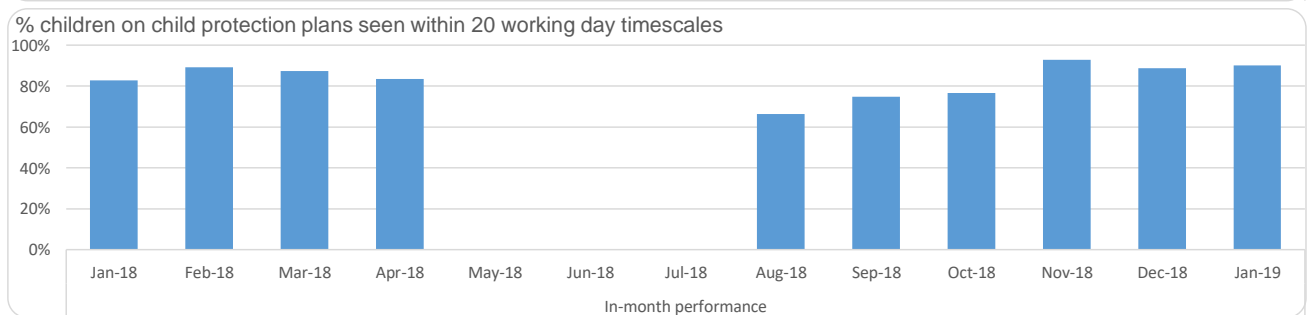
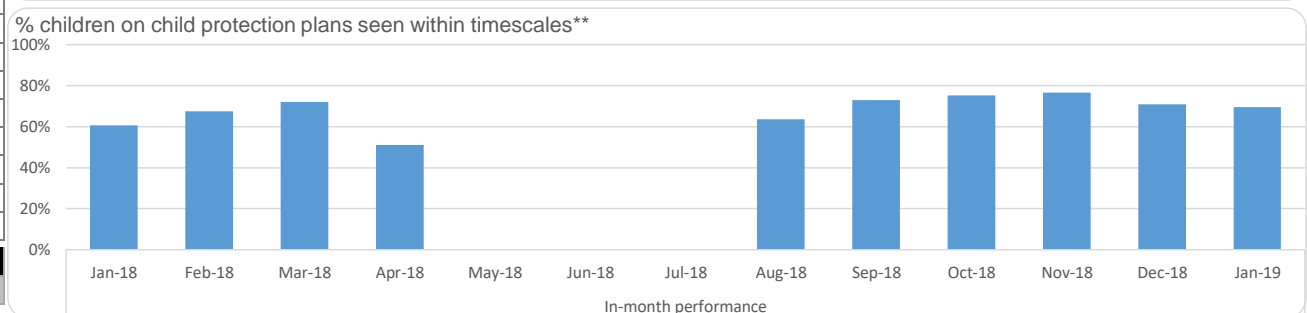
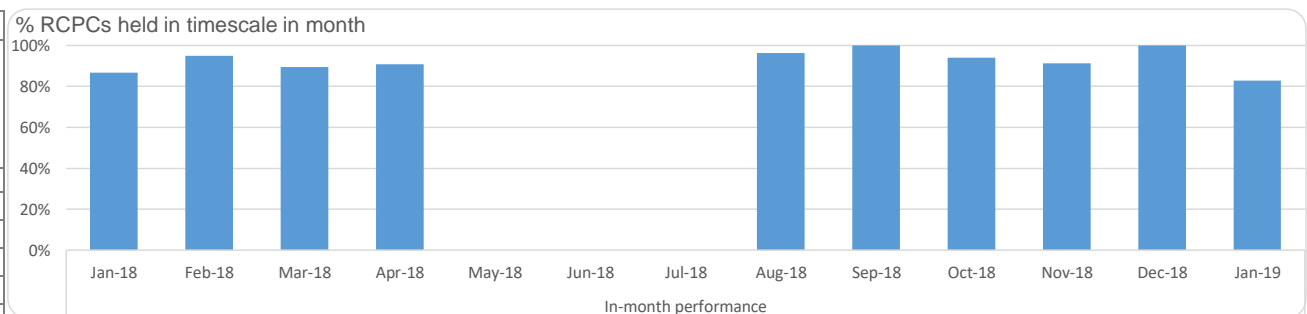
Child Protection Reviews and Visits

(County - January 2019)

Definition A child protection plan is reviewed after 3 months at a Review Conference and at intervals of no more than 6 months thereafter. The Norfolk Recording Timescales Framework states that children subject to a CP plan should be visited a minimum of 4 weekly (20 working days).

Performance analysis We continue to have very good performance in seeing children on CP plans within 20 working days with most localities being above 87%. Breckland saw all their children on CP plans in this timescale and 80% in 10 working days. South have also seen 80% of children on CP plans within 10 working days and 93.5% in 20 working days. Norwich and North & Broadland are also noted to have made improvements in both measures. West have seen a drop in performance for both timescales, falling from 88.7% of children seen in 20 working days in December to 75.8% in January, and from 76.3% to only 47.4% seen in 10 working days. It is known that there have been some issues with staffing for some teams in West locality. Notwithstanding this it is important that the HoSW and Team Managers ensure they know whether this is an issue with recording in a timely way, or whether there are children who have not been seen, and make plans with practitioners to address this.

		6.12	6.14	6.15
		% RCPCs held in timescale in month	% children on child protection plans seen within timescales**	% children on child protection plans seen within 20 working day timescales
Good perf. is:		High	High	High
In-month performance	Jan-18	86.6%	60.7%	82.7%
	Feb-18	94.8%	67.5%	89.1%
	Mar-18	89.5%	72.0%	87.3%
	Apr-18	90.8%	51.2%	83.6%
	May-18	-	-	-
	Jun-18	-	-	-
	Jul-18	-	-	-
	Aug-18	96.3%	63.5%	66.3%
	Sep-18	100.0%	73.0%	74.8%
	Oct-18	94.1%	75.2%	76.6%
	Nov-18	91.4%	76.5%	92.9%
	Dec-18	100.0%	70.8%	88.8%
Jan-19	82.8%	69.6%	90.2%	



Benchmarking	
Eastern region	77.5%

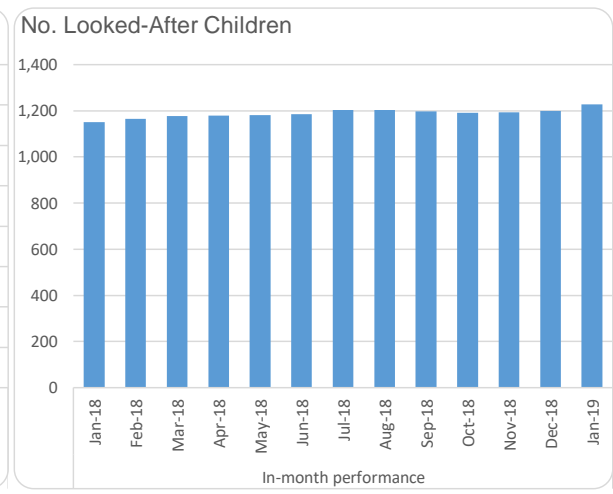
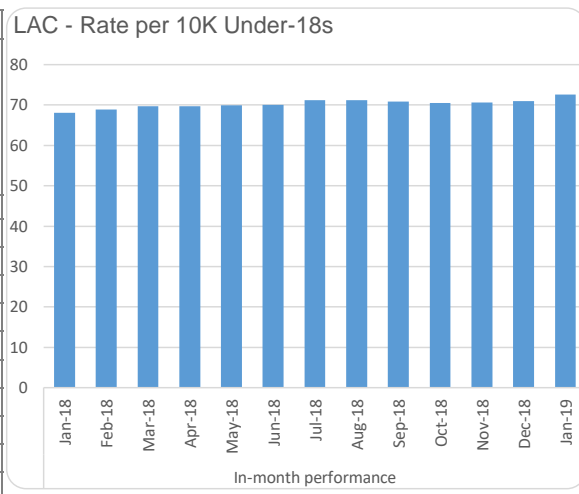
Looked After Children

(County - January 2019)

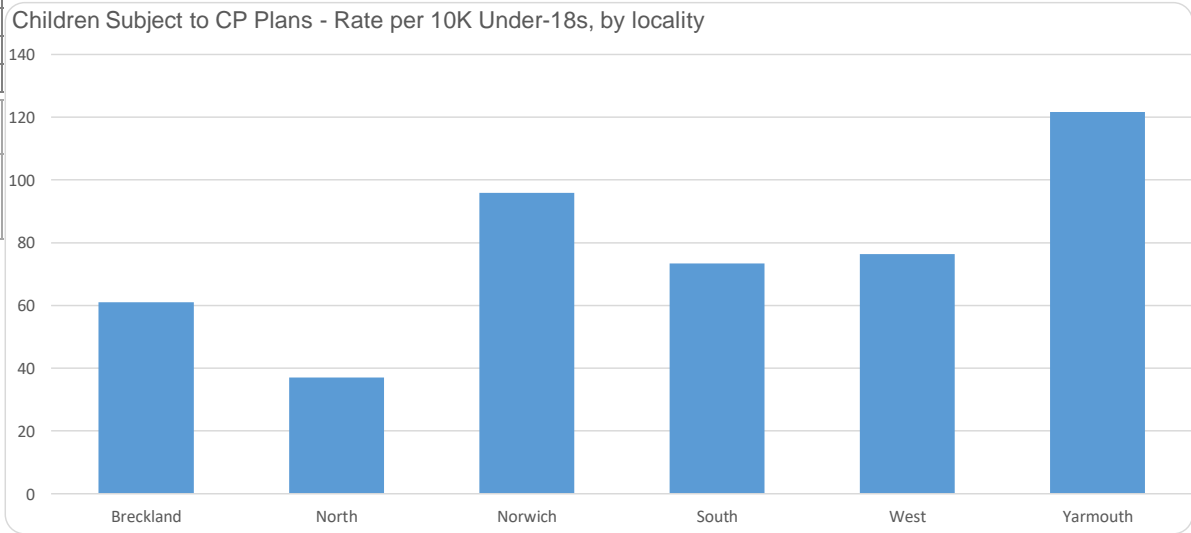
Definition Looked After Children are those children who have become the responsibility of the Local Authority. This can happen voluntarily by parents (section 20) or through Care Proceedings.

Performance analysis In January 19, we saw 52 LAC starts, this compares to 52 LAC starts in Jan 18 and 46 in Jan 17. LAC ceases in January were 25, in January 18 it was 27 and Jan 17 it was 28. When looking at trends over the past two years, in January 17 there was a rise of 13 LAC between compared to December 16 (total LAC 1113) but following this we saw numbers fall over the next 4 months to 1089 by May 17. It was November 17 that saw a steep rise – to 1131 – and by January 18 the figure was 1151. The figure continued to rise over the next 8 months, to a high 1204 in August 18. Since then numbers had been between 1191 and 1204 at the months' end. Therefore, whilst the numbers of LAC starts and ceases in January aren't dissimilar to those seen in the same month of 2017 and 2018, it is the cumulative effect of month on month LAC rises over Jan-Aug 18, alongside no sustained reduction between September and December 18, plus the usual rise in numbers in January, that has led to the position reported. What is more positive is that so far, we have seen some reduction in the number of Looked After Children over the first 2 weeks of February. LAC numbers are continually scrutinised through the weekly LAC tracker, alongside trackers monitoring children identified for possible reunification and where SGOs are being progressed.

		7.2	7.1	7.3	7.4
		LAC - Rate per 10K Under-18s	No. Looked-After Children	Admissions of Looked After Children	Number of children who have ceased to be Looked After Children
Good perf. is:		Low	Low	Low	High
In-month performance	Jan-18	68.1	1,151	50	23
	Feb-18	68.9	1,164	43	26
	Mar-18	69.7	1,178	42	30
	Apr-18	69.7	1,179	25	21
	May-18	69.9	1,182	33	37
	Jun-18	70.1	1,185	30	27
	Jul-18	71.2	1,203	50	48
	Aug-18	71.2	1,204	43	40
	Sep-18	70.8	1,197	41	28
	Oct-18	70.5	1,191	50	35
	Nov-18	70.6	1,193	28	29
	Dec-18	71.0	1,200	31	13
	Jan-19	72.6	1,227	52	25



Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
LAC - Rate per 10K Under-18s	72.6	56.2	64.0		49



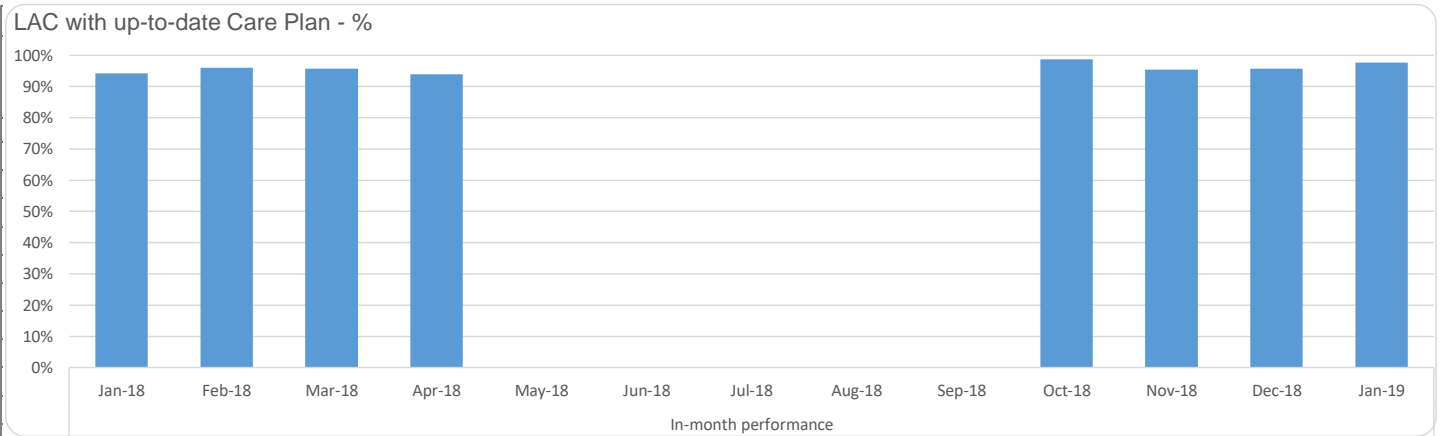
Plans in date (LAC)

(County - January 2019)

Definition A child's plan needs to be developed for each individual child taking into account any identified needs that require intervention. Each type of plan has a completion timescale. The data below looks at LAC plans and Pathway Plans (when a Looked After Child reaches 16 years and 3 months they become eligible for a Pathway Plan which focuses on preparing a young person for adulthood).

Performance analysis A very high percentage of our Looked After Children have up to date care plans recorded, and in North & Broadland they have 100% performance. This is an area of strength across the County and alongside this there continues to be a focus on supporting practitioners to produce good quality plans that make a difference to children and young people.

		7.14	8.2
		LAC with up-to-date Care Plan - %	% Relevant / Former Relevant Care Leavers with a
Good perf. is:		High	High
In-month performance	Jan-18	94.3%	85.8%
	Feb-18	96.0%	86.1%
	Mar-18	95.7%	88.6%
	Apr-18	94.0%	86.9%
	May-18	-	-
	Jun-18	-	-
	Jul-18	-	-
	Aug-18	-	-
	Sep-18	0.0%	-
	Oct-18	98.7%	0.0%
	Nov-18	95.4%	0.0%
	Dec-18	95.7%	0.0%
	Jan-19	97.6%	0.0%



Looked After Children Placements

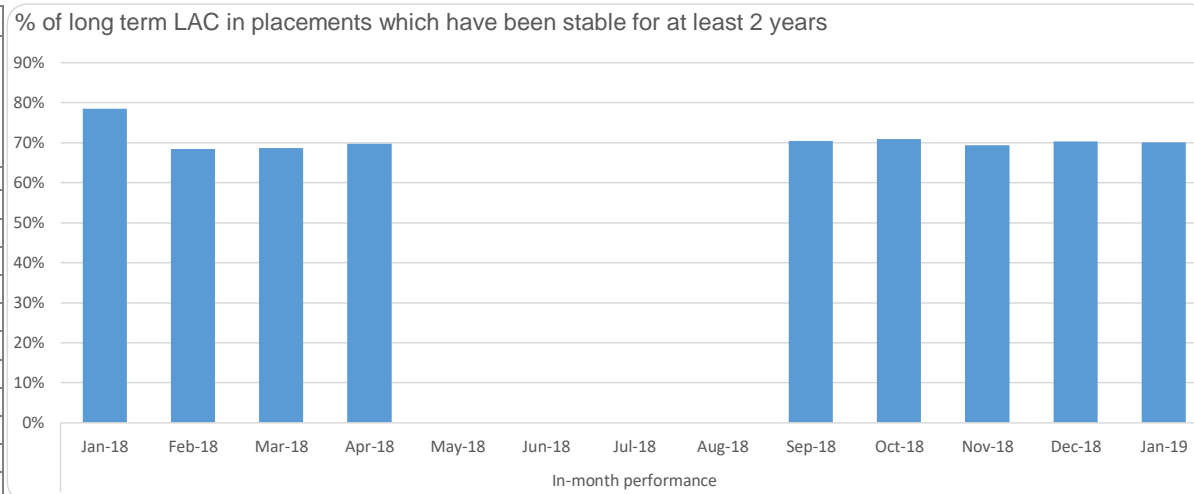
(County - January 2019)

Definition A LAC placement is where a child has become looked after by the Local Authority and is placed with foster carers, in a residential home or with parents or other relatives.

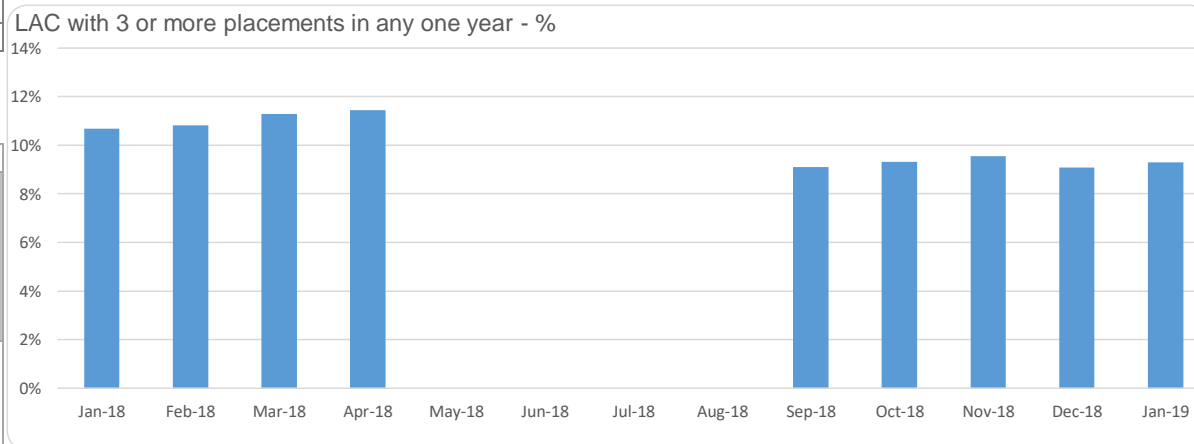
Performance analysis

The percentage of long term LAC in placements that have been stable for at least 2 years is in line with Statistical Neighbour and National Averages. It is right to be at this level as we are working proactively to move children and young people who have been in residential care where it is felt a foster care placement may be a more appropriate environment for them. We are mindful that moving children, especially from long term settled placements, can have a negative unsettling impact and lead to disruption in their new placement if it is not properly planned and supported. Therefore, there needs to be careful scrutiny of how moves are planned and managed to ensure the right children are being moved at the right time with the right support.

		9.1	9.2n	9.2
		% of long term LAC in placements which have been stable for at least 2 years	LAC with 3 or more placements in any one year - No.	LAC with 3 or more placements in any one year - %
Good perf. is:		High	-	Low
In-month performance	Jan-18	79%	123	10.7%
	Feb-18	69%	126	10.8%
	Mar-18	69%	133	11.3%
	Apr-18	70%	135	11.5%
	May-18	-	-	-
	Jun-18	-	-	-
	Jul-18	-	-	-
	Aug-18	-	-	-
	Sep-18	70%	109	9.1%
	Oct-18	71%	111	9.3%
	Nov-18	69%	114	9.6%
	Dec-18	70%	109	9.1%
Jan-19	70%	114	9.3%	



Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Eastern region
% of long term LAC in placements which have been stable for at least 2 years	70.1%	71.1%	70.0%	
LAC with 3 or more placements in any one year - %	9.3%	11.5%	10.0%	10.0%

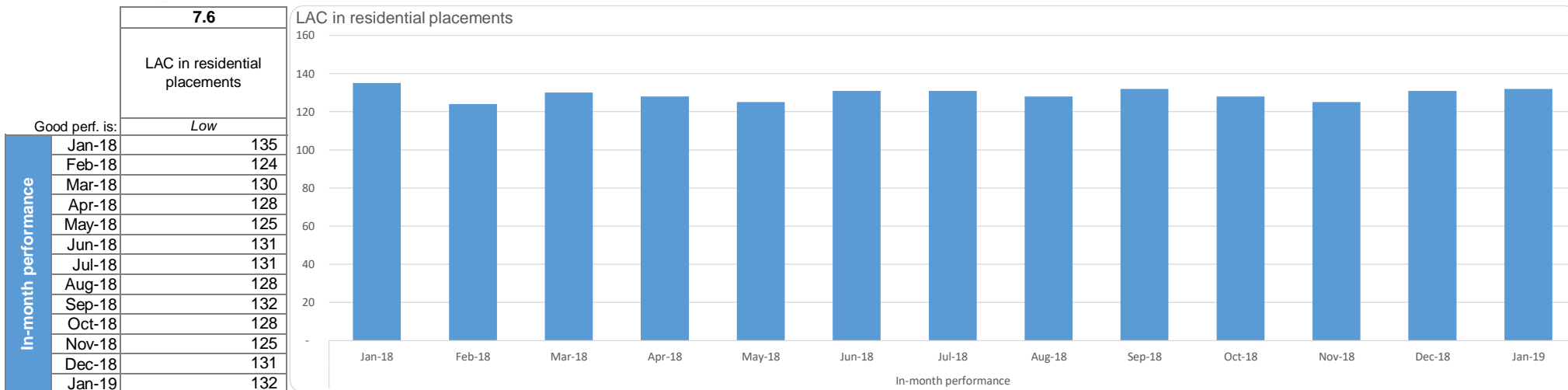


Looked After Children in residential placements

(County - January 2019)

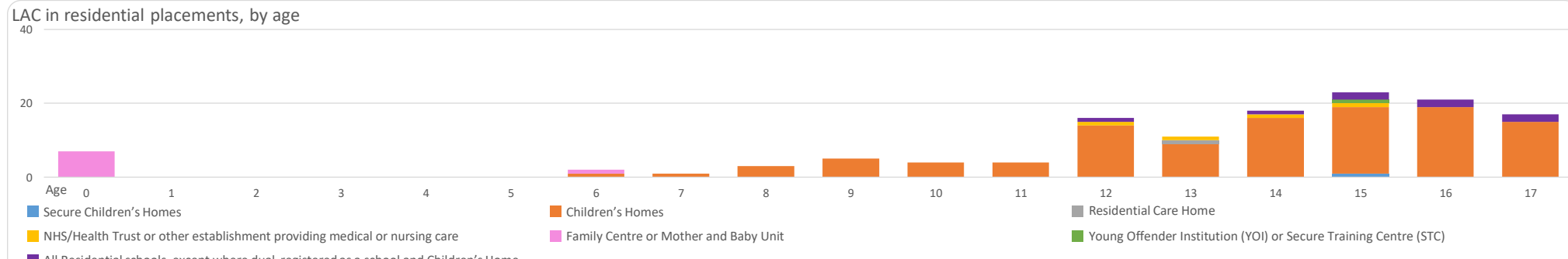
Definition A LAC placement is where a child has become looked after by the Local Authority and is placed with foster carers, in a residential home or with parents or other relatives.

Performance analysis Whilst the number of children in residential placements has risen over the past two months this is in line with rises in the number of children in our care and is lower than 12 months ago when there were fewer Looked After Children. We are working hard to identify foster placements for those children for whom care in a family environment is now the right plan and there are new projects in place to identify the types of specialist foster placements and skills sets needed to ensure we have foster carers able to offer care to those children with very complex emotional and behavioural issues.



By age and placement:

	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Secure Children's Homes	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0
Children's Homes	0	0	0	0	0	0	1	1	3	5	4	4	14	9	16	18	19	15
Residential Care Home	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0
NHS/Health Trust or other establishment providing medical or nursing care	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	0	0
Family Centre or Mother and Baby Unit	7	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Young Offender Institution (YOI) or Secure Training Centre (STC)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0
All Residential schools, except where dual-registered as a school and Children's Home.	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	2	2	2



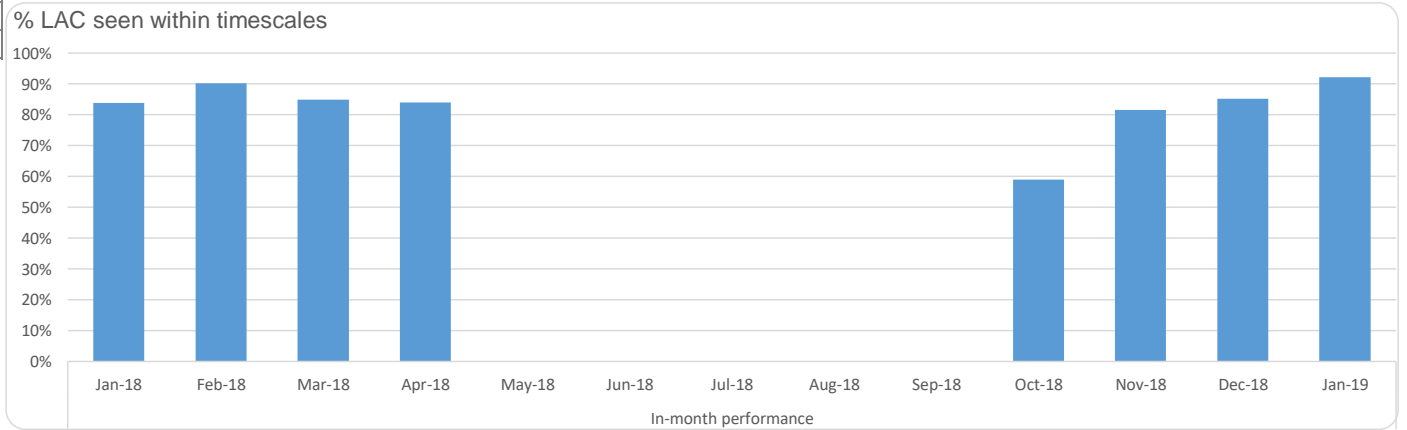
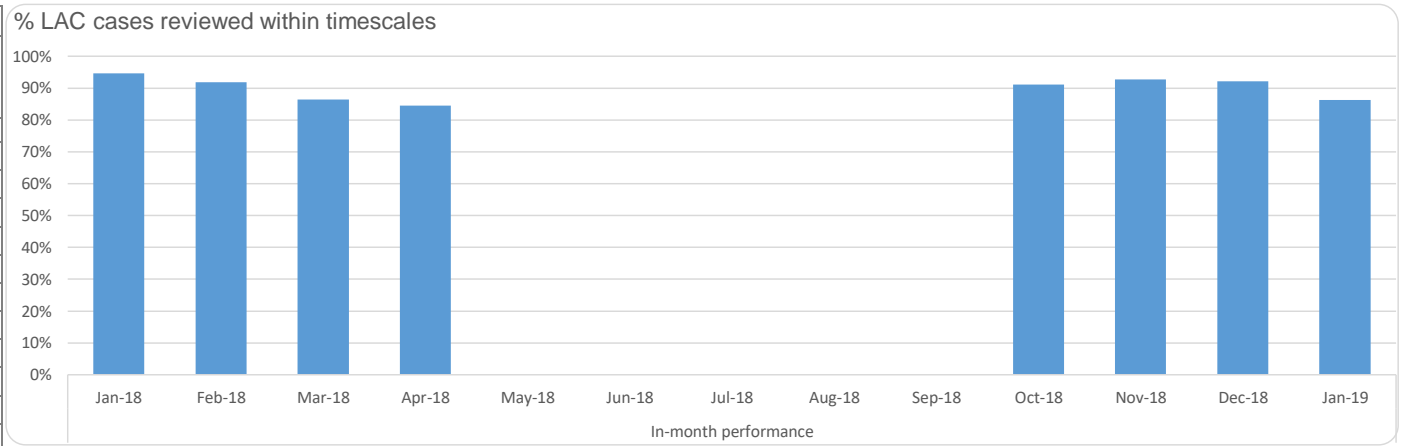
Looked After Children Reviews and Visits

(County - January 2019)

Definition The purpose of the LAC review is to consider the LAC plan for the welfare of the child & achieve Permanence for them within a timescale that meets their need. The review is chaired by an Independent Reviewing Officer (IRO). The local timescales for a social worker to visit a Looked After Child is on day of placement, within one week of placement, then at intervals of no more than 6 weeks for the first year. Thereafter, intervals of not more than 6 weeks or 3 months if the placement is planned to last until 18.

Performance analysis There has been a slight drop in the percentage of LAC reviews held in timescales, further investigation will be needed to ascertain if this is due to capacity issues or whether the recording of reviews held has been delayed. Performance regarding Looked After Children being seen in timescales has improved to the highest percentage in the past 12 months. Norwich have particularly good performance at 98% and Breckland, South and North & Broadland have also seen at least 90% of the children in our care in timescales. West's performance, whilst lower than the other localities at 83%, has improved significantly over the past 3 months.

		7.7	7.15
		% LAC cases reviewed within timescales	% LAC seen within timescales
Good perf. is:		High	High
In-month performance	Jan-18	94.6%	83.9%
	Feb-18	91.9%	90.2%
	Mar-18	86.4%	84.8%
	Apr-18	84.5%	84.0%
	May-18	-	-
	Jun-18	-	-
	Jul-18	-	-
	Aug-18	-	-
	Sep-18	-	-
	Oct-18	91.1%	58.9%
	Nov-18	92.7%	81.5%
	Dec-18	92.2%	85.3%
	Jan-19	86.3%	92.1%



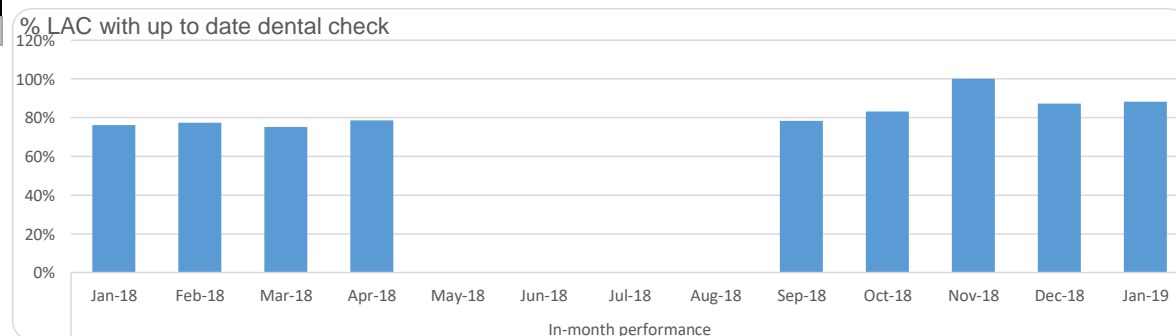
Looked After Children Health

(County - January 2019)

Definition Local Authorities have a duty to safeguard and to promote the welfare of the children they look after. There is a statutory duty on Local Authorities to make arrangements to ensure that every child who is looked after has his/her health needs fully assessed and a health plan clearly set out.

Performance analysis Recent analysis of IHAs that needed to be completed Oct - Dec 2018 (excluding children who ceased to be LAC before their IHA due date) showed 54% of LAC had their IHA in timescale which is higher than the 17/18 quarter 4 average of 38.5% in the Eastern Region. Of those that were out of timescale, 32% were due to a lack of capacity with Health partners to offer an appointment and 32% were due to a delay in the request for health assessment being submitted. The recent fall in performance for January is due in part to a period of time where we saw fewer requests for IHAs being sent from teams within timescale alongside some capacity issues from one of our health providers. Communication to practitioners regarding the importance of timely submission of IHA requests has been sent and as a result we have seen week on week improvements.

	7.9n	7.9	7.10	7.10p	7.11	7.11p	
	# LAC having a health assessment within 20 days of becoming LAC	% LAC becoming looked after for 20 working days and having a health assessment in that time	LAC with up-to-date Health Assessment No.	% LAC with up-to-date Health Assessment	LAC with up to date dental check - No.	% LAC with up to date dental check	
Good perf. is:	Info	High	High	High	High	High	
In-month performance	Jan-18	5	12.5%	604	75.1%	612	76.1%
	Feb-18	18	46.2%	613	76.5%	619	77.3%
	Mar-18	13	26.5%	596	74.2%	604	75.2%
	Apr-18	13	38.2%	627	77.4%	637	78.6%
	May-18	-	-	-	#VALUE!	-	-
	Jun-18	-	-	-	#VALUE!	-	-
	Jul-18	-	-	-	#VALUE!	-	-
	Aug-18	-	-	-	#VALUE!	-	-
	Sep-18	7	20.6%	651	78.3%	651	78.3%
	Oct-18	19	41.3%	697	83.0%	698	83.1%
	Nov-18	23	56.1%	713	86.2%	706	100.0%
	Dec-18	13	50.0%	734	88.1%	727	87.3%
Jan-19	11	26.2%	773	89.3%	764	88.2%	
Benchmarking							
Eastern region		44.2%					



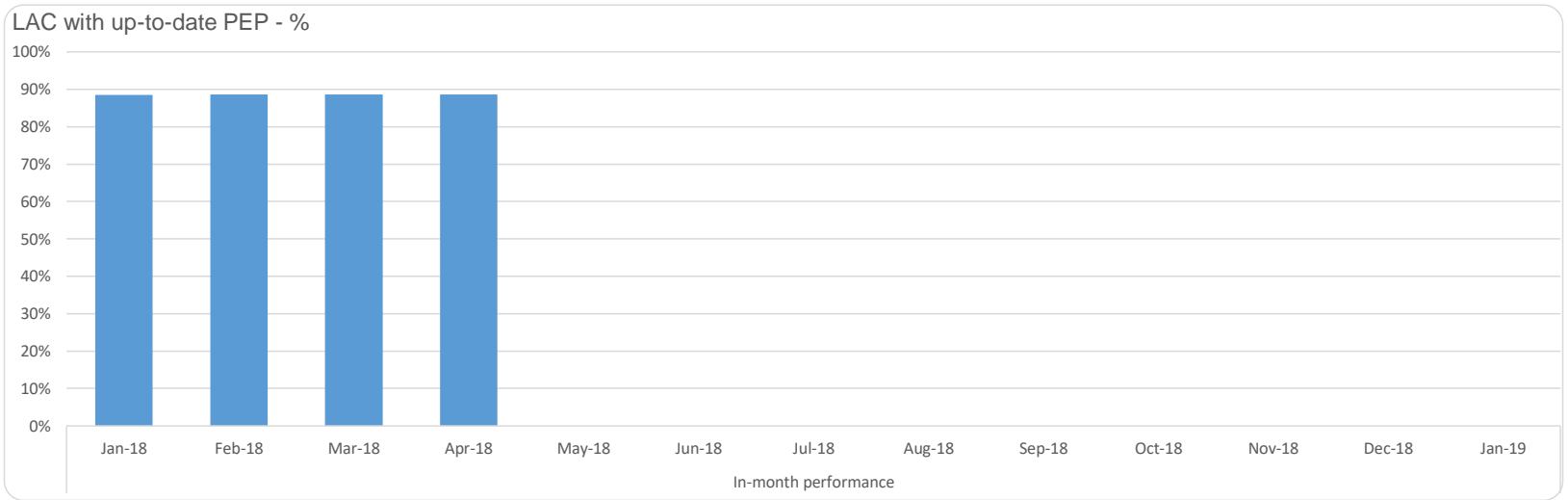
Looked After Children Personal Education Plans

(County - January 2019)

Definition A personal education plan (PEP) is a school based meeting to plan for the education of a child in care. These are a statutory requirement for children in care to help track and promote their achievement.

Performance analysis

	7.13
	LAC with up-to-date PEP - %
Good perf. is:	<i>High</i>
In-month performance	Jan-18 88.5%
	Feb-18 88.6%
	Mar-18 88.7%
	Apr-18 88.7%
	May-18 -
	Jun-18 -
	Jul-18 -
	Aug-18 -
	Sep-18 -
	Oct-18 -
	Nov-18 -
	Dec-18 -
	Jan-19 -



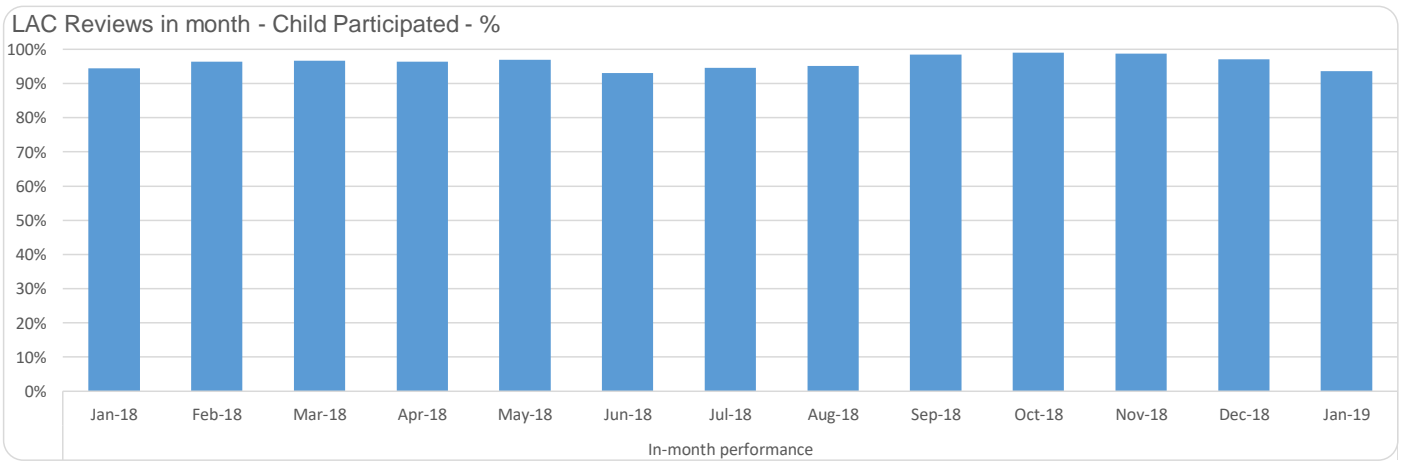
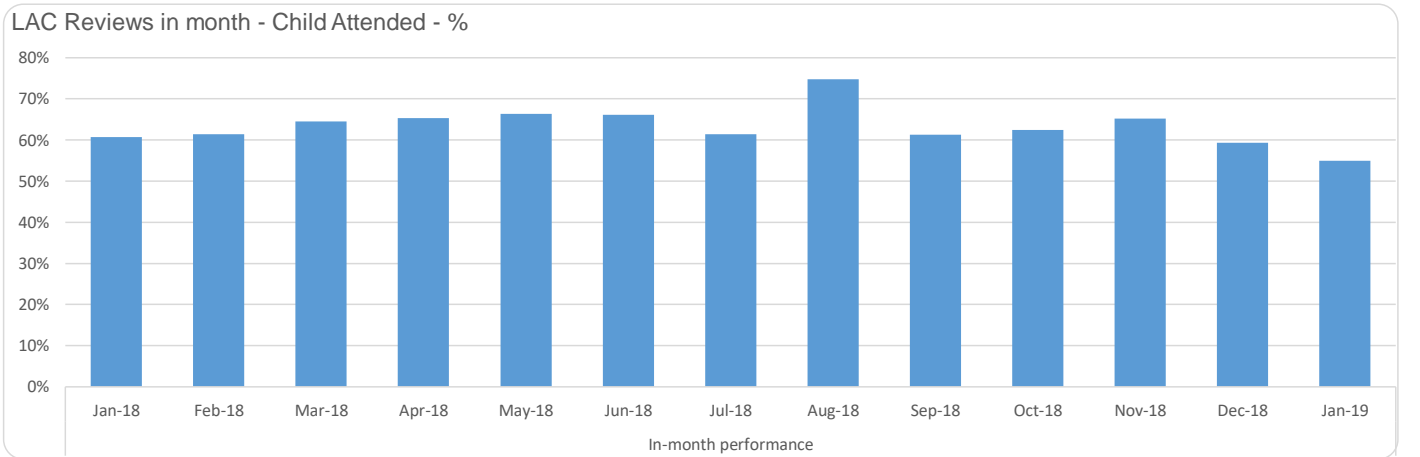
Looked After Children Participation

(County - January 2019)

Definition The Child's Voice is a phrase used to describe the real involvement of children and young people. They should always have the opportunity to describe things from their point of view, be continually involved in assessments and planning and have things fed back to them in a way they can understand. There should always be evidence that their voice has influenced the decisions that professionals have made. The data below relates to LAC children attending and being involved in their LAC reviews.

Performance analysis It is concerning that we have seen a drop in the percentage of children attending their LAC reviews to the lowest level since May 2017. Whilst performance dropped slightly from last month, North & Broadland had over 73% of children attend their LAC reviews. However, in Norwich, Breckland and Yarmouth less than 50% of children attended. In these localities it is important that social workers and IROs work together to ensure LAC reviews are 'child-friendly' and arranged to meet the needs of looked after children rather than the adults involved.

		7.17	7.18
		LAC Reviews in month - Child Attended - %	LAC Reviews in month - Child Participated - %
Good perf. is:		High	High
In-month performance	Jan-18	60.7%	94.4%
	Feb-18	61.4%	96.4%
	Mar-18	64.5%	96.7%
	Apr-18	65.3%	96.4%
	May-18	66.3%	96.9%
	Jun-18	66.1%	93.1%
	Jul-18	61.4%	94.6%
	Aug-18	74.8%	95.1%
	Sep-18	61.3%	98.5%
	Oct-18	62.4%	99.1%
	Nov-18	65.3%	98.7%
	Dec-18	59.3%	97.1%
	Jan-19	55.0%	93.6%



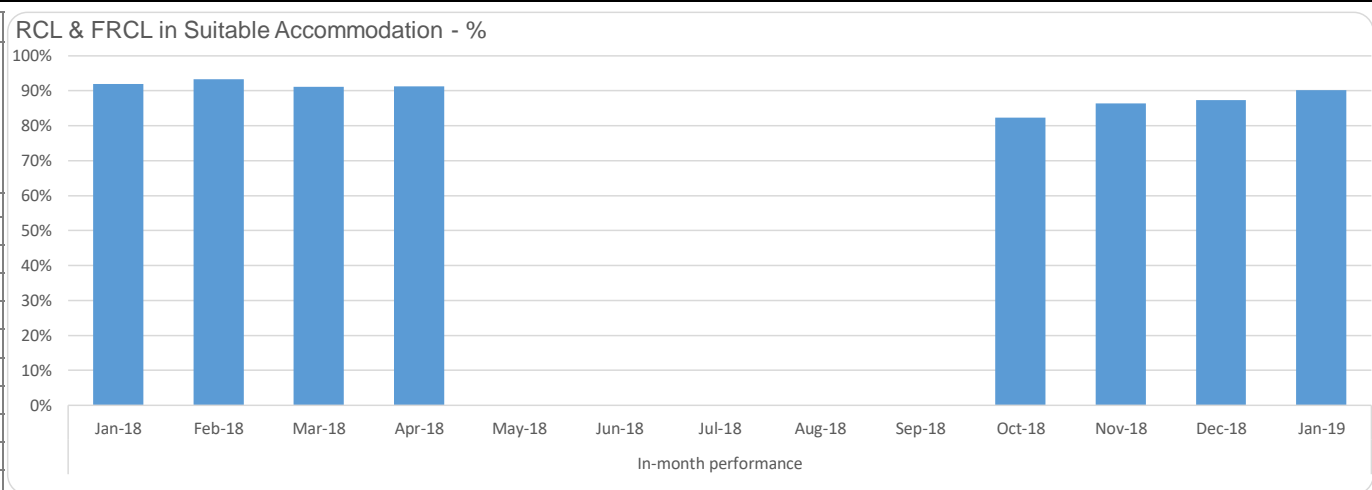
Care Leavers

(County - January 2019)

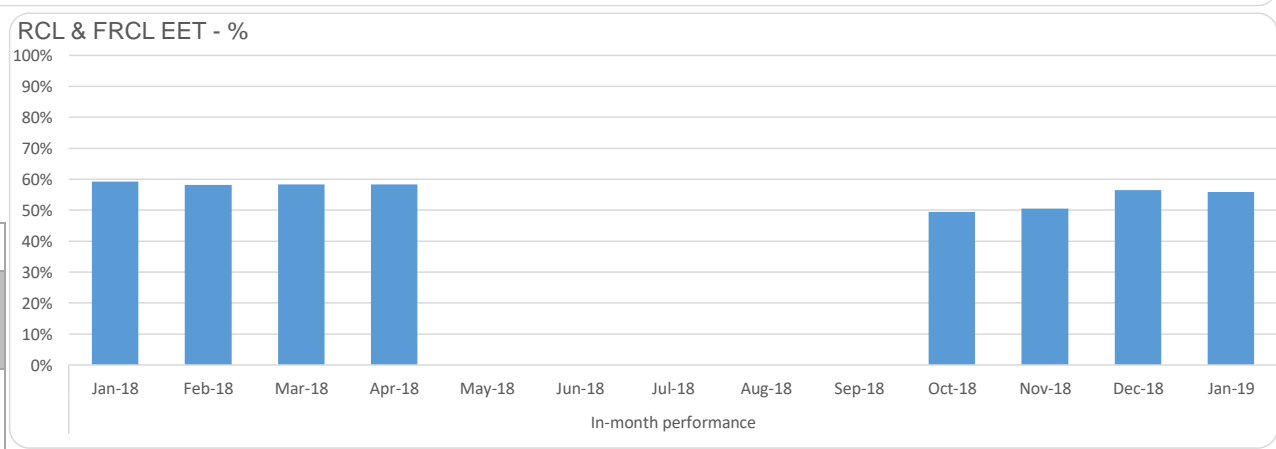
Definition A Care Leaver is defined as a person aged 25 or under who has been looked after away from home by a local authority for at least 13 weeks since the age of 14, and who was looked after away from home by the local authority at school leaving age or after that date.

Performance analysis EET levels for Relevant and Former Relevant Care Leavers are now at a level we would expect which suggests that recording is now more up to date than when reporting resumed in October. Great Yarmouth's reported EET levels are similar to those seen in January 2018 and remain the highest in the county. Conversely the low percentage of Relevant and Former Relevant care leavers who are in EET in West (45%) is a concern. It is important that the HoSW and Team Managers in West understand the challenges regarding Education, Employment or Training for our care leavers in the West locality and are confident that staff are tenacious and creative in supporting young people to reach their full potential. We have seen a positive increase in the percentage of Care Leavers we have been in touch with over the past 2 months from 69.5% in December to 77.5% in January. Norwich have particularly high performance in this measure at 88%.

		8.1	8.3	8.4
		Number of care leavers	RCL & FRCL in Suitable Accommodation - %	RCL & FRCL EET - %
Good perf. is:		High	High	High
In-month performance	Jan-18	458	91.9%	59.2%
	Feb-18	459	93.2%	58.2%
	Mar-18	472	91.1%	58.3%
	Apr-18	473	91.3%	58.4%
	May-18	-	-	-
	Jun-18	-	-	-
	Jul-18	-	-	-
	Aug-18	-	-	-
	Sep-18	-	-	-
	Oct-18	551	82.4%	49.4%
	Nov-18	551	86.4%	50.5%
	Dec-18	554	87.4%	56.5%
Jan-19	551	90.2%	55.9%	



Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
RCL & FRCL in Suitable Accommodation - %	90.2%	88.2%	84.0%		
RCL & FRCL EET - %	55.9%	54.4%	51.0%		51.0%



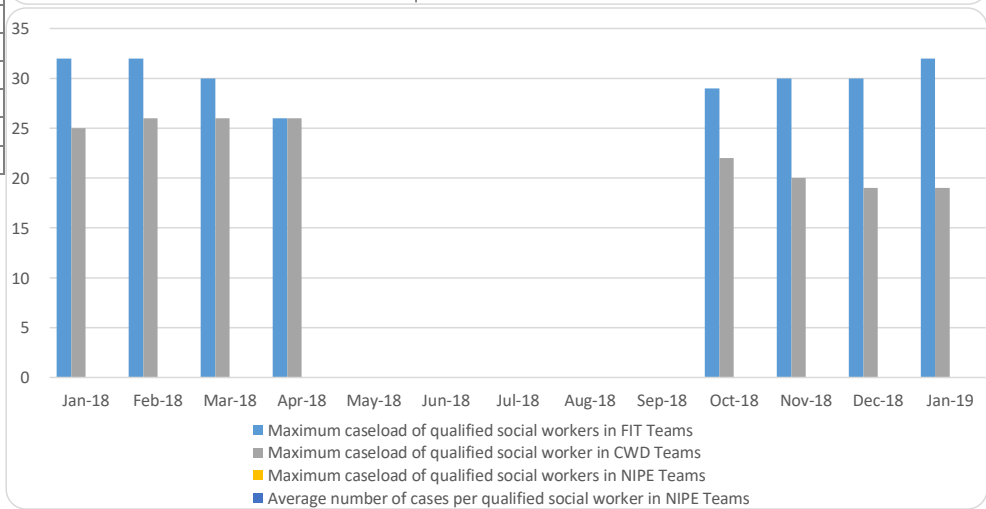
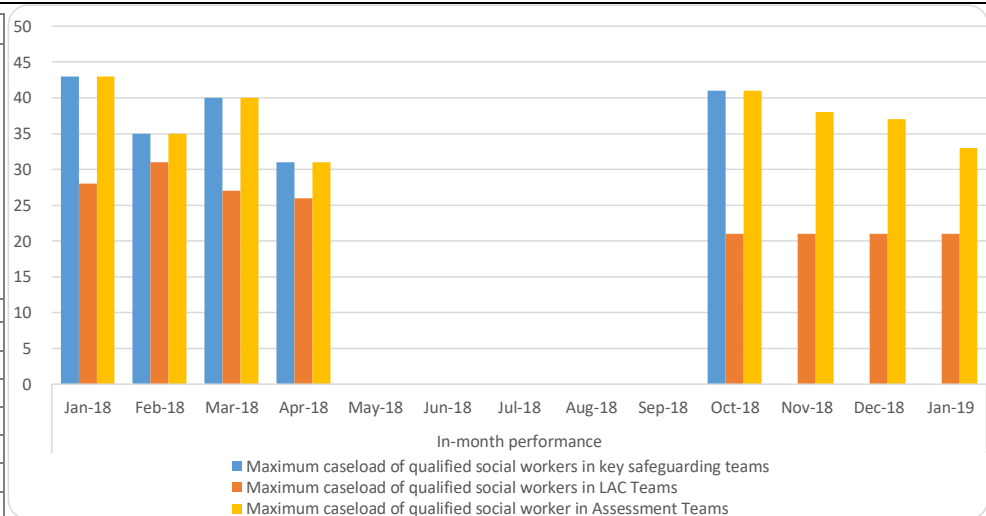
Caseloads

(County - January 2019)

Definition Caseloads refer to the number of children allocated to individual workers.

Performance analysis At the end of January 36% of Social Workers had caseloads over the caseload policy for their team type. This was a slight rise compared to the 33% seen in December 18 but equates to only 3 more social workers and may be due to a small reduction in the number of case holding social workers across some teams. We know that in some teams caseloads have risen due to staff leaving and difficulties in recruiting replacement social workers, however at the end of January 6 Social Workers had caseloads of 30 or more children or young people, compared to 13 social workers at the end of June.

		11.1	11.2	11.3	11.4	11.5	11.6	11.6a
		Maximum caseload of qualified social workers in key safeguarding teams	Maximum caseload of qualified social workers in LAC Teams	Maximum caseload of qualified social worker in Assessment Teams	Maximum caseload of qualified social workers in FIT Teams	Maximum caseload of qualified social worker in CWD Teams	Maximum caseload of qualified social workers in NIPE Teams	Average number of cases per qualified social worker in NIPE Teams
Good perf. is:		Low	Low	Low	Low	Low	Low	Low
In-month performance	Jan-18	43	28	43	32	25	-	-
	Feb-18	35	31	35	32	26	-	-
	Mar-18	40	27	40	30	26	-	-
	Apr-18	31	26	31	26	26	-	-
	May-18	-	-	-	-	-	-	-
	Jun-18	-	-	-	-	-	-	-
	Jul-18	-	-	-	-	-	-	-
	Aug-18	-	-	-	-	-	-	-
	Sep-18	-	-	-	-	-	-	-
	Oct-18	41	21	41	29	22	-	-
	Nov-18	-	21	38	30	20	-	-
	Dec-18	-	21	37	30	19	-	-
	Jan-19	-	21	33	32	19	-	-



Children's Services Committee

Report title:	Budget Monitoring Period 10 (January)
Date of meeting:	12 March 2019
Responsible Chief Officer:	Sara Tough Executive Director of Children's Services
Strategic impact The report sets out the Period 10 (January) financial forecast for Children's Services, and the programme of transformation and improvement that is continuing.	

Executive summary

This report sets out:

- the financial resources to deliver the Safer Children and Resilient Families Strategy of Norfolk Futures.
- forecast revenue expenditure for 2018-19

Recommendations: that the Committee considers, comments and notes:

- (i) **the forecast overspend of £12.786m for General Fund Children's Services**
- (ii) **the forecast use of Children's Services General Fund reserves and provisions**
- (iii) **the forecast overspend of £5.977m for the Dedicated Schools Grant Children's Services, which:**
 - a. **is after utilisation of the additional High Needs Block allocation of £1.803m announced in December for 2018-19**
 - b. **will need to be carried forward as a deficit, alongside previous years' deficits brought forward of £8.087m, to be recovered in future years**
- (iv) **the amendments to and reprogramming of the Children's Services Capital Programme**

1. Strategic Context

National Context

- 1.1. This section of the report sets out the strategic context for the delivery of Children's Services. This includes pressures on Legal Services and all aspects of High Needs provision.
- 1.2. Children's Services in Norfolk continue to operate in a challenging context, reflecting the national picture, where the huge majority of Councils are seeing pressures on Children's Services and net increases in spending despite significant savings being delivered. This primarily reflects the demand-led budgets, specifically:
 - the safeguarding and looked after children pressures that have been a national trend for several years;
 - the rising costs of supporting children with disabilities, in part as a result of more children with disabilities, and more complex disabilities, surviving due to advances in medical science that are now translating into rising costs (both for looked after children and children supported at home);

- the Transforming Care initiative resulting in more children living in the community who would previously have been accommodated within hospital settings, with health bearing the full cost of their support;
- the previous national reforms which strengthened the rights of parents and have driven big rises in requests for Education, Health and Care plans and Special Educational Needs and Disabilities (SEND) provision;
- the resulting increased transport requirements due to the increased demand for SEND provision, including a continuing increase in the number of children and young people requiring individual transport and / or accompanied journeys.

1.3. The level of grant funding to local authorities diminishes year on year and there is now a clear national evidence base around a significant strategic funding shortfall in Children's Services, estimated by the Association of Directors of Children's Services to be growing to around £2 billion by 2020 for the nation as a whole.

Norfolk's Context

- 1.4. Norfolk are continuing to experience high and increasing levels of need across numerous areas of service and, in particular, in relation to children with special educational needs and children at risk of harm. We continue to respond to new issues within society and the range of responsibilities for the department is widening to tackle issues such as child sexual and criminal exploitation and the threat of radicalisation. The number of statutory duties that councils have in relation to children's services has risen from 200 in 2011 to 299 in 2018 according to the Association of Directors of Children's Services (ADCS); many of the new duties have brought funding requirements without sufficient (or any) new burdens funding, such as staying put, leaving care support and education related duties.
- 1.5. More than half of total expenditure across Children's Services (both NCC general fund and through the Dedicated Schools Grant High Needs Block) is on direct delivery of assessment, support and care through demand-led budgets to the most vulnerable or highest need children. It is important to recognise that there are significant inter-relationships with our base budget because sometimes the same children and young people will be receiving support (and funding) from both an SEND education perspective and from within the Children's social care model.
- 1.6. We are responsible for ensuring that every child has a school place. For children with Special Educational Needs and Disabilities there are additional duties on the local authority which mean we must ensure that appropriate educational provision is available to meet the child's educational needs. We are further responsible for planning for future demand in terms of places of the right type, in the right place across the county. The current trajectory indicates that there is likely to be further pressure on revenue funding for SEND places and specialist support, which will be challenging to meet, given the current level of provision across the county. We must therefore plan for more of the right kind of school places to meet SEND need, slow

down the demand by meeting need earlier, and this could enable us to return the High Needs Block (HNB) to balanced position

Norfolk's Response

- 1.7. Although this is a challenging context, Norfolk County Council and its Children's Services are responding in a bold, positive and ambitious way. That began with the business case for a major investment in transformational change agreed at Policy and Resources Committee in September 2017, the Launch of the Norfolk Futures Transformation programme and the subsequent development of a comprehensive programme of transformation, as illustrated in diagram 1 below.
- 1.8. This agenda is a 3-5 year programme. It was always anticipated that the pressures on our system would persist in the short term and that the impacts on demand and cost would begin to be delivered from 2019-20 and, in particular, from 2020-21 onwards.
- 1.9. In that context, this financial year has allowed for the foundations of this work to be built and although the impact is largely still to come we have already made significant progress in several areas and are building a track-record of successful transformational change. A further full update on transformation will be provided to the March Committee meeting, but some key highlights to date include;
 - We have successfully implemented the **new Children's Advice and Duty Service** at the 'front door' to Children's Services and we are already seeing the anticipated benefits in terms of reducing the rate of referral into social work teams now being realised. This will give teams more time to focus on the direct work with families which will make the difference
 - We are starting to see a positive impact from the **focussed work on Foster carer recruitment** with numbers of enquiries on the up and now a projection for a net increase in the number of carers this year - reversing the previous trend
 - We have successfully **implemented the Valuing Care programme** – which gives us a consistent way to understand and articulate the needs of children in care and so ensure we provide exactly the right placement and support. We've already embedded this new tool in our practice model and are using the analysis to inform our strategic commissioning priorities
 - We have completed the refurbishment and **preparation work for the new semi-independent accommodation provision** and the first new places will be available for young people at the end of January
 - We have completed the design of the **new Norfolk Family Networks approach** and are moving into implementation. A new team due to start work from February delivering family group conferences and coaching team around working with extended families to prevent children from needing to be taken into care
 - The **new therapeutic support service for families at the edge of care** is also going to begin to be available within the next few weeks, offering intensive support for families with complex needs, helping them to address their challenges and stay together as a family
 - Further significant development has been undertaken in relation to the SEND workstream of the transformation programme. This workstream will focus on SEND assessment and support to schools and providers to **increase the numbers and**

complexity of children that can be appropriately supported to be educated in the mainstream sector, which will run alongside the £120m capital investment in new provision programme previously approved by Policy and Resources Committee

- 1.10. The changes made to date as part of the Safer Children and Resilient Families transformation programme for services and interventions for children at risk of harm have resulted in the numbers of children in care appearing to stabilise as this financial year has progressed, despite the rising national trends as reported in national media. This stabilisation evidences the change being seen by the department in the throughput of work to social work or early help and prevention teams; i.e. the demand is continuing to increase, but the department is managing it differently.

Diagram 1: Children's Transformation Strategic Approach

Children's Transformation Strategic Approach

All teams and investments are targeted to supporting children and families to avoid the need for high intensity and high cost direct care

Majority spend is on direct delivery of care to the most vulnerable or highest need children. Overlaps between LAC, SEN and transport cohorts

Inclusion

- Investing in Specialist Resource Bases
- Additional direct inclusion work
- Increasing the proportion of children with SEN who are supported to stay in mainstream settings
- Investing in independence – enabled by technology

Prevention and Early Intervention

- Transformed model at the front door enabling more demand to be managed preventatively and the social work teams to focus only on appropriate cases
- Enhancing Early Help – with a focus on building capacity in the partnership system

Effective Practice Model

- Creating a new multi-disciplinary social work model
- Driving quality interventions through signs of safety and restorative practice
- New panels deploying resources earlier rather than at the point of crisis
- Wrapping specialist help around social work plans e.g. substance misuse, mental health and domestic abuse

Edge of Care Support and Alternatives to Care

- New therapeutic service for families with children at the edge of care (SIB)
- Turnaround short breaks alternatives to care provision
- A focus on family finding and building support networks from extended families

Increasing levels of demand in communities (in Norfolk and mirrored nationally)

Placements and Support for Looked After Children

Residential = 19.4m
Fostering = 28.4m
Semi-Independent = 5.3m
SGOs = 3.9m

Home to School Transport

SEN = £13.1m
Mainstream = £11.6m
Post 16 = £3.1m

Education & Care for Children with SEND (HNB)

Maintained Special Schools = £30.5m
Independent Special Schools = £21.2m
Alternative provision = £4.9m

Managing the care market & creating the capacity we need

- Step-change investment in Special Schools
- Creating high-quality semi-independent provision
- Family Values - using behavioural science to redesign our approach to recruiting foster carers
- Enhanced fostering model – building a network of capacity around foster carers to work with higher needs
- Valuing Care Model – robust needs analysis and outcome based commissioning of placements

2. Forecast Revenue Outturn General Fund Children's Services

- 2.1. An overspend of £12.786m is currently forecast for General Fund Children's Services. This forecast is based upon the information currently available and after taking account of the anticipated impact of identified management actions to address previously existing pressures and new pressures that have come to light. Table 1 displays the overall forecast position as at the end of January (Period 10).
- 2.2. Significant areas of financial pressure continue to remain within Social Work. These are primarily driven by spend on placements (Children Looked After, Staying Put and Leaving Care) and staffing costs. Within Education Services the pressures are primarily transport and assessment of special educational needs.
- 2.3. Since the last budget monitoring report to this committee there has been an increase in budget of £1.705m relating to capital charges. The expected capital charges for 2018-20 have been reviewed in line with NCC's approach as we near the end of the financial years; this has resulted in an increase to the capital charges that Children's Services will receive and, therefore, the budget has been increased by the equivalent amount to ensure that there is no impact to the overall overspend position.

	Budget	Current Forecast P8 £m	Variance to Budget		Variance to P8 £m
			£m	%	
Social Work	86.239	97.212	10.973	12.7%	1.552
Early Help & Prevention	26.114	25.407	(0.707)	-2.7%	(0.537)
Performance & Challenge	4.646	5.007	0.361	7.8%	0.024
Education	39.422	44.106	4.662	11.8%	0.522
Resources (including capital charges)	31.232	31.273	0.041	0.1%	(0.015)
Sub-total	187.653	203.005	15.330	8.2%	1.546
Use of Reserves		(0.544)	(0.544)		(0.100)
Schools capital funded by borrowing		(2.000)	(2.000)		0.000
NCC General Fund Total	187.653	200.461	12.786	6.8%	1.446

Social Work Variances in Period 10

- 2.4. The budget for placements and support for children looked after and those on the edge of care and those families who would benefit from targeted services to prevent a child coming into care is £41.776m. Early in the year, a stabilisation of Children Looked After placements was seen and it was expected that the original planned trajectory would be achieved by the end of the financial year. As previously reported, the trajectory has since been reviewed in the light of national trends. Numbers of Children Looked After are now remaining stable, but there continues to be an increase in the complexity of the children and young people's needs (reflecting national trends), resulting in care and support costs continuing to increase and new placements regularly costing more than those ceasing for children leaving care, moving to alternative provision or returning home.
- 2.5. As the year has progressed, this position continues to be reviewed using more detailed transformation planning and demand information, and this has resulted in a

forecast

£5.563m overspend. This is a complex area to forecast, with continuous changes to the children and young people who are looked after and supported, with regular reviews of placements and support to ensure that their needs are being met. There are overspends forecast for all placement types where numbers of placements have exceeded those originally budgeted for prior to a significant increase in children looked after in the latter quarter of 2017-18. The budget to provide targeted support services for vulnerable children and their families is overspent due to a number of elements relating to increased support within families to enable them to keep children safe at home, including care for a very small number of children with disabilities who are living with their families but have very complex needs and, thus, very expensive care packages. This type of provision and support is reducing the number of children becoming looked after by the authority.

2.6. The variance of £0.925m compared to the previously reported period is due to:

- residential placements costing an additional £0.551m: there was a net increase of 11 placements, 6 of the new places were existing remand cases, which were not correctly recorded in the transfer of data from Liquidlogic. Each placement costs an average of £0.054m per year and are normally in place for a relatively short period of time; processes are now in place to record remand placements. The remaining increase relates to 39 reviewed cases, where there has been a change in placement or a review of existing provision meeting the child's needs.
- agency fostering placements costing an additional £0.095m: the number of placements has increased by 9 and a review of 37 existing placements; new placements less costly average than those ceasing. It is expected that in the medium term, agency fostering placements will decrease with the recruitment strategy for inhouse foster carers. In house fostering placements have remained stable with a small decrease in costs of £0.018m since the last report.
- Support costs for children looked after and in need has increased by £0.297m; early intervention is part of the new operating model and keeps children safe and out of care whilst reducing demand on more expensive placements.

2.7. The Directorate continues to be focused on an ambitious plan to implement transformational change at a fast pace; including aiming for more children to be able to return home where it is appropriate for them to do so and supporting more children in foster care placements rather than in residential placements.

2.8. The budget for Staying Put and Leaving Care placement costs is £4.424m, and is currently forecasting a £1.583m overspend, an increase of £0.440m compared to the prior forecast. There has been an increase of 20 cases This budget has been under pressure since legislative changes relating to support for those turning 18 who had been looked after to provide increased levels of support as individuals move into adulthood and independent living. Whilst this support is important for young people, the additional responsibilities did not come with sufficient new burdens funding from central government. There is a semi-independent accommodation project utilising £5m capital monies to alleviate the cost pressure.

2.9. The Council is part of the national resettlement scheme for unaccompanied asylum-seeking children and receives grant funding per young person resettled. Norfolk's intake has increased recently, resulting in a forecast overspend of £0.333m for this

financial year. Planning is underway to introduce new ways of working to support these young people to secure improved outcomes within the grant funding allocated, thus removing the financial impact upon the authority.

2.10. There is currently a forecast staffing pressure of £2.270m upon the budget of £28.486m, which has seen a minimal increase of £0.067m compared to prior reporting. This has been due to the need to ensure that there are sufficient resources to meet the authority's statutory obligations whilst continuing work to proactively manage the workforce to ensure that Norfolk has a stable, suitably qualified and experienced workforce sufficiently resourced to meet the challenges faced. Both the locality and rurality of Norfolk provide the authority with some unique challenges compared to other authorities with the region; however, significant work in recent years by the department has seen a stabilisation of the workforce with reduced reliance upon agency workers, partnership working with UEA to ensure that social work graduates are prepared for the workplace, improved support for newly qualified social workers to gain the necessary workplace experience in supernumerary posts to ensure that they are ready to be successful in substantive roles. The pressure includes:

- £0.224m for in-house residential unit staffing due to changes to in-house residential staffing levels necessitated to meet the complex needs of the young people being supported in these settings, where provision in the independent sector would incur significant additional placement costs.
- £0.809m for Norfolk Institute of Practice Excellence (NIPE) salary costs for newly qualified social workers prior to placement in social work teams. These roles are a key part of the department's workforce planning and post-holders are provided with the opportunity to gain the experience in supernumerary roles, with the appropriate supervision and support needed, to enable them to be placed in substantive roles.
- (£0.067m) forecast underspend on agency social worker top-ups reflecting reduced reliance on agency staff as the impact of the department's workforce planning comes to fruition with a shift towards a more permanent workforce. The underspend has decreased by £0.059m since the previous forecast. Work is underway to reduce agency usage to cover maternity, sickness and short recruitment gaps only.
- £1.304m overspend within front line operational social work teams is due to the level of workload that continues to be experienced. There has been a reduction of (£0.138m) in forecast since prior reporting that reflects a reduction in throughput of workload from the 'front door', which has been seen since the start of this year with changes made to the Multi Agency Safeguarding Hub (MASH) and the introduction in October of the new Childrens Advice and Duty Service (CADS). However, the number of children and young people already being supported at the edge of and within statutory services remains high. Reprofiting of the workforce, including the introduction of different roles and professions, is being undertaken. This is expected to enable the operational teams to manage within their base budget once complete but is expected to take some time to fully implement as workloads shift more towards prevention. Time is being taken to ensure that the department gets this reprofiting right first time, with the Breckland Locality taking the opportunity to gain proof of concept when recruiting to recent vacancies in line with this reprofiting.

2.11. The budget provides £3.310m for legal costs. There is currently a forecast pressure of £1.239m due to the high level of court proceedings, an increase of £0.136m

compared to the previous forecast. This forecast includes the impact of the increased focus on ensuring legal resource is not used for elements of case preparation that can be carried out more efficiently by other teams, as per the 2018-19 savings target. However, there is an increased level of proceedings being experienced by most Children's Services Authorities, and Norfolk is no different. The level of proceedings commenced this year are significantly higher compared to both 2017-18, when the budget was set, and the increased costs year on year are a result of:

- an increased number of non-accidental injury cases – (i) these require greater time to be spent by NPLaw as well as the need to instruct very experienced and therefore necessarily more expensive counsel to represent the Authority; (ii) parents and the interests of the child are also represented by experienced and more expensive counsel;
- The number of hearings being scheduled has also increased - more hearings require more time from NPLaw lawyers as well as counsel. Children Services and NPLaw have reviewed expenditure on external counsel and agree that there is scope to make savings against existing spend or at the very least to be able to stabilise the spend;
- Local barristers' chambers in Norwich and Norfolk generally have little incentive to offer a competitive rate despite numerous attempts by NPLaw to engage with them to agree prices for a block award of work. Therefore, we will look to tender parcels of legal work to encourage competition. In addition to stabilising or reducing spend on counsel, by relying on a group of barristers invested in a longer-term commitment to Norfolk, we expect to ensure greater consistency of the approach taken in court leading to a reversal in the trend for increased number of hearings.
- An increase cost in contractual work relating to placements, which will result in more cost effective revised contracts and commissioned services, thus reducing placement costs in the medium- to longer-term.

Early Help and Prevention Variances in Period 10

2.12. This service includes Contracts and Commissioned services (reported early in the year within Performance and Challenge) and the associated budget is £26.114m. The forecast underspend for Early Help and Prevention has increased by (£0.537m) to (£0.707m) compared to prior reporting. The decreased results are a result of:

- Contracts are kept continuously under review and where service provision has not met the terms of the contract we have been successful in recouping funding.
- Children with Disabilities Personal Budgets are now forecasting an underspend of (£0.309m) following a reconciliation of all service users following migration to the Liquidlogic. The staffing budget which supports this service has also seen a positive movement of (£137k); whilst the staffing establishment remains stable, a review of the funding arrangements has been undertaken resulting in an improved forecast.
- The operational teams staffing underspend has increased by (£0.049m); this is the result of vacancy turnover as the service moves towards the new CADS 'front door' service and the new social work service delivery model.

Performance and Challenge Variances in Period 10

- 2.13. The Performance and Challenge budget has reduced since prior reporting to £4.646m to take account of the move of the Contracts and Commissioned services to Early Help and Prevention. The service is forecast to overspend by £0.361m due to additional independent statutory services staffing following the increase in children looked after and printing and telephone costs for the whole department that exceeds the budget.

Education General Fund Variances in Period 10

- 2.14. Education General Fund Services shows a forecast overspend of £4.662m against the budget of £39.422m, an increase of £0.522m since prior reporting. The County is continuing to see a substantial increase in the demand for specialist SEND support and placements, in line with national trends, and with the market saturated, children and young people are needing to travel further and for longer to receive appropriate support and education. Although the funding for specialist SEND provision is part of the Dedicated Schools Grant, the responsibility for funding the transport costs is a local authority duty. These pressures have driven the increase in the forecast, with the pressures facing the service summarised below:
- The £28.737m budget for special school transport, home to school transport and post-16 college transport, which is showing a net overspend of £3.872m; an increase of £0.671m compared to previous reporting.
 - The service continues to see numbers of children requiring transport to maintained and independent specialist provision increasing; in the reporting period £0.423m relates to an additional 54 pupils requiring transport to specialist provision. Work is being undertaken to review the transport in place to ensure that maximum efficiency of transport arrangements is achieved whilst also meeting individuals' needs, and these have shown that there has been a significant increase over the last 2 years in the number of children requiring individual transport.
 - Post 16 mainstream transport has seen a reduction in parental contribution income of £0.152m as pupils change courses but the routes/buses are still required.
 - Mainstream transport has increased in costs by £0.096m as routes must be retendered and prices increase.
 - There is a pressure of £0.753m on the £2.868m budget for the assessment of children with special educational needs; an increase of £0.137m compared to prior reporting. There is a high level of demand for Education Health and Care Plan (EHCP) assessment being received by the authority and a backlog of assessments is outstanding. Action is being taken to explore and manage this level of referrals, where nearly 40% of referrals do not result in an EHCP, with the department investing both recurring and one-off revenue monies, alongside the capital investment in sufficiency, to increase the resources available. It is a statutory duty to make these assessments where a referral has taken place;
 - A £0.540m overspend is now being forecast for Educator Solutions following revised income forecasts of trading targets, this is an increase of £0.150m. There has been reduced take up of services provided for new academies and, with schools' budgets continuing to be stretched some schools have reduced what they purchase. Educator Solutions provides a combination of services traded with schools, academy trusts and the public, alongside meeting some statutory duties of the local authority. New products are being developed, and strategic partnerships

formed with other local authorities to promote them to schools in their authorities. Following this forecast, planning is being undertaken to ensure that products and services offered by Educator Solutions are aimed appropriately at the market in order to ensure that there is no future overspend;

- There continues to be a £0.149m pressure in relation to vacant school property costs as previously reported, this had reduced slightly by (£0.011m) as alternative site management methods are adopted.
- Partially offsetting the pressures is an underspend of (£0.167m) on the £0.220m budget for contributing to the PFI reserve. Reprofiling of PFI contributions from 2019-20 onwards has been agreed with the Schools Forum.
- In addition, there are several other budget areas reporting underspends that partially offset the overspend position. These have been reviewed as part of the 2019-20 Budget Preparation process to identify any recurring funding that is available to fund pressures

2.15 Resources

The resources general fund shows a small overspend of £0.041m this is a result of unforeseen redundancy costs following school closures.

2.16 Reserves and Provisions

A review of reserves and provisions has enabled a partial release of £100,000 of the Twinning reserve following review of funding conditions and terms being met, to offset the pressure on the NCC general fund.

Management Action

2.15. Careful monitoring of the position continues, with improvements made to arrangements for placements panels, performance information available to managers and closer scrutiny of plans for children to return home or to move from one placement type to another.

2.16. A number of approaches are being pursued:

- Recurring and one-off revenue investment in the SEND assessment provision, alongside the capital investment in sufficiency of provision, to increase the capacity for assessments and to develop working with the wider system with the aim of reducing demand for referrals that do not result in EHCPs and ensuring that referrals are done at the most appropriate stage to prevent escalation of need.
- The SEND transformation capital funding will increase SEN provision closer to a child's home reducing high transport costs.
- Planning for a new approach to supporting Unaccompanied Asylum-Seeking Children that will enable the service to be provided within the specific grant funding available whilst ensuring good outcomes for the young people concerned;
- A recruitment drive and marketing for in-house fostering (placement numbers have increased since the start of 2018-19);
- Developing supported semi-independent accommodation, with initial development expected to be completed within this financial year;
- Further improving how the Multi Agency Service Hub (MASH) and the front door to Children's Services operate, including with the introduction of the new Childrens Advice and Duty Service (CADS) – the number of cases flowing

through from MASH to assessment teams has seen a downward trend following implementation of early changes;

- Reprofitting operational teams to make the best use of professional resources, to ensure that the right work is undertaken in the right place by the right individuals, and to improve administration;
- Continuing emphasis on early help and preventative services;
- Expansion of the boarding school placement model in appropriate cases;
- Reviewing single occupancy SEND transport journeys to ensure that these are only in place where the needs of the individual require it, or it is the most cost-effective method of transportation.

2.17. An in-depth review of reserves, grants, contributions and provisions was undertaken earlier in the year, resulting in a total of (£0.544m) being released to offset the overall position, as previously reported.

2.18. The capital programme was reviewed at Period 4 with a view to maximising service revenue funding. £2m of planned revenue contributions in 2018-19 will instead be funded by borrowing.

2.19. The significant forecast variances to General Fund budget are summarised in Table 2 below:

Table 2 – Summary of General Fund Forecast variances			
Expenditure	Budget	Over (+)/under	Primary Reason (for variances exceeding £0.100m)
	£m	£m	
Social Work			
Children Looked After Placements	41.776	5.563	This is a complex area to forecast, with continuous changes to the children and young people who are looked after and changes to placements to ensure that their needs are being met. It also includes increased support within families to enable children to remain at home safely, as well as to provide care for a very small number of children with complex disabilities to remain at home, who would otherwise be at risk of becoming looked after
Leaving Care Placements & Staying Put	4.424	1.583	Previous legislative changes relating to provision of increased levels of support for those previously looked after who are turning 18 and moving into adulthood and independent living. Whilst this support is important for young people, the additional responsibilities did not come with sufficient new burdens funding from central government.
Unaccompanied Asylum Seeking Children	(0.063)	0.333	Increased intake from National Resettlement Scheme with costs currently exceeding funding. Planning underway to introduce new ways of working and supporting these young

Table 2 – Summary of General Fund Forecast variances			
Expenditure	Budget	Over (+)/under	Primary Reason (for variances exceeding £0.100m)
	£m	£m	
			people to secure improved outcomes within the grant funding allocated.
Legal Costs	3.310	1.239	Increased level of proceedings commenced during the year compared to 2017-18 with increased complexity
Social Care Staffing	28.486	2.270	Front line operation teams have continued to see a high demand in workload, resulting in additional costs being incurred. A reduction in throughput of workload from the 'front door' has been seen since the start of this year with changes made to the MASH and the introduction of CADS. However, the number of children and young people already being supported at the edge of and within statutory services remains high. Reprofiling of the workforce, including the introduction of different roles and professions, is being undertaken. The number cost of agency staff continues to remain under-spent reflecting the positive shift to a more permanent workforce.
Social Care Other Budgets	8.306	(0.015)	
Sub-total for SW	86.239	10.973	
Early Help and Prevention			
Early Help staffing vacancies	14.752	(0.117)	Vacancy management
Contract adjustments and forecasting	13.182	(0.573)	Multiple contract adjustments aimed at achieving improved value for money
Troubled Families	(1.820)	(0.017)	
Sub-total for EH	26.114	(0.707)	
Performance and Challenge			
Independent Reviewing Officers	1.790	0.150	Additional agency cover required prior to permanent recruitment earlier in the year to ensure that sufficient staffing was in place due to the present number children looked after
Performance and Challenge Management Team	0.211	0.083	
CS Quality & Effectiveness	0.650	(0.044)	

Table 2 – Summary of General Fund Forecast variances			
Expenditure	Budget	Over (+)/under	Primary Reason (for variances exceeding £0.100m)
	£m	£m	
P&C Other Budgets	1.995	0.172	Combination of variances including increased mobile phone and printing costs
Sub-total for Performance and Challenge	4.646	0.361	
Education			
Special school transport including Post-16 SEN	13.603	4.064	The overspend is due to a significant number of additional SEN pupils being transported compared with last year, including an increase in places at the 3 new special schools as well as at independent special schools. The increase in cost is a result of several factors, differing length of journeys for each child, number of children in the vehicle, need of child (support assistant) and the price tendered. There has been a significant increase in single occupancy travellers over the last year incurring significant additional costs. Therefore, a review is taking place of the process.
Home to School and Post 16 College Transport	15.134	(0.192)	115 additional pupils compared to last year for home to school transport offset by a reduction in demand for post 16 transport
PFI Budget	0.220	(0.167)	There is an underspend of £0.160m on the £0.220m budget for contributing to the PFI reserve. Reprofiling of PFI contributions from 2019-20 onwards has been agreed with the Schools Forum.
Assessment of Special Educational Needs	2.868	0.753	There is a high level of demand for Education Health and Care Plan (EHCP) assessment being received by the authority and a backlog of assessments is outstanding. Action is being taken to explore and manage this level of referrals, where nearly 40% of referrals do not result in an EHCP, with the department investing both recurring and one-off revenue monies, alongside the capital investment in sufficiency, to increase the resources available.
Educator Solutions	(0.142)	0.540	Income forecasts indicate that trading targets have not been reached following reduced take up of services by new academies and reduced purchase by schools generally due to budgets continuing to be very stretched. Planning is being undertaken to ensure

Table 2 – Summary of General Fund Forecast variances			
Expenditure	Budget	Over (+)/under	Primary Reason (for variances exceeding £0.100m)
	£m	£m	
			that products and services offered are aimed appropriate at the market in order to ensure that there is no future overspend.
Other Education Support budgets	7.739	(0.336)	Multiple smaller variances
Sub-total for Education	39.422	4.662	
Sub-total for Resources	31.232	0.041	
Use of reserves and provisions	0.000	(0.544)	
School capital funded borrowing	0.000	(2.000)	
Sub-total other	0.000	(2.544)	
NCC General	187.653	12.786	
Fund Total			

3. Forecast Reserves and Provisions General Fund Children's Services

3.1. Projected changes to Children's Services General Fund reserves and provisions are set out in Table 3 below:

Table 3: Forecast Reserves and Provisions General Fund Children's Services			
Reserve or provision	Balance April 2018	Net Movement Increase / (Decrease)	Forecast Balance March 2019
	£m		£m
Transport days equalisation	0.494	(0.081)	0.413
Holiday pay provision	0.015	(0.015)	0.000
Repairs and renewals fund	0.147	(0.136)	0.010
Information Technology earmarked reserve	0.030	(0.030)	0.000
Post-OFSTED improvement fund	0.004	(0.004)	0.000
Grants and contributions	3.063	(0.427)	2.636
Totals	3.752	(0.693)	3.059

3.2. The forecast use of grants and contributions by the end of this financial year has been revised to take account of the releasing of £0.100m funds that are no longer required for the original identified purpose and, therefore, can now offset the overall forecast position.

3.3. The Transport Days Equalisation reserve is to enable each year's transport budget to reflect an average year, with the variation in the number of academic days in each financial year being taken account of by this reserve. In 2018-19 it is expected that there will be a small use of this reserve in line with its purpose. The remainder of the reserve is expected to be required for 2019-20, in line with its purpose.

3.4. The forecast in-year usage of the reserves and provisions includes £0.277m released that are no longer needed for the purposes originally identified. This release offsets the overall forecast position and contributes to the (£0.544m) shown in table 1 earlier in this report. The remainder of the (£0.544m) has been identified from a review of creditors that are no longer required and a review of grants to identify where conditions have now been met.

4. Forecast Revenue Outturn Dedicated Schools Grant Children's Services

- 4.1. An overspend of £5.977m is currently forecast for Dedicated Schools Grant Children's Services, as shown in Table 4 below, and represents an increase in the forecast of £0.463m compared to prior reporting. The Dedicated Schools Grant is ring-fenced and is split into four ringfenced blocks; the Schools Block, the Central Schools Services Block, the High Needs Block and the Early Years Block.
- 4.2. The pressure is within the High Needs Block. Policy and Resources considered and agreed a report on Norfolk's SEND Strategy on 28 October 2018 setting out plans for capital investment in new special provision. However, it may be several years before the revenue benefits of this are realised. Much of the high needs expenditure is paid to schools and it can be difficult to predict, particularly prior to the start of the new academic year.
- 4.3. Given this continuing pattern of pressure on the High Needs Block, consideration has been given corporately within the Council as to how to maximise the resources that can be identified for this service. The Council made a disapplication request to the Secretary of State – with Schools Forum support – to transfer an additional £4.580m from the Schools Block in 2019-20 over and above the 0.5% transfer already agreed by the Forum. Since the last report to Committee, the Council has received confirmation from the Secretary of State that this request has been agreed for the next financial year. Despite this agreement, it is anticipated that the High Needs Block will remain under pressure for a number of years to come whilst the agreed capital investment in provision and accompanying transformation work is undertaken.

	Budget	Current Forecast P10 £m	Variance to Budget		Variance to P8 £m
			£m	%	
High Needs Block	70.246	79.461	9.215	13.2	0.432
Schools Block	189.768	189.104	(0.664)	(0.003)	(0.062)
Early Years Block	43.613	41.039	(2.574)	5.9%	0.093
Central Schools Services Block	2.667	2.667	0	0	0
Dedicated Schools Grant Total	306.294	312.271	5.977	1.95	0.463

- 4.4. The budget for Post 16 Further Education High Needs Provision is £2.783m. The forecast pressure has increased to £1.020m, an increase of £0.195m, due to requests for support for an additional 41 young people and additional support for existing pupils to maintain stable placements. The pressure reflects the demand for placements exceeding the funding provided by central government following the SEN Reform Act 2014 that increased the age for support up to 25.
- 4.5. The budget for independent special school placements is £21.227m and has a forecast pressure of £4.130m. This reflects increasing numbers of pupils with

Education Health and Care Plans that require special school provision for whom places are not available in the maintained sector, including specific placements awarded by tribunals, and the number of starters during the autumn term has exceeded the number of summer leavers. The High Needs Block grant has not increased in line with the increase in demand seen nationally. There is an increase of £0.264m compared to previous reporting it is a combination of an additional 13 pupils, and a review of existing pupil provision. Concerted management action seeks to avoid additional placements and to reduce the pressure, whilst liaising with schools to seek to avoid additional expenditure.

- 4.6. The budget for alternative provision contracts is £4.786m and there is currently a forecast pressure of £1.923m. This is a small decrease of (£0.099m) since prior reporting. This is a reduction in 2 high cost pupils requiring alternative education provision.
- 4.7. The budget for maintained special school placements is £26.940m and is showing a pressure of £0.981m. There is an increase of £0.118m due to a combination of additional places funded than originally anticipated to meet current levels of demand and additional top-up funding to schools to enable them to meet the complexity of need of the children and to keep them in stable placements.
- 4.8. The budget for personal budgets is £0.250m. There is currently a forecast pressure of £0.248m, which is a minor increase of £0.030m compared to previous reporting. Personal budgets can be requested as an alternative to high cost placements for the provision of support to meet assessed SEND high needs.
- 4.9. The budget for excluded pupil income is (£1.008m), which was increased this financial year following an agreed change in policy as to the charges that would be made to schools when pupils are permanently excluded. At present there is a forecast over-recovery of income by (£0.108m).
- 4.10. There is currently a forecast overspend of £2.774m for top-up funding in mainstream schools to support children and young people with SEND high needs. A new top-up funding system was introduced on the 1 October 2018, with new banding levels set based on the level of special educational need. In advance of this system being introduced, a potential pressure was identified early in the financial year that was expected to arise as a result of the changes. The estimated pressure took account of the expected level of growth in plans requiring mainstream top-up funding that was anticipated at that time during this financial year. As this was the first year (and indeed only part year) of this funding approach, it has been a challenge to predict uptake, especially given the difference between the academic and financial years. Therefore, a review is being undertaken of those top-ups in place and those in the pipeline, and this, combined with the part-year effect of each top-up in place, may result in a reduced overspend position at year-end due to these specific, one-off circumstances. It is anticipated that once the system embeds, the mainstream top-up funding required will be in line with the initial forecasts in future years. Investment in this support can prevent needs from escalating and the subsequent for higher cost provision. There has been minimal change to the forecast compared to prior reporting.
- 4.11. The significant forecast variances on the Dedicated Schools Grant for Children's Services are summarised in Table 5.

Table 5 – Summary of DSG Forecast Variances			
Expenditure	Budget	Over (+)/under	Primary Reason (for variances exceeding £0.100m)
	£m	£m	
Post 16 Further Education High Needs Provision	2.783	1.020	Demand for places exceeding the funding provided by central government, following the increased age for support up to 25 in the SEN Reform Act 2014.
Independent special school Places	21.227	4.130	Increased numbers of pupils requiring special school provision exceeding the places available in maintained special schools
Alternative provision	7.234	1.923	Increased requirement for places due to the high levels of school exclusions
Additional SEN top up funding allocated to mainstream schools	5.689	2.774	Additional SEN top-up funding paid to mainstream schools to support SEN high needs. Support through top-up funding can avert escalation to more costly solutions.
Excluded pupil income	(0.900)	(0.108)	The increase in excluded pupils has led to an increase in charges to schools
Maintained special schools	26.940	0.981	Combination more places funded than originally anticipated due to current demand, along with additional top-up funding to enable schools to meet the complexity of need of individuals
Personal Budgets	0.250	0.248	Additional numbers of pupils receiving personal budgets and therapy. This early intervention can reduce demand for high cost specialist placements.
Other High Needs Block budgets	7.023	0.050	Demand for places exceeding the funding provided by central government, following the increased age for support up to 25 in the SEN Reform Act 2014.
Additional DfE Funding	0.000	(1.803)	
DSG adjustments	236.048	(3.238)	
NCC DSG Total	306.294	5.977	

Please note that due to funding mechanisms, the budget and forecast for the High Needs and Schools blocks of the DSG do not include allocations to academies

- 4.12. It is proposed to look at the DSG outturn in its totality at the end of 2018-19. It is expected that there will be flexibility to meet an element of the forecast High Needs Block overspend by underspending on other blocks including the Schools Block or the Early Years block; a high-level assumption based upon current demand trends is included in the forecast. This position will be reviewed at year-end.
- 4.13. As reported to the last Children's Services Committee, it is anticipated that the DSG overspend at the end of this year will be carried forward to next year, along with brought forward overspend from previous years.
- 4.14. The transformation plan for SEND provision is in its early stages, including planning for significant capital investment. It is intended, overall, to reduce the current and future pressure upon the High Needs Block of the DSG, which is expected to allow the deficit to be reduced in the future. This will be dependent upon future decisions

by central government regarding DSG funding, and particularly the High Needs Block.

4.15. The deficit currently forecast to be carried forward at year end is shown in table 6 below:

	£m
Deficit brought forward from prior years as at 1 April 2018	8.087
Forecast deficit for 2018-19	5.977
Total forecast deficit to carry forward as at 31 March 2019	14.064

5. Schools balances

5.1. There is a projected decrease in school balances because of schools converting to academies and the use of school balances to fund expenditure within the financial year, as shown on table 7 below. Cluster balances are planned to decrease as the Local Authority moves away from funding Special Educational Needs through the cluster model. There is no significant change from prior reporting.

	April 2018	March 2019	Variance	Schools becoming Academies
	£m	£m	£m	£m
Nursery schools	0.007	0.112	0.105	0.000
Primary schools	11.765	9.454	(2.311)	(0.314)
Secondary schools	0.562	0.041	(0.521)	0.000
Special schools	1.402	1.224	(0.178)	(0.481)
School Clusters	1.230	0.227	(1.003)	0.000
Totals	14.966	11.058	(3.908)	(0.795)

5.2. Schools Reserves and Provisions are balances held on behalf of local authority maintained schools for a specific purpose. There is no change to the forecast movements or balances compared to last month.

5.3. The Building Maintenance Partnership Pool is currently in the fourth year of a 5-year scheme that schools have the option to buy in to. (£0.481m) of the usage currently forecast for 2018-19 is for building maintenance required by schools, as per the purpose of the Pool.

Reserve or provision	April 2018	Net Movement Increase / (Decrease)	Forecast March 2019
	£m		£m
Non-teaching activities	0.575	0.000	0.575
Building Maintenance Partnership Pool	2.581	(0.481)	2.100
Sickness Insurance scheme	0.000	0.000	0.000
Playing surface sinking fund	0.054	0.000	0.054

Non-partnership maintenance fund	0.780	(0.108)	0.673
Totals	3.991	(0.589)	3.402

6. Capital Programme

6.1. Since the capital programme was approved, there has been both reprofiling to future years from 2018-19 and other changes both in 2018-19 and in future years, as per the table below.

Breakdown of capital programme	Approved budget	Reprofiling	Other changes	Current Capital Budget
	£m	£m	£m	£m
2018-19	51.845	-0.655	0.472	51.662
Future Years' 2019-21	101.521	0.655	117.632	219.808

- 6.2. The reprofiling changes relate to revisions on 7 projects; planning and delivery assumptions have been reviewed as the financial year progresses.
- 6.3. There has been an increase of £118.104m in the Capital programme since the last monitoring report. The changes are primarily a £115.200m increase for the SEND transformation programme in future years, in addition to the £4.8m included in the last monitoring report. The DfE have announced an increase in the SEN grant by £1.929m for future years. There is also an additional £0.520m to support the remodelling of buildings in the Early Childhood and Family Service.
- 6.4. The financing of the capital programme is from a combination of sources, as shown in table 11 below. The financing expectations have been updated in line with the changes made to the capital programme.
- 6.5. In addition to the SEND funding requested from October Policy and Resources, the government provided Norfolk LA with a grant of £2.726m over three years to develop and enhance provision for SEND, on 27 January 2019 a DfE announcement increased the grant to £4.629m. This grant covers both condition improvement and new place provision. Use of these resources has been reported to previous committee meetings.
- 6.6. Basic Need Capital Funding is supporting mainstream provision, though technically not ring fenced. As we have identified the need for a significant number of new school places (mainstream) due to demographic growth and house building, all of the Basic Need Capital Funding will need to be allocated to the provision of new mainstream school places. Norfolk County Council has a statutory duty to provide sufficient school places and therefore will need to meet any shortfall in funding where the cost of new schools/places exceeds the available funding from developer contributions and Basic Need Allocations. These resources are not therefore available to support the SEND Strategy.
- 6.7. For improving Early Years provision, the government have recently invited bids from Local Authorities for a small amount of capital funding to develop nursery places in schools. Norfolk will be putting bids forward for this programme. A new Free School often includes the provision of Nursery Places as part of the school. There is no other capital funding allocation to create new Early Years places.

Table 10: Funding of the Children's Services Capital Programme		
Funding Stream	2018-19 Programme	Future Years' Forecast
	£m	£m
Prudential Borrowing	9.585	123.697
Revenue & Reserves	0.231	0.015
Grants and Contributions:		
Department for Education	27.654	78.910
Developer Contributions	13.439	14.844
Other	0.755	2.342
Total	51.664	219.808

7. Risks

The financial forecast is based on the best available information at the time of preparation. There are however risks that will need to be carefully monitored and managed as the financial year progresses.

- Ensuring the delivery of planned transformation projects
- The planned rapid pace of improvement in practice and delivery
- The risk of increasing numbers of looked after children, the complexity of need and the availability of the most suitable provision for each child
- The risk of increasing numbers and complexity of children requiring high needs provision
- An increased level of unavoidable legal proceedings and tribunals
- Management actions being taken expeditiously to achieve the planned effect within the financial year
- Continued effective working with partners to achieve coordinated and cost-effective services
- Continuing improvement and development of the front door, including the successfully embedding of the new Children's Advice and Duty Service as well as the Multi-Agency Service Hub
- Attracting and retaining suitably qualified teams to deliver a wide range of services

8. Background Papers

Meeting Special Educational Needs & Disabilities (SEND) Quality, Sufficiency and Funding (Item 12, 10 July 2018 Children's Services Committee)

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/128/ctl/ViewMeetingPublic/mid/496/Meeting/1469/Committee/8/Default.aspx>

Transforming the system for Special Educational Needs and Disability (SEND) in Norfolk (Item 8, 29 October 2018 Policy and Resources Committee)

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/128/ctl/ViewMeetingPublic/mid/496/Meeting/1421/Committee/21/Default.aspx>

Budget Monitoring Period 8 (November) (Item 9, 22 January 2019 Children's Services Committee)

<https://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/128/ctl/ViewMeetingPublic/mid/496/Meeting/1473/Committee/8/Default.aspx>

Officer Contact

If you have any questions about matters contained or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

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 or 18001 0344 800 8020 (textphone) and we will do our best to help.

Children's Services Committee

Report title:	Risk Management
Date of meeting:	12 March 2019
Responsible Chief Officer:	Sara Tough Executive Director Children's Services
Strategic impact One of the Children's Services Committee's roles is to consider the management of Children's Services risks. Assurance on the effectiveness of risk management and the Children's departmental risk register helps the Committee undertake some of its key responsibilities. Risk Management contributes to achieving departmental objectives, and is a key part of the performance management framework.	

Executive summary

This report provides the Committee with the Children's departmental risk register, as at March 2019, following the latest review conducted in February 2019. The reporting of risk is aligned with, and complements, the performance and financial reporting to the Committee.

Recommendations:

Members are asked to consider and agree:

- a) **The corporate and departmental risks reported on the Children's Services departmental risk register, in the risk register report (Appendix A);**
- b) **whether the recommended mitigating actions identified in Appendix A for the risks presented are appropriate, or whether risk management improvement actions are required (as per Appendix B);**
- c) **The background information on risk management (Appendix C).**

1. Proposal

- 1.1 The recommendations for Members to consider are set out above.

2. Evidence

- 2.1. The Children's Services Committee risk data detailed in this report reflects those key business risks that are managed by the Children's Services Leadership Team, and Senior Management Teams of the services that report to the Committee including Early Help and Prevention, Social Work, Education, and Performance, Planning and Quality Assurance. Key business risks materialising could potentially result in a service failing to achieve one or more of its key objectives and/or suffer a financial loss or reputational damage. The Children's Services departmental risk register is regularly reviewed and updated in accordance with the Council's Risk Management Policy and Procedures.

2.2 The latest progress against the risks on the Children's Services departmental risk register can be viewed in the context of the full risks at **Appendix A**. In summary:

- For **RM014a - The increasing demand for SEND assessments coupled with the amount spent on home to school transport at significant variance to predicted best estimates**, there remains ongoing budget pressure within the SEN transport element of the overall Transport Budget for Children's Services with a significant overspend now being forecast of £4.1m. The P&R Committee decision in October 2018 to invest £120million capital for more specialist provision will, in the medium to long term, mitigate these increases but in the short term the risk to budget continues to increase.
- For **RM14157 - Lack of corporate capacity and capability reduces the ability of Children's Services to improve**, Liquid Logic went live for both CSC and EH. Reporting and report build have been limited initially, but monthly and weekly reports have been available since December 2018. Service area dashboards have been built. Team dashboards are being tested prior to release. Roll out of improved IT equipment and phase 2 of Liquid Logic includes a mobile application that is currently being tested. The redesign of the operational delivery model will enhance some Business Support tasks that will offer wider support to operational management. For **RM14148 - Over reliance on agency social workers**, there is a detailed action plan to reduce the reliance on agency workers, and if successful this will be within tolerance by July 2019, when we will only be using agency workers to cover maternity/paternity and sickness.
- For **RM13906 - Looked After Children overspends**, The panel review has concluded, and a revised governance structure is being implemented. A redefining exercise of what is needed from an edge of care service is underway. The Functioning Family Therapy service has been launched and the Family Group Conferencing is being reintroduced. This risk has moved from a score of 12 to 16.

2.3 To assist Members with considering whether the recommended actions identified in this report are appropriate, or whether another course of action is required, a list of such possible actions, suggested prompts and challenges are presented for information in **Appendix B**.

2.4 A note of the criteria used to determine which risks sit at which level can be located at **Appendix C** of this report.

3. Financial Implications

3.1. The financial implications for the risks identified in this risk report relate to SEND transport spend and increasing demand for EHCP's, the increase in children becoming looked after and the cost of agency social workers versus the cost of a permanent children's social work workforce. These financial implications continue to be addressed and are noted within the risks, with strong action plans in place to address.

4. Issues, risks and innovation

Risk Number	RM014a		Date of update	19 February 2019						
Risk Name	The increasing demand for SEND assessments coupled with the amount spent on home to school transport at significant variance to predicted best estimates									
Risk Owner	Chris Snudden		Date entered on risk register	04 November 2015						
Risk Description										
There is an increasing demand on services as our numbers of SEND are rising, this coupled with ensuring there is appropriate sufficient placement choice is having an impact on cost. Rising transport costs, the nature of the demand-led service (particularly for students with special needs) and the inability to reduce the need for transport or the distance travelled will result in a continued overspend on the home to school transport budgets and an inability to reduce costs.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	5	3	15	2	2	4	Apr-20	Amber
Tasks to mitigate the risk										
Continue to enforce education transport policy, and work with commissioners re school placements. Continually review the transport networks, to look for integration and efficiency opportunities. Work with Norse to reduce transport costs and ensure the fleet is used efficiently and effectively. Look for further, more innovative, ways to plan, procure and integrate transport. Overall risk treatment: Treat										
Progress update										
There remains ongoing budget pressure within the SEN transport element of the overall Transport Budget for Children's Services with a significant overspend now being forecast; latest budget monitoring for January 2019 shows a forecast of £4.1m. This has been caused by the increasing number of placements within special schools and exclusions, coupled with increased complex need resulting in requests for individual transport packages. The October 2018 P&R Committee decision to invest £120million capital for more specialist provision will, in the medium to long term, mitigate these increases but in the short term the risk to budget has increased.										

Appendix A

Risk Number	RM13906		Date of update		19 February 2019					
Risk Name	Looked After Children overspends									
Risk Owner	Sara Tough		Date entered on risk register		18 May 2011					
Risk Description										
There is a risk that the Looked After Children's budget results in a significant overspend that will need to be funded from elsewhere within Children's Services or other parts of Norfolk County Council										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	4	16	4	4	16	4	3	12	Apr-20	Amber
Tasks to mitigate the risk										
<p>The panel review concluded. A revised governance structure is being implemented. Children coming in to care and who are already in our care are tracked weekly to better understand permanency destinations. A redefining exercise of what is needed from an edge of care service is underway. The Functioning Family Therapy service has been launched. Family Group Conferencing is being reintroduced. Quarterly analysis of the entire LAC cohort.</p> <p>Overall risk treatment: Treat</p>										
Progress update										
<p>In terms of our age cohorts, we are in line with our 17/18 figures, (and Stat Neighbour and National Averages), with only a slightly higher percentage of 1-4 year olds and slightly lower percentage of children aged 5-9 and 16 and over compared to last March. Analysis over the past year has shown circa 50% of children who started to be looked after had been on Child Protection (CP) plans at some point in the year prior to them becoming LAC. When 16 and 17-year olds are removed from the data this rises to circa 60%. 80% of those children had been on CP plans for neglect (or featuring neglect) which is much higher than the percentage of all children on CP plans (circa 55% are on plans for or featuring neglect). This could suggest there are difficulties in sustaining meaningful change in cases that feature neglect. To test this hypothesis, we need to explore outcomes for all children who have been on CP plans for neglect compared to other categories of risk, alongside looking at the primary reasons for all children coming into our care in a set period of time. To better understand our LAC cohort we need to be sure of not only the circumstances that bring children in to care, but the length of time they remain in our care. We also need to use history better to predict peaks in the year and plan for intervention prior to these points.</p>										

Appendix A

Risk Number	RM14157		Date of update	19 February 2019						
Risk Name	Lack of Corporate capacity and capability reduces the ability of Children's Services to improve.									
Risk Owner	Sara Tough		Date entered on risk register	13 March 2014						
Risk Description										
Lack of NCC capacity and infrastructure to support the back-office functions that Children's Services needs in particular ICT and I&A capacity limitations										
Original			Current			Tolerance Target			Prospects of meeting Target Risk Score by Target Date	
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score		Target Date
3	5	15	3	3	9	1	3	3	Dec-19	Amber
Tasks to mitigate the risk										
Liquid Logic went live for both CSC and EH. Reporting and report build limited initially but monthly and weekly reports have been available since December 2018. Service area dashboards have been built. Team dashboards are being tested prior to release. Roll out of improved IT equipment and phase 2 of LL includes a mobile application that is currently being tested. Redesign of operational delivery model will enhance some Business Support tasks that will offer wider support to operational management.										
Progress update										
Reporting for the rest of children's business is in development. This will include Early Help. Report developers are still required as much of the work undertaken by the children's reporting team is still a manual function and as such resource intensive.										

Appendix A

Risk Number	RM14148		Date of update	19 February 2019						
Risk Name	Over reliance on agency social workers									
Risk Owner	Sara Tough		Date entered on risk register	01 December 2013						
Risk Description										
Overreliance on interim capacity in social worker teams leads to unsustainable performance improvement.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	5	20	2	4	8	1	3	3	Jul-19	Green
Tasks to mitigate the risk										
<p>Greater understanding of workforce data as it relates to geographical variation and the County as a whole.</p> <p>Review and update of our offer to social workers, to include the new social care academy.</p> <p>Where agency staff are working in operational teams, we will seek to retain the same worker in each role until a substantive replacement is secured. Trail blazer for new social work apprenticeships and continuing use of NIPE in addition to the reshaping of the operational delivery model that will support social workers with alternatively qualified workers. The social work delivery model has also been designed to ensure children have fewer hand off points enabling the workforce to develop enduring and lasting relationships.</p> <p>Overall risk treatment: Treat</p>										
Progress update										
<p>There is a detailed action plan to reduce the reliance on agency workers, if successful this will be within tolerance by July 2019, when we will only be using agency workers to cover maternity/paternity and sickness. In addition to the action plan, we are currently in a consultation period for the aforementioned operational model that once concluded will support achieving the July 2019 timeframe.</p>										

Risk management discussions and actions

Reflecting good risk management practice, there are some helpful prompts that can help scrutinise risk, and guide future actions. These are set out below.

Suggested prompts for risk management improvement discussion

In reviewing the risks that have met the exception reporting criteria and so included in this report, there are a number of risk management improvement questions that can be worked through to aid the discussion, as below:

1. Why are we not meeting our target risk score?
2. What is the impact of not meeting our target risk score?
3. What progress with risk mitigation is predicted?
4. How can progress with risk mitigation be improved?
5. When will progress be back on track?
6. What can we learn for the future?

In doing so, committee members are asked to consider the actions that have been identified by the risk owner and reviewer.

Risk Management improvement – suggested actions

A standard list of suggested actions have been developed. This provides members with options for next steps where reported risk management scores or progress require follow-up and additional work.

Suggested follow-up actions

	Action	Description
1	Approve actions	Approve recommended actions identified in the exception reporting
2	Identify alternative/additional actions	Identify alternative/additional actions to those recommended in the exception reporting
3	Refer to Departmental Management Team	DMT to work through the risk management issues identified at the committee meeting and develop an action plan for improvement
4	Refer to committee task and finish group	Member-led task and finish group to work through the risk management issues identified at the committee meeting and develop an action plan for improvement
5	Refer to Shadow Corporate Board	Identify key actions for risk management improvement and refer to Shadow Corporate Board for action

A **corporate risk** is one that requires:

- strong management at a corporate level, thus the County Leadership Team should direct any action to be taken.
- input from more than one Executive Director for mitigating any cross departmental tasks. If not managed appropriately, it could potentially result in the County Council failing to achieve one or more of its key corporate objectives and/or suffer a significant financial loss or reputational damage.

A **departmental risk** is one that requires:

- strong management at a departmental level thus the Departmental Management Team should direct any action to be taken.
- input from the departmental management team. If not managed appropriately, it could potentially result in the County Council failing to achieve one or more of its key departmental objectives and/or suffer a significant financial loss or reputational damage.

A **Service Risk** is one that requires:

- strong management at a service level, thus the Head of the Service should direct any action to be taken.
- input from the Head of Service for mitigating tasks. If not managed appropriately, it could potentially result in the County Council failing to achieve one or more of its key service objectives and/or suffer a significant financial loss or reputational damage.

Each risk score is expressed as a multiple of the impact and the likelihood of the event occurring.

- Original risk score – the level of risk exposure before any action is taken to reduce the risk
- Current risk score – the level of risk exposure at the time the risk is reviewed by the risk owner, taking into consideration the progress of the mitigation tasks
- Target risk score – the level of risk exposure that we are prepared to tolerate following completion of all the mitigation tasks.

The prospects of meeting target scores by the target dates reflect how well the risk owners consider that the mitigation tasks are controlling the risk. It is an early indication that additional resources and tasks or escalation may be required to ensure that the risk can meet the target score by the target date. The position is visually displayed for ease in the “Prospects of meeting the target score by the target date” column as follows:

- Green – the mitigation tasks are on schedule and the risk owner considers that the target score is achievable by the target date.
- Amber – one or more of the mitigation tasks are falling behind and there are some concerns that the target score may not be achievable by the target date unless the shortcomings are addressed.
- Red – significant mitigation tasks are falling behind and there are serious concerns that the target score will not be achieved by the target date and the shortcomings must be addressed and/or new tasks introduced.

Children's Services Committee

Report title:	Children's Advice and Duty Service (CADS) 3 Month Review
Date of meeting:	12 March 2019
Responsible Chief Officer:	Sara Tough Executive Director Children's Services
Strategic impact	
<p>The new way of working at the front door into Children's Services will help achieve key outcomes for the service and meet the Council's priorities in the following ways:</p> <ol style="list-style-type: none"> 1) Ensuring more timely and effective decision making for vulnerable children and young people by ensuring right decision first time 2) Reducing unnecessary demand for and cost of specialist assessments and services by directing cases towards earlier help and prevention where appropriate 3) Further improved partnership working and system-wide collaboration that sees safeguarding as everybody's business 4) Make better use of data to track decision making and outcomes where concerns are raised about children 	

Executive summary

<p>Recommendations:</p> <p>In 2012 Norfolk County Council developed its Multi Agency Safeguarding Hub (MASH) with Norfolk Constabulary. In successive inspections it has been identified as an area requiring improvement, most recently this was a key recommendation arising from Ofsted's visit in November 2017. Their report highlighted that high volumes of work and overly complex systems were leading to delays in decision making for children, with resultant pressures on staff, inconsistency in applying thresholds, and excessive caseloads in Social Work Assessment Teams. A significant proportion (60%+) of those assessments were also not leading to the requirement for an ongoing Social Work service suggesting that some referrals were being inappropriately routed into Social Work teams rather than in preventative services leading to social work caseloads being too high making it harder for social workers to ensure sufficient focus on the quality rather than quantity of their interventions with those children at greatest risk.</p> <p>Following an external review of MASH by Professor David Thorpe, an industry expert who has worked with many successful Children's Services nationally (e.g. Leeds, North Lincolnshire), a report of recommendations suggesting a broad set of improvements and a new way of working was produced. Following a full briefing report to Children Services Committee September 2018, communication with a wide range of partners and stakeholders, and specialist intensive training of senior Social Workers by Professor Thorpe and team the new Children's Advice and Duty Service was launched in October 2018.</p> <p>Professionals raising concerns about children now have a direct telephone line to a named Consultant Social Worker where there is collaborative professional dialogue about who is best placed to meet the needs of a child, with calls and conversations replacing written referrals.</p> <p>Alongside a significant amount of positive feedback from the professional network about the new arrangements, there is clear evidence that we are better at ensuring right service</p>

first time for children. There has been a reduction of new Social Work Assessments of 41.5%, with 49.7% of assessments now going on to require a social work service as opposed to 21.3% previously.

Recommendation:

That Committee make note of and comment on the review of the new approach to managing contacts and referrals into the Council's Children's Services.

1. Background

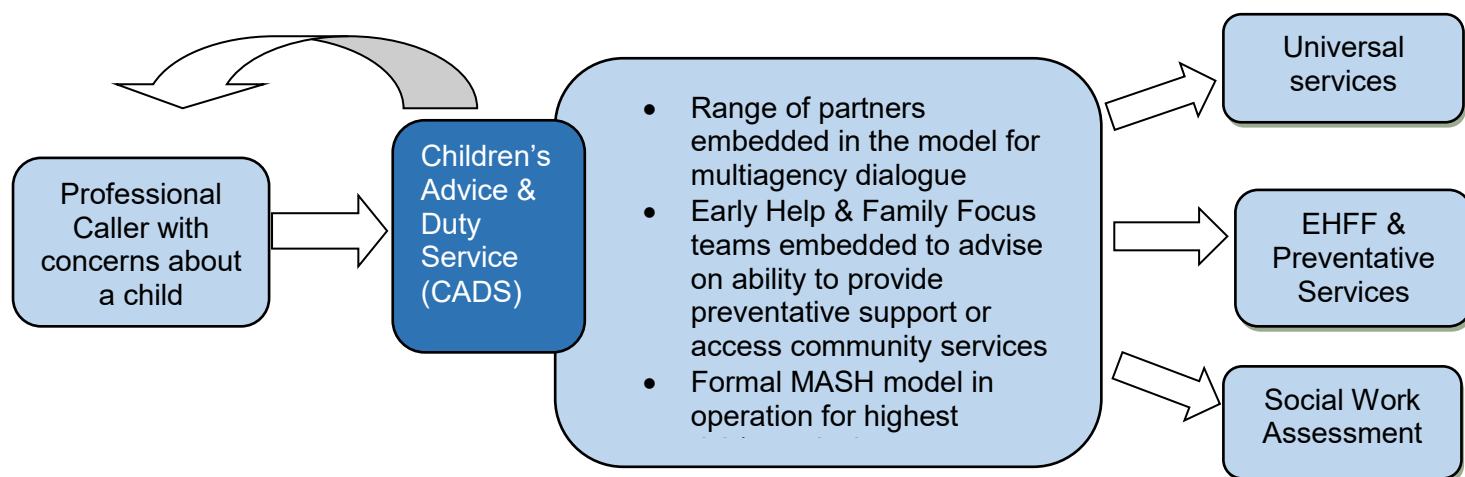
- 1.1 In October 2018 we implemented our new arrangements at the front door. This was achieved by recruiting a team of senior experienced Social Workers (Consultant Social Workers - CSW) who received intensive training around holding conversations with partners based on a 'who is best placed to meet the needs of a child'/'never do-nothing approach'. This training was provided by Professor Thorpe and his team.
- 1.2 This team of CSWs provide an initial advice and consultation service for all professionals calling with concerns about children. The CSW Team now sit within the newly named Norfolk Children's Advice and Duty Service (CADS) and acts as the first point of contact.
- 1.3 The adoption of this new approach coincided with a move of all staff at the front door (Council and otherwise) from Vantage House to County Hall in September 2018.
- 1.4 A dedicated line and single number for professionals was set up providing direct access to a named CSW in CADS, removing multiple handover points. Members of the public continue to use NCC's Customer Contact Centre. The expectation is that referrals are received by telephone, rather than sent in a written format.
- 1.5 We increased current capacity of the SW team from 8 to 19 FTEs to account for additional time required to hold conversations rather than process referral forms /written information and offer an extended hours service from 8am – 8pm weekdays. This was offset by a reduction in administrative staff who would have previously handled calls, offered advice and uploaded written material on the case management system.
- 1.6 The CSW are managed by a team of 3 managers. The service is overseen by a Head of Social Work for CADS.
- 1.7 The existing Multi-Agency Safeguarding Hub (MASH) arrangements have remained in place as a constituent part of CADS and continue to undertake cross-agency checks for those children for whom there is greatest concern and the threshold for significant harm is or is likely to be met at the outset.
- 1.8 Early Help Family Focus (EHFF) sit alongside the CSW team in CADS, and provide a route into preventative services, as well as support for partners in universal settings (e.g. schools) where required, to support their ongoing management of identified need.
- 1.9 The Early Help Practitioners are now called Pathway Advisors. There are 16 of those, managed by 3 Team Managers. Currently they are overseen by a different senior manager to that of the social work staff

1.10 Also sitting within CADS are the police, health and an education representative. Additionally, we are in the process of planning the integration of mental health services too and potential greater alignment of front doors across the system.

1.11 In September 2018 we identified that 56% of contacts from the police into Children’s Services did not meet our eligibility criteria. Consequently, we have been completing some work with the MASH police to support them in better understanding our thresholds and at the end of 2018 they worked separately with Professor Thorpe on reducing the volume of low level incidents referred into CADS by that agency.

1.12 We have started to use a new multiagency Child Exploitation Screening tool in CADS where information being received about a child indicates that they are being, or are at risk of being, exploited. The aim of this tool is for the multiagency group to better understand and mitigate the risks to the child in question.

Children’s Services Integrated Front Door



Where previously a professional would send in just a written referral and await feedback, now they have direct & immediate access to a named SW who can have a detailed discussion, with follow up if required, about their concerns

CADS staffed by our most experienced workers – able to liaise with the caller to correctly identify where a Social Work Assessment or intervention is needed or where concerns are better managed in preventative or universal services

CADS liaise with EHFF or partner services where required as part of integrated front door or can undertake inter-agency checks or call for a MASH strategy discussion for high risk cases

Because CADS and wider front door have built up a much better understanding of the situation, cases can be routed via the most appropriate pathway – rather than being over-reliant on Social Work Assessments for further investigation

2. Evidence

2.1 CADS has recently been the subject of a 3-month review and was carried out by Professor Thorpe and his 2 colleagues. The review found the following:

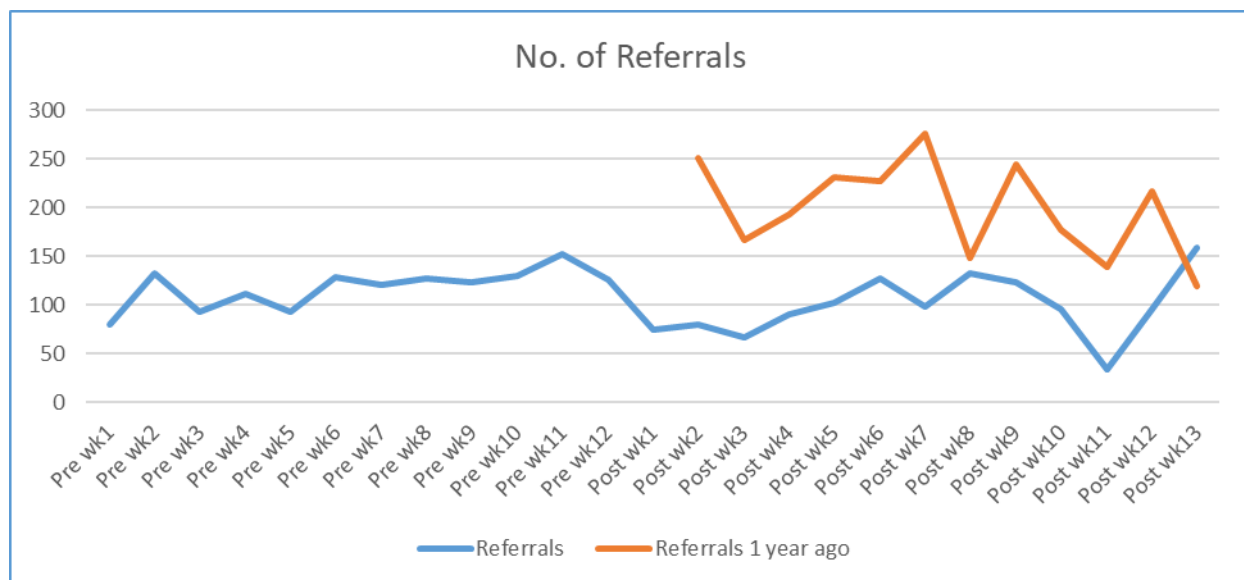
2.1.1 This was the most effective implementation they had been involved with to date.

2.1.2 The Head of Social Work and her team had already significantly tightened practice since the Ofsted inspection in November 2018, embraced changes at the early point of Professor Thorpe's involvement and as such the impact of the training in October 2018 and new ways of working, has now compounded the scale of positive change

2.1.3 A 15.7% reduction in 'Contacts' underpinned by a marked decrease in referrals by the police.

2.1.4 In the first 12 weeks, there has been a 53.4% increase in telephone conversations, and a corresponding decrease of 45% in emails. This fundamentally underpins the success of a conversational based approach.

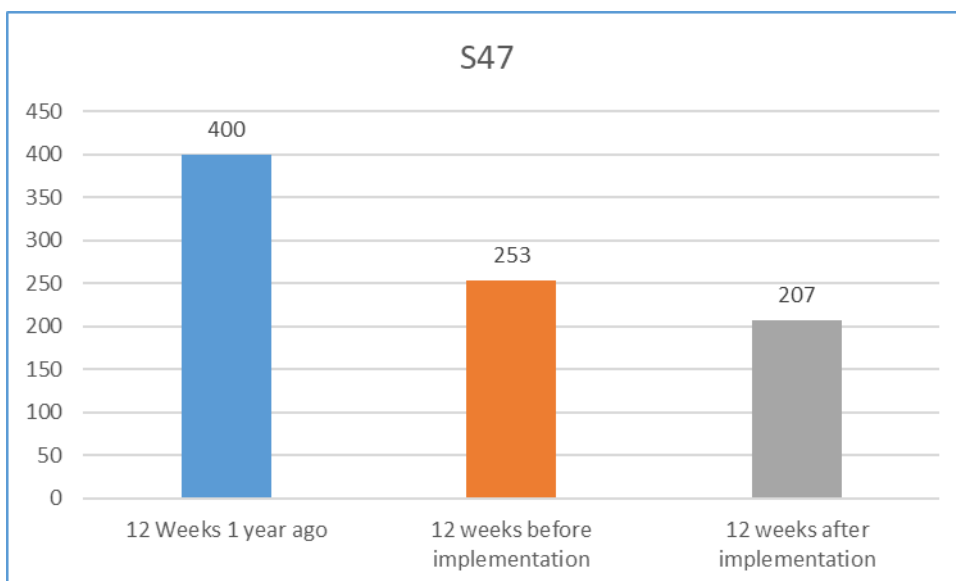
2.1.5 In the 12 weeks following implementation, there has been a 20.8% reduction in the total number of referrals compared to the 12 weeks before implementation. Compared to the same period the previous year, they have decreased by 53%. This means that the work being sent to the locality social work teams is reducing, allowing Social Workers in those teams to focus on the children who most need help and protection.



2.1.6 In the 12 weeks following implementation there has been a 62.1% reduction in the total number of strategy discussions compared to the 12 weeks before implementation. In comparison to the same period 1 year ago there has been a 57.8% reduction in Strategy Discussions, meaning that resources are now being targeted in the right places as only children who need this level of response get it.

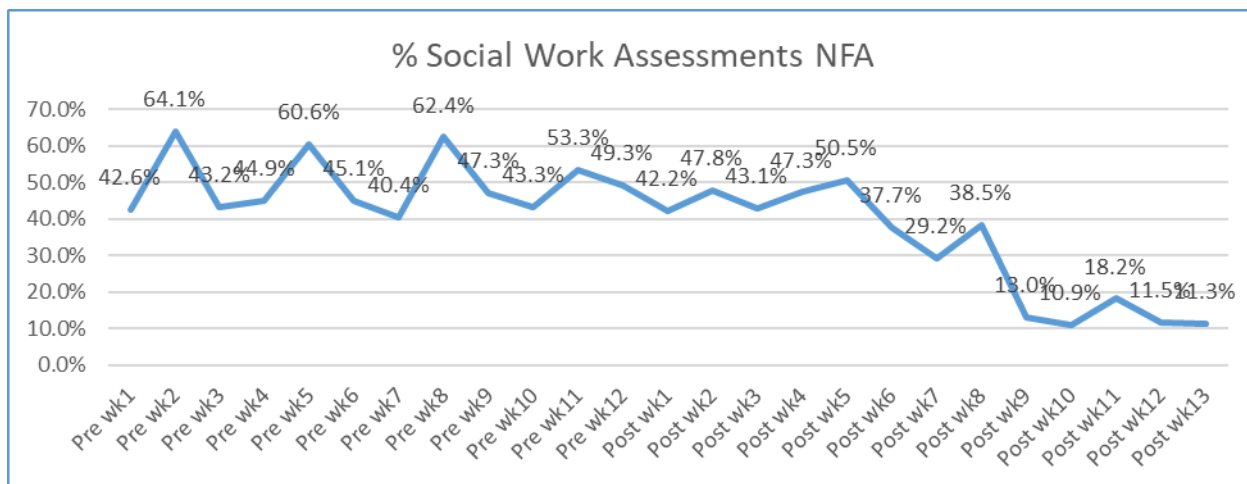


2.1.7 In the 12 weeks following implementation there has been an 18.2% reduction in the total number of s47 enquiries compared to the 12 weeks before implementation. In comparison to the same period in the previous year the reduction is 48.3%. Again, this indicates that resources are now being focused on the right children.

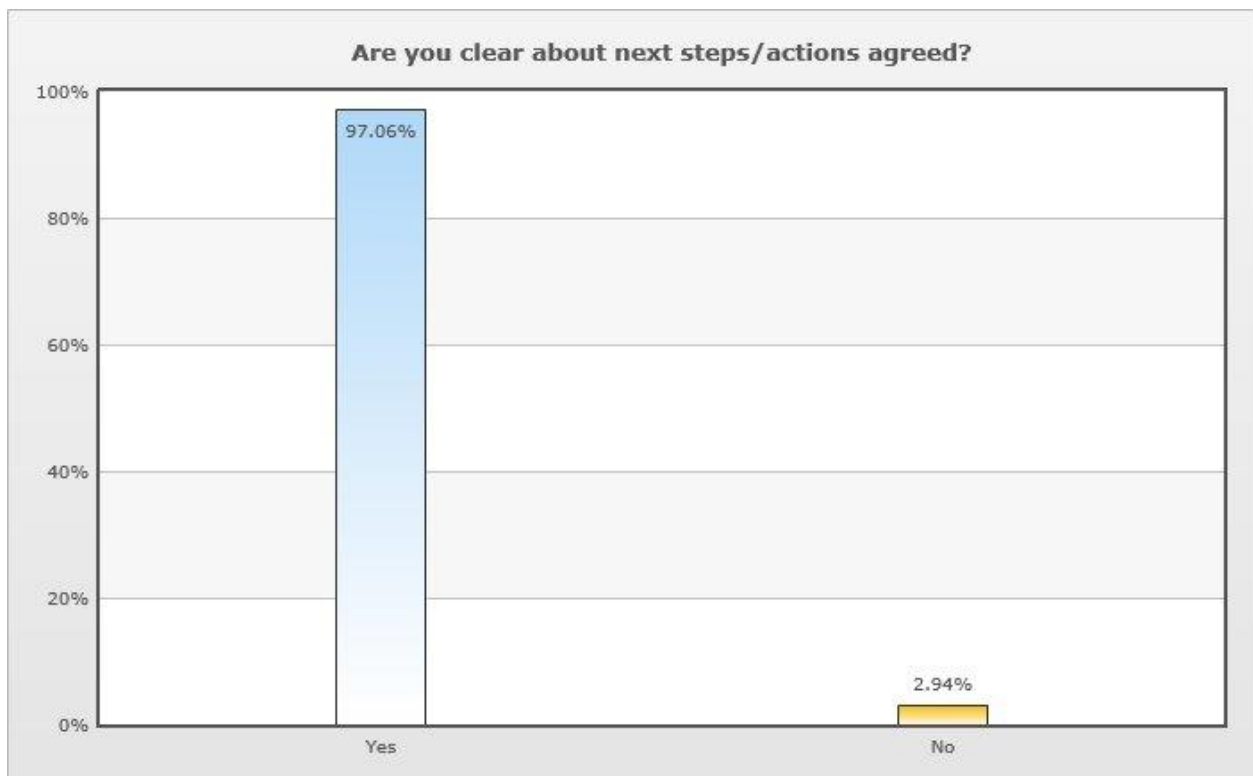
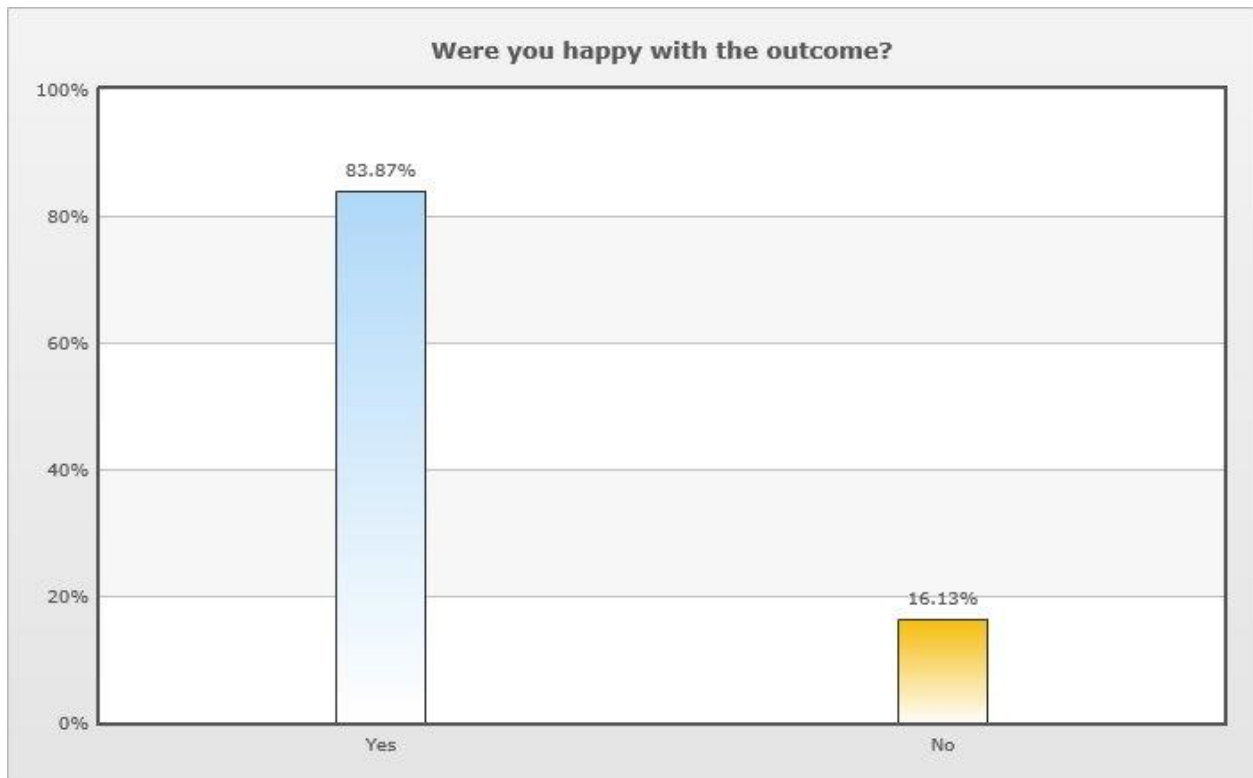


2.1.8 In the 12 weeks following implementation there has been an 18.7% reduction in the total number of Social Work Assessments compared to the 12 weeks before implementation. Compared to the previous year there is a 41.5% reduction.

2.1.9 The percentage of Social Work Assessments with an outcome of no further action has decreased from an average of 49.7% to an average of 30.8% after the introduction of practice changes. In the last 8 weeks the average of No Further Actions (NFA's) has fallen to 21.3% This shows us that our decisions in CADS are more accurate, and we are only sending the right cases through to the social work teams thereby not wasting their resources completing assessments where they are not required, focusing on the quality rather than quantity of the work.



- 2.2 To ensure quality of practice, regular audits are undertaken by Team Managers and Social Worker's at key points in the decision-making process. This is supported by the Weekly Case Review Meeting, where managers in CADS jointly interrogate, monitor and track all the previous weeks referrals and decisions either to identify broader themes and trends or focus in on individual cases.
- 2.3 Telephone calls from professionals are also listened in on and monitored by the managers and Head of Social Work for CADS. Feedback on the outcome of this activity is routinely given to practitioners to aid continuous improvement.
- 2.4 Feedback from Social Workers in the locality teams suggests that decisions are accurate and that cases being sent to teams are the right ones. They positively report a reduction in volume, and caseloads have reduced gradually over time from a high starting point.
- 2.5 Anecdotal and formal feedback via an online survey from partner agencies indicates a high degree of satisfaction with the decision making, advice and support provided by CADS. We acknowledge the need to increase the amount of formal feedback we are getting and are working on strategies to secure this. However, there are have many other opportunities at partnership boards, meetings and ad-hoc discussions, to suggest that CADS is improving their experience of raising concerns about children significantly.



2.6 The implementation of CADS is seen widely as a success. However, as would be expected with a new service, there remains some challenges, which we are working hard to resolve. These include:

2.6.1 Staffing pressures due to an inability to recruit to the full complement of CSWs to date. Difficulty in recruiting Social Workers is a national picture and the Head of Social Work for CADS is working closely with relevant colleagues to resolve this issue.

- 2.6.2 The pressure on Early Help Pathway Advisors as a result of redirected flow into that service, away from the social work team. We have agreed to recruit more Pathway Advisors and overtime to existing staff has also been offered.
- 2.6.3 A high level of 'information only' contacts from the police are received by the Early Help Family Focus teams, which require resources to process. We are currently looking at different ways to manage this.
- 2.6.4 A challenge getting the required data in a timely way to help us understand the impact of the new service. Relevant professionals have worked hard to resolve this, and it is the expectation that a fully functioning CADS data dashboard will be in place by the 15-2-19.

3. Next steps

- 3.1 We are clear that CADS needs to be continually developed to ensure we maximise its effectiveness and impact. Our next steps include:
 - 3.1.1 Continued development of the weekly case review meetings, to include the introduction of key partner agencies. They will collectively monitor all activity and referrals, identify trends, interrogate decisions and track individual cases. Professor Thorpe has agreed to observe some of these meetings and support with their development.
 - 3.1.2 Continue our work with the police to ensure contacts received by CADS or EHFF only concern those children about whom we need to know.
 - 3.1.3 Continuing to improve our response to children who are at risk of exploitation. Embedding the screening tool and improving the consistency of subsequent response countywide.
 - 3.1.4 Recruiting to vacant Social Work and additional EH Pathway Advisor posts. This includes a new administration post to process the 'information only' reports received from the police, so that the skills of practitioners are saved for where they are best used.
 - 3.1.5 Moving Early Help Family Focus and Social Work in the front door to single management arrangements to improve demand management into early help and streamlined and consistent responses in the front door.
 - 3.1.6 Focus on feedback to aid continuous improvement.
 - 3.1.7 Review the need for any change to the hours of CADS. Our data suggests that very few referrals are made before 9am and after 5pm – we need to consider whether we should limit the use our resources back to normal core hours.
 - 3.1.8 Continued evaluation by Professor Thorpe who will be carrying out a review and written report at the 6 month and 12 month points.
 - 3.1.9 Embed actions from the CADS Development Group, the aim of which being to ensure the continued improvement of the new service.
 - 3.1.10 Plan for the focussed visit from Ofsted where it is fully expected, given the recommendation from the inspection in November 2017, that inspectors will

spend time focussed on the quality of the work and decision-making in the front door.

4. Financial Implications

- 4.1 There has been an increase in staffing establishment overall for the new CADS model given the approach requiring more intensive conversational approach up front, and a senior social work response over extended hours 8am – 8pm. An additional £400k has been placed in the bottom line accordingly. This will be reviewed further at the 6 and 12-month post-implementation stages once volumes and patterns of demand have fully levelled.
- 4.2 So, the potential for downstream savings and realignment of budgets across the system, given early indications around reduced volumes in the social work service, and the resultant cascade effect (e.g. reduction in assessments, children on plans and entering care) has yet to be fully modelled until these more longitudinal evaluations have taken place.

5. Issues, risks and innovation

- 5.1 The proposal is an innovative model of practice, that whilst adopted by other successful Local Authority Children's Services, places Norfolk at the forefront in a select group of Councils nationally.
- 5.2 The model being recommended in response to concerns raised by Ofsted, is now recognised nationally as a best practice approach, validated by the inspectorate, and seen as returning to relationship-based practice over an overly mechanistic and transactional process.
- 5.3 There is now a much greater social work focus on those children who are at greatest risk of harm, and a rigorous approach to performance data and monitoring and tracking those cases, including those do not require an ongoing social work service.

6. Background

- 6.1 Please see section 1.

Officer Contact

If you have any questions about matters contained or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

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

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Email address: Hayley.griffin@norfolk.gov.uk



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

Children's Service Committee

Report title:	Children's Services Transformation Programme
Date of meeting:	12 March 2019
Responsible Chief Officer:	Sara Tough Executive Director Children's Services
Strategic impact Children's Services is delivering a significant and ambitious programme of transformation across a range of service areas. The strategic intention is to respond to the changing needs within communities and financial challenges by developing innovative new approaches. The Programme aligns directly to the NCC priorities, in particular: <ul style="list-style-type: none">• Offering our help early to prevent and reduce demand for specialist services• Joining up our work so that similar activities and services are easily accessible, done well and done once• Using evidence and data to target our work where it can make the most difference	

Executive summary

<p>Children's Services Leadership Team have committed to providing regular updates to Committee regarding the progress of the Transformation programme.</p> <p>A presentation has been prepared for Committee to be delivered by the Children's Services Business Design and Change Lead – providing an overview and update on progress, impact to date and the latest proposals and plans</p> <p>Recommendations: It is recommended that the Committee note the contents of the report and the associated presentation and provide comments to steer the direction of the work.</p>
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1 Context & Background

- 1.1 Children's Services in Norfolk continue to operate in a challenging context. As is the case for almost all local authorities, we are experiencing high and increasing levels of need across numerous areas of service and in particular in relation to children with special educational needs and children at risk of harm. We are responding to new issues within society and the range responsibilities for the department is widening to tackle issues such child sexual and criminal exploitation and the threat of radicalisation.
- 1.2 We are tackling these challenges in the context of ever diminishing resources. The level of grant funding to local authorities diminishes year on year and there is now a clear national evidence base around a significant strategic funding shortfall in Children's Services, estimated by the Association of Directors of Children's Services to be growing to around 2 billion by 2020 for the nation as a whole.
- 1.3 Although this is a challenging context, Norfolk County Council and its Children's Services are responding in a bold, positive and ambitious way. That began with

the Launch of the Norfolk Futures Transformation programme in the summer of 2017 and in particular for Children's Services in September 2017 when the business case for a major investment in transformational change was agreed at Policy and Resources Committee. That high-level business case committed an allocation of £12-15million of up-front investment in Children's Services to enable the development of new service models that can respond to the changing needs in communities and allow us to continue to achieve positive outcomes for children and families.

- 1.4 In November 2017 our most recent Ofsted inspection visit resulted in a judgement that the Authority had improved to an overall rating of 'requires improvement', with an outstanding Adoption Services and several other areas of good practice. At the start of this year the Department for Education wrote to the Local Authority confirming that their period of monitoring and support following the previous inadequate judgement was now ended – and noting the significant progress made and clear improvement and transformation plans in place.
- 1.5 A new and permanent senior leadership team for Children's Services has been in place since May 2018 driving forward these proposals and we are now seeing the initial impact in the first areas of the programme

2 Transformation Approach and Update

- 2.1 The overarching ambition for the programme is described as supporting 'Safe Children, and Resilient Families'. At its heart the programme is about identifying the children and families who need extra help as quickly as possible and working alongside them to build their resilience to challenges – so that ultimately they can achieve positive outcomes without the need for lots of ongoing involvement from the local authority. It's a strengths-based early intervention model which aims reduce the number of children and families whose needs escalate to the point of crisis or the point at which they require high cost interventions or full time local authority care. This kind of successful preventative and early intervention work can achieve better outcomes for children, families and communities whilst simultaneously reducing the costs to the County Council.
- 2.2 Alongside the focus on effective early intervention we are also delivering a number of major change initiatives aimed at transforming the provision we make for the children and young people who do need to come into local authority care or require specialist education support. Rather than relying only on the traditional placement models that the market provider we are instead taking a much more proactive approach – investing in our own provision, developing new types of care arrangement and putting much more creative packages of support in place for our children and young people.
- 2.2 We want to create a coherent model, with all of our proposals and innovations aligned to this overarching vision and direction and so we have developed a number of strategic themes under which to drive our work. The figure below provides a high-level overview and the presentation to Committee will provide further detail and examples of each project and concept.

Fig 1 Overview of Themes and Projects in Children's Services Transformation Programme

Inclusion

- Investing in Specialist Resource Bases
- Additional direct inclusion work
- Increasing the proportion of children with SEN who are supported to stay in mainstream settings
- Investing in independence – enabled by technology

Prevention and Early Intervention

- Transformed model at the front door enabling more demand to be managed preventatively and the social work teams to focus only on appropriate cases
- Enhancing Early Help – with a focus on building capacity in the partnership system
- Redesign of our support for families with young children

Effective Practice Model

- Creating a wider skill mix in teams
- Reducing the reliance on agency workers
- Investing in support and coordination capacity to free up workers to spend time directly with families
- Driving quality interventions through signs of safety and restorative practice

Edge of Care Support and Alternatives to Care

- New therapeutic service for families with children at the edge of care
- Turnaround short breaks alternatives to care provision
- A focus on family finding and building support networks from extended families

Managing the care market & creating the capacity we need

- A major investment in new special school provision
- Creating high-quality semi-independent provision for young people in care approaching adulthood
- Using behavioural science to redesign our approach to recruiting and supporting foster carers
- Enhanced fostering model – building a network of specialist capacity around foster carers to work with higher needs
- Developing a new model to support the specific needs of Unaccompanied Asylum Seeking Young People

- 2.3 Since the previous update to Committee in September 2018, these themes and projects have been taken forward at pace and in several areas such as the re-design of the Advice and Duty Service, Fostering and creation of Semi-independent provision we have completed implementation and are now seeing and monitoring the benefits. In other areas of the programme we have been developing additional business cases, analysis and implementation plans, with several initiatives such as the new Family Networks model and Enhanced Fostering service due to be launch in the coming weeks and months.
- 2.4 We know that the majority of the impact on demand and costs will begin to be seen from the middle of 2019 and into 2020, but the impacts from schemes to date is encouraging and starts to build a positive track record. An update presentation will be given to committee detailing the impact we can see from schemes which have gone live and covering the latest proposals from across the programme.

3 Issues, risks and innovation

- 3.1 The risks of doing nothing are well rehearsed. It is clear that if we do not deliver a major programme of transformation then our existing service models will become unsustainable, with more and more of our limited resources being committed in high cost crisis interventions and our ability to invest in early intervention and prevention being eroded over time.
- 3.2 We know that successful transformation and early intervention is possible. Other local authorities have successfully tackled high LAC numbers and high pressure in their systems and many of the interventions and proposals we are taking forward have a proven track record of delivery in other local authority areas. We are following the evidence wherever possible and there is no reason why we cannot replicate these impacts as well delivering some of our own innovations which are bespoke to needs in Norfolk.
- 3.3 However we should also acknowledge the scale of the programme we are seeking to deliver, the level of complexity and the pace at which we are moving – all of which are stretching. The programme is one of the priorities within the Norfolk Futures Programme and as such receives support from the Strategy, Innovation and Performance Team and is overseen by the Shadow Corporate Board as well as being subject to regular Committee review. In addition we have created a small dedicated project and transformation team within Children's Services to ensure we have the capacity to deliver. This team has been fully in place since December 2018 and is already building a strong track record of project delivery.

4. Financial Implications

- 4.1 More than half of total expenditure across Children's Services is on direct delivery of care through demand-led budgets to the most vulnerable or highest need children. That includes support and care placements for children looked after (£71m), support and care for children with special educational needs and disabilities (£56.4m) and Home to School Transport for children with Special

Educational Needs (£13.1m). Significant budget pressures are now apparent across these demand-led budgets.

- 4.2 Given this pattern of high spend on the highest needs cohort, it is clear that our programme of transformation needs to focus on these major budget areas and follow the principles set out in the Norfolk Futures Strategy of offering our help early to prevent and reduce demand for specialist services and using evidence and data to target our work where it can make the most difference. We know that this will be a 3-5 year programme and that although there are some areas where we can achieve early impact, we also need to acknowledge that it will take time to address the demand and financial pressures and that this should be viewed as a medium to long term programme by the Authority.
- 4.3 To deliver the programme the County Council has committed to invest between £12-15million in a range of projects across Children's Services over a 4-year period. This one-off funding is being deployed in priority areas in order achieve recurrent savings and cost reductions which will be sustained beyond the lifetime of the programme.
- 4.4 The presentation to Committee will include an overview and examples of how the one-off investment is being utilised to deliver sustainable savings. The detailed financial impacts of the transformation workstreams will then be reported to Children's Committee in October as part of the business planning process.

5. Background

- 5.1 The original business case for this Transformation Programme was agreed at Policy and Resources Committee in September 2017. The papers are available at <http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/128/ctl/ViewMeetingPublic/mid/496/Meeting/637/Committee/21/Default.aspx>

Officer Contact

If you have any questions about matters contained or want to see copies of any assessments, eg equality impact assessment, 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 or 0344 800 8011 (textphone) and we will do our best to help.

Children's Services Committee

Report title:	Meeting Special Educational Needs & Disabilities (SEND) Education Health & Care Plans (EHCP) Performance Update
Date of meeting:	12 March 2019
Responsible Chief Officer:	Sara Tough Executive Director Children's Services
Strategic impact <p>This report explains the Local Authority duty to carry out the assessment of Education Health & Care Plans assessments within the statutory 20 week deadline and our ongoing plans to improve performance within this timescale.</p> <p>Education Health & Care Plan assessment performance improvement is being addressed within the overall SEND Transformation Programme; our over-arching transformation programme for SEND which includes the £120million investment in new specialist provision, our support and challenge of mainstream schools to improve SEND inclusion and related focus on Alternative Provision.</p> <p>Education Health & Care Plan assessments are part of the Children & Families Act 2014 SEND duties for local authorities in partnership with health. Our transformation and improvement programme of work is underpinned by our commitment to co-produce services and provision with our health partners, parent/carers groups and education providers; we have developed a draft Area SEND Strategy to ensure that improvements are taken forward as a partnership across the county.</p> <p>Education Health & Care Plan assessment timescale improvements are also necessary as we continue to prepare for inspection through the joint Ofsted/CQC Area SEND Inspection framework.</p> <p>All of these elements highlight the importance of securing Education Health & Care Plan performance improvement; critically if assessments are carried out in a timely way then we can be confident of arranging the most appropriate provision and placement for children and young people and ensure that their needs are met appropriately.</p> Recommendations <p>Members are asked to discuss the content of this report and specifically:</p> <ol style="list-style-type: none">1. To understand the duties placed on the Local Authority in relation to pupils with SEND requiring Education Health & Care Plan Assessment (EHCP)2. To support current and ongoing plans to improvement EHCP performance within the context of the overall SEND Transformation Programme and draft Area SEND Strategy	

1. Context

1.1 There are two main categories of special educational needs:

- The first is **SEN Support** and this describes children and young people who have been identified by their early years setting, school or post 16 education provider as requiring additional support. They provide this support directly. **There are approximately 15,000 children and young people identified as requiring 'SEN Support' in Norfolk.**

- The second is for children and young people who have the most complex SEN and require an **Education, Health & Care Plan**. The LA carry out these assessments and determine their provision and placement. There are approximately 6,000 children and young people identified as requiring ‘SEN Support’ in Norfolk.
- 1.2 There are significant statutory duties placed on the LA in relation to children and young people with SEND. The LA is required to work in partnership with all stakeholders to deliver the overall duty placed on all, and defined clearly in the SEND Code of practice.
 - 1.3 The LA is funded through the Dedicated Schools Grant High Needs Block and this funding must support children and young people aged 0 – 25 years for their educational provision and placements.
 - 1.4 Norfolk County Council ‘general fund’ budget provides the funding for the teams who carry out the Education Health & Care Plan assessments.
 - 1.5 Numbers of children and young people in Norfolk identified and assessed as SEND are above the national average.
 - 1.6 Provision in Norfolk’s state-funded maintained complex needs / special schools is good or outstanding across the county.
 - 1.7 Provision in Norfolk’s mainstream schools can vary, with some schools more confidently meeting needs than others.
 - 1.8 There are delays in carrying out Education Health & Care Plan assessments within the 20 week timescale. These delays have led to a high level of parental complaints and also a high level of related Local Government Ombudsman complaint referrals.

2 Executive summary

- 2.1 Education Health & Care Plan performance needs to be considered in a broader context, rather than simply how many assessments are carried out within the required 20 week period. We know that our performance needs to improve significantly, however, EHCP assessment improvement does not take place in isolation; EHCP performance must be considered within the context of:
 - the total number of children and young people in Norfolk with SEND
 - legal duties on early years settings, schools and colleges to meet the majority of SEND needs without the requirement for EHC assessment or plans
 - the mix of funding delegated to schools in addition to ‘top-up’ funding that is provided by the LA to early years settings, schools and colleges
 - parental confidence, expectations and preference regarding educational provision and placement
 - the role of health
 - joint working within NCC across education, social work and adult social care services
 - the legislative framework within the Children & Families Act 2014 and associated Ofsted/CQC Inspection Framework
- 2.2 The Managing Director’s Strategic Delivery Unit has, over the past year, worked closely with Children’s Services to review EHCP performance; providing support and challenge resulting in a report setting out the issues and recommendations for

actions; the recommendations have been accepted in full and are currently being implemented. This is provided in full at Appendix 1

- 2.3 Education Health & Care Plan assessment performance improvement is also being addressed within the overall SEND Transformation Programme; our over-arching transformation programme for SEND which includes the £120million investment in new specialist provision, our support and challenge of mainstream schools to improve SEND inclusion and related focus on Alternative Provision.
- 2.4 To ensure that assessment improvements are also addressed with our partners' Education Health & Care Plans are also a key element of our, draft, Area SEND Strategy & Action Plan.

3.0 Local Authority Duties, Performance Issues and Improvement Plans

3.1 Local Authority Duties

3.1.1 The Children & Families Act 2014 sets out our responsibilities for SEND. The local authority is seen as the lead agency, but clinical commissioning groups and all education providers have duties on them also. The government sets out all of these responsibilities in the SEND Code within seven key principles:

- the participation of children, their parents and young people in decision-making
- the early identification of children and young people's needs and early intervention to support them
- greater choice and controls for young people and parents over support
- collaboration between education, health and social care services to provide support
- high quality provision to meet the needs of children and young people with SEN
- a focus on inclusive practice and removing barriers to learning
- successful preparation for adulthood, including independent living and employment

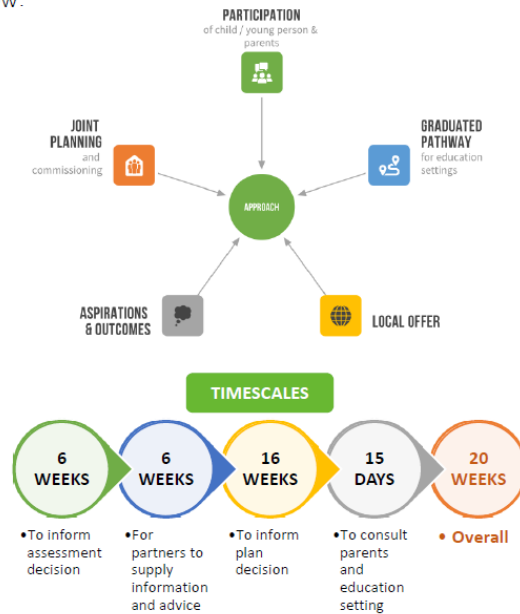
3.1.2 Over the last few years, working with partners, we have applied the seven principles in these ways:

- **Identification and Assessment**: making sure that individual children and young people who have SEN are assessed and their support is described well and provided in a way that impacts on improved outcomes
- **A 'Local Offer'**: all education providers and the LA, with health partners, must describe the services that are available across the county within a single website. Norfolk's SEND 'local offer' website contains all of this information. Link here www.norfolk.gov.uk/children-and-families/send-local-offer
- **Co-production**: we must work with parent/carer groups at all times to develop our services. We do this with health also and with Norfolk's early years settings, schools and colleges also. This is much more than simply carrying out consultations. Co-production is the direct input of partners in the design of services.
- **Joint Commissioning**: we have to keep reviewing all SEND services between education, social care and health services to find opportunities to jointly commission these.

3.1.3 The Local Authority has the duty to assess any child that is referred for an

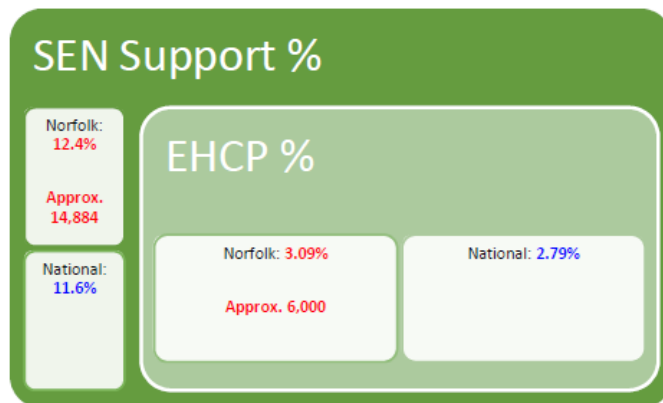
EHCP and then write that Plan, with the child and their family, to describe how their needs can be met. We then have a duty to support parental preference, for mainstream or special school placement, and arrange the admission and identify and support the funding of that placement.

- The requirements are very specific and detailed. A summary of the main requirements around approach and timescales is below:



3.1.4 In Norfolk more children and young people are identified as SEND than is the case nationally.

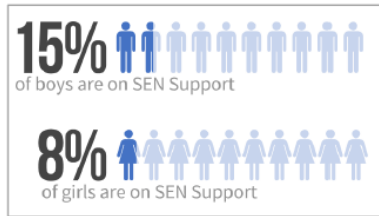
- The chart below shows that:
 - Norfolk’s SEN Support cohort is larger than the national average.
 - The number of EHCP’s issued to Norfolk children and young people is higher than the national average.



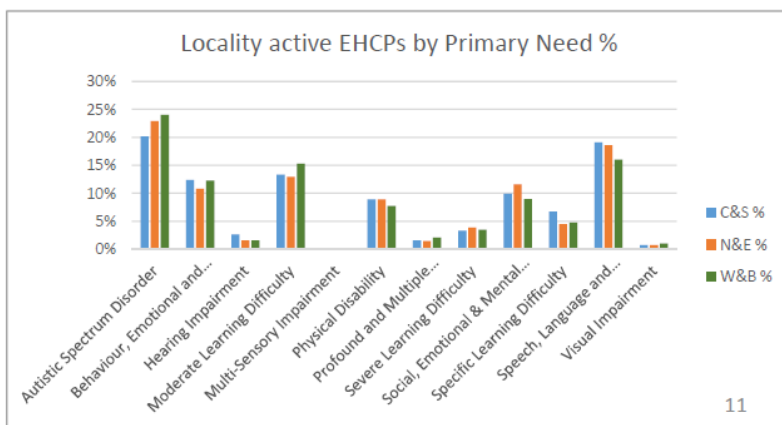
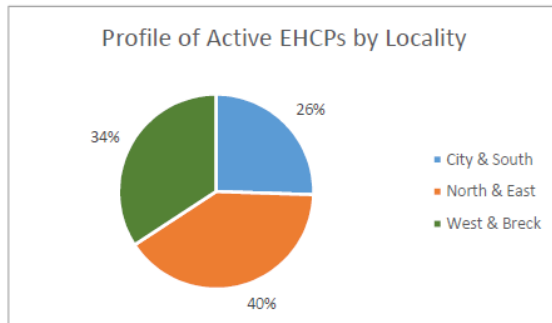
Larger versions of these diagrams are available within Appendix 1, pages 8 and 11

3.1.5 The charts below illustrate the characteristics within the Norfolk population regarding gender, location across the county and type of SEN for those children and young people assessed for Education Health & Care Plans:

➤ SEN is more prevalent in boys than girls in Norfolk:



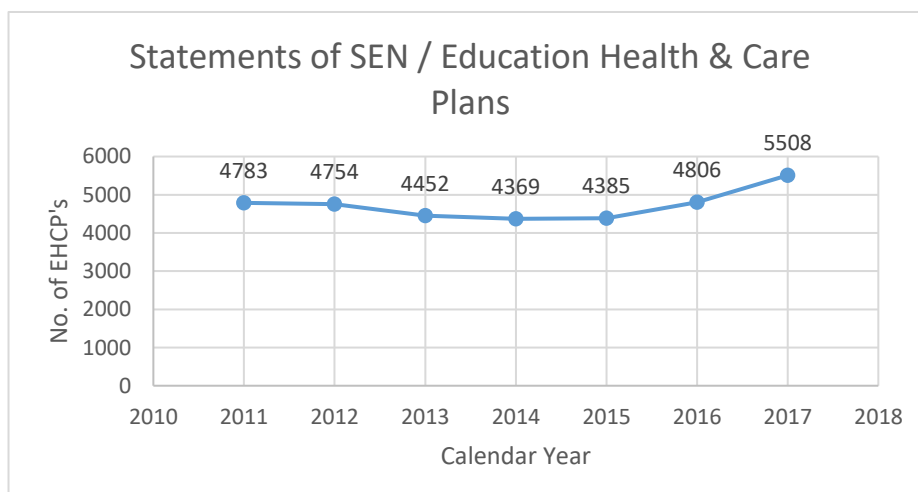
➤ The charts below show the geographical and primary need profile of existing EHCP across the County.



Larger version of these charts are available within Appendix 1, page 11

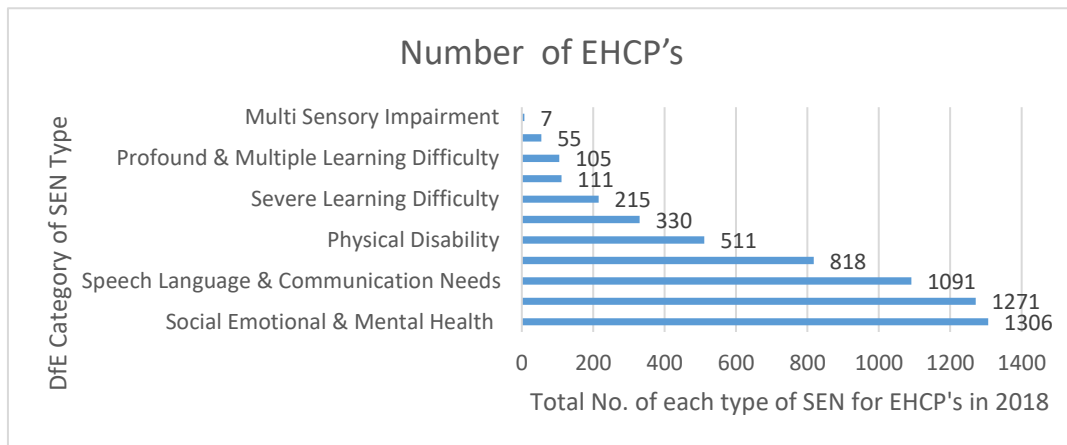
3.1.6 The number of children with an EHCP has risen year on year since 2014. This rise is mirrored nationally. The table below – table 2 – shows the trajectory since 2011 across the county.

Table 2 – Number of EHCPs (prior to 2014 known as Statements of SEN)



3.1.7 Pupils with SEND have a wide range of needs. The Department for Education (DFE) defines types of need. The table below – table 3 – shows the type of need and the Norfolk breakdown of pupils. The table indicates that 44% of all EHCPs are either for Autistic Spectrum Disorder (ASD), or Social, Emotional and Mental Health (SEMH). See Appendix 2 for further information about EHCPs in Norfolk

Table 3 – DFE type of SEN for children and young people with an EHCP in Norfolk

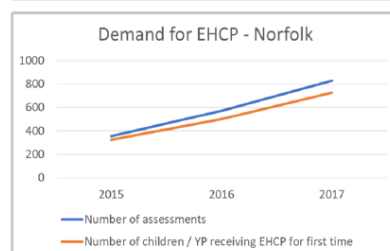
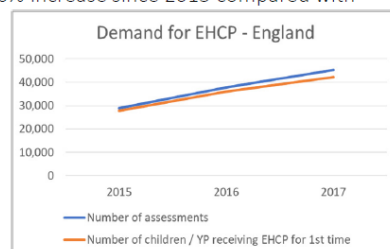


3.1.8 Approximately 16,000 pupils with SEND are in Norfolk mainstream schools. Of those approximately 2500 have an EHCP currently. The funding for SEND pupils in mainstream schools is largely from the Dedicated Schools Grant, Schools Block. Schools are funded through their main budgets, and notionally a proportion is identified to cover SEND pupils. This proportion is approximately £36million annually in Norfolk. There are locally agreed criteria that act as proxy indicators to determine this proportion of the overall school budget. Schools are required to use this proportion of their budget to meet the first notional £6,000 of need, over and above the per pupil weighted funding they receive. After that they can apply for top up funding to meet need. £5.3million is notionally identified from the Dedicated Schools Grant, High Needs Block, and managed by the LA.

3.1.9 Despite the delegation of funding to schools, for the majority of funding available, and the development of specialist resources bases and outreach services the referral rates for EHCP continues to rise across the county:

National and Local Picture

- The graphs below show the extent of increase in assessments nationally and in Norfolk.
- Norfolk has seen a 230% increase since 2015 compared with 55% in England.
- The concept of EHCPs is relatively new and an initial spike in request could be expected.
- Its possible that a “saturation point” will be reached at some point in the future where requests stabilise to a “turnover” level.



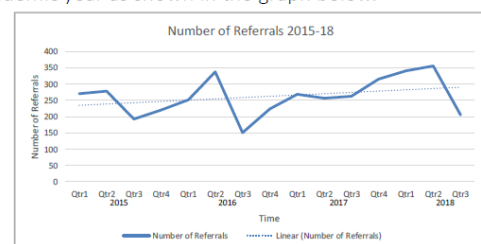
Source: <https://www.gov.uk/government/collections/statistics-special-educational-needs-sen#national-statistics-on-special-educational-needs-in-england>

Referrals in Norfolk

- The graph below shows an annual view which shows that in 2017 the referral rate has risen significantly.



- The annual referral pattern has typically been aligned to the academic year as shown in the graph below.



16

Larger versions of these graphs are available within Appendix 1, page 16

3.1.10 Local Authority Performance Issues

3.1.11 The key performance indicator for Education Health & Care Plans (EHCP) is the number completed within the statutory 20 week timescale; these are the initial assessments that follow a referral for assessment. However, the local authority is also responsible for co-ordinating the Annual Review of all EHCPs once they are in place and, for pupils who are due to transfer to the next phase of education, to review and amend the EHCP by February 15th in the year before 'phase transfer'. Finally, all local authorities had a duty to transfer all previous 'Statements of SEN' to EHCP's before March 2018. Our performance within these three elements for the most recent period has been:

- New ECHP's completed within 20 weeks – calendar year 2018 = 10.2%
- Statements of SEN transferred to EHCP's – by end of March 2018 = 99.3% *
- Phase transfer notifications to parents – by 15 February 2019 = 97% **

* 4431 cases completed of 4500

**294 cases completed of 303

3.1.12 Clearly the element of EHCP work that requires significant improvement is the timescale for initial assessments within 20 weeks; we have signalled to the Department for Education that in 2019 we aim to improve our performance to 55% (in line with previous year national average) and then to aim to move to 90% by the end of 2020 (in line with the highest performing LAs).

3.1.13 A key factor impacting on our ability to carry out the assessments within the 20 week timescale is the capacity of the teams and their ability to respond to the ongoing increase in referrals. The average number of referrals for assessments, both the previous Statements of SEN and the EHCP's introduced in 2014, had been 650 per year. Last year referrals exceeded 1000 and we expect this to be the case throughout 2019 also.

3.1.14 An EHCP assessment has two key decision points within the overall 20 week process. The first of these is within the first 6 weeks when we determine if a full assessment is required. The second is after approximately 14 weeks when we determine if an EHCP must be provided. If the decision at either of these points is 'no' then the child or young person will continue to be supported in their local early years setting or school within 'SEN Support' and through the funding available directly to those providers.

3.1.15 Therefore, a large number of the 1000+ assessments that are carried out do not result in a Plan being issued; the staffing resource to assess 'yes and 'no' cases is identical. Therefore, a key factor that needs to be considered within our current low performance of completing EHCP assessments within 20 weeks, always expressed as a percentage, are the actual number of cases issued:

Year	plans issued	% inc on previous yr	% inc 2 yrs
2018	790	10%	58%
2017	723	45%	
2016	500		

- 3.1.16 As can be seen, whilst the teams may only be achieving 10% of EHCP assessments on time the number of plans that they are issuing in total, year on year, is increasing significantly. Also, during the 2016 to 2018 timeframe these same teams (educational psychology and EHCP co-ordinators, and associated support teams) successfully completed 3800 conversions of 'Statements of SEN' to EHCP.
- 3.1.17 The challenges we have experienced in improving EHCP performance has led to a number of parental complaints to the Local Government Ombudsman (LGO) over the past year. The LGO has been concerned to note a pattern to these complaints, namely delays to the assessment of children and young people for Education Health & Care Plans and, in some cases, associated delays to securing specialist educational support, provision and placements.
- 3.1.18 The LGO have been informed of our strategic plans to development more specialist provision across Norfolk and to invest in additional staffing to improve EHCP performance. However, the LGO continue to be concerned regarding the number of parental complaints they have had to investigate in relation to these issues and, therefore, determined to publish two reports related to these complaints that were investigated by them last year.
- 3.1.19 We have responded fully to the LGO in all of the cases being investigated and provided reassurance of our improvement plans. We have also written to the individual families, provided compensation payments in line with the LGO recommendations, have implemented a wide ranging review of our systems and process for EHCP and will invest further in additional staffing.
- 3.1.20 We want to take this opportunity to extend our individual apologies to these families by placing on the record, via the Children's Services Committee, our apology to these families and to all families in Norfolk who have, and are currently, experiencing delays within the EHCP process. We are confident that our implementation of the Managing Directors Strategic Delivery Unit report recommendations, combined with additional staffing that has been agreed, will enable us to bring about the improvements required and to ensure that in the future parents will not feel the need to lodge complaints to the Local Government Ombudsman.
- 3.1.21 The LGO published their two reports on their website on 16th January and following this we were required to publish two public notice announcements via the local press. The publication of these reports, by the LGO, and our subsequent public notice announcements must ensure that, in line with the Local Government Act 1974 (Section 30[3]), we do not disclose any information to third parties that could identify the complainant or other individuals referred to in the report.
- 3.1.22 The LGO, within of the cases investigated, also outlined their concerns regarding the arrangements for securing alternative provision in the context of the high rate of permanent exclusions in Norfolk. Specifically, they stated that:

The Council should now carry out an audit of children missing from education for whom it has a statutory duty to provide suitable full-time education under s.19 Education Act 1996 to ensure the following:

- children are receiving suitable education;
- provision is not being withheld or restricted due to resources; and
- where a child is receiving less than full-time education there is medical evidence to support that this is the maximum amount of education they can access.

Officers should submit the findings of the audit to the relevant Children's or Education Scrutiny Committee together with advice about whether the Council is complying with its statutory duties and has adequate commissioning arrangements and

resources in place. The Council should provide us with evidence the audit has been completed and discussed by Members at a relevant meeting (for example the minutes of the meeting) within six months of this report being issued.

3.1.23 The Head of the Education Quality Assurance & Intervention Service had already undertaken work, to improve the identification of all children who were potentially 'missing' education, prior to the LGO report on this case; the LGO has been informed of the scope of that work and the improvements this is bringing about. In line with the LGO recommendation a report to the CS Committee will be provided for the May Committee meeting regarding this improvement work within the Education Services.

3.2 Local Authority Performance Improvement Plans

3.3.1 The significant rise in referrals for EHCPs has led to some significant challenges to completion within the 20-week timescale set by the DFE. As a result, the Head of Education High Needs SEND Service and the previous Managing Director commissioned a report to analyse the performance of the EHCP demand and process further. This report is attached. This report has been shared with the relevant teams and leaders and all recommendations have been adopted. It has further informed our SEND transformation programme; a wide-ranging programme of work that will implement the approval given at the October 2019 P&R Committee, for significant capital borrowing for new specialist provision in addition to a renewed focus on support and challenge for mainstream school inclusion.

3.2.2 In order to significantly improve the EHCP performance, both quantitatively and qualitatively we have determined that there will be an individual workstream to focus on this improvement within the overall SEND Transformation programme. As part of this programme we have secured the services of a national recognised expert external agency to work with us to improve our current provision still further. Impower have been engaged to work with us to undertake a deeper piece of work in order to:

- Provide an external view of our system and the demand within it, offering insights, challenge and ideas from an independent perspective
- Give us a wider view of national and international best-practice in this area
- Offer additional capacity to progress the work at pace in the first development phase
- Offer specialist skills around research, analysis, behavioural insights, demand modelling and change management in the SEN sector

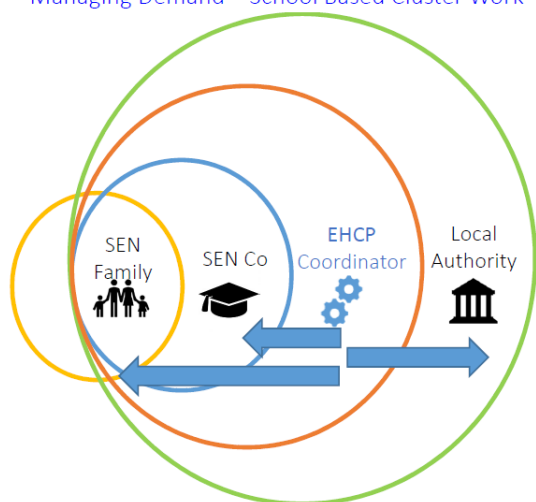
3.2.3 Alongside this we will be enhancing the staffing capacity for EHCPs significantly across this term and securing additional leadership in order to improve the completion within timescale. The teams of educational psychologists and ECHP co-ordinators, and associated support staff, were subject to staffing reductions at the time that public sector cuts first occurred ten years ago; in the past year we have been increasing staffing to take account of capacity issues.

3.2.4 This year we are increasing staffing further with a recruitment drive that will see in excess

of 30 full time equivalent staff recruited on both permanent and fixed term basis to support this work. Critically some of this staff resource will work with mainstream schools to increase their ability to meet need effectively at 'SEN Support'; increasing school and parental confidence in meeting needs locally, with delegated funding, access to specialist support services and with the need to refer for EHCP in all instances.

3.2.5 The EHCP and Educational Psychology teams have already started to test new ways of working to manage demand by meeting needs earlier through closer working with schools on a consultation basis:

Managing Demand – School Based Cluster Work



- The EHCP Coordinator supports designated school clusters via regular surgeries based in schools to support SEN Co and SEN Families.
- The intention is to solve issues early and to better support schools and SEN families.

- An example of work to reduce demand for EHCP assessments is the cluster model described in the diagram opposite.
- The intended outcome is to improve relationships between NCC, ec settings and SEN families thereby reducing referral rates.
- Some identified risks are:
 - Demand on EHCP Coordinators impacts on their capacity to p EHCPs.
 - Number of referrals increases.
- The measure of success is that by Easter 2019 all allocated special : visited & attended SENCo Cluster meeting.
- It is recommended that proxy measures are identified and impleme evaluate impact of approach. Some examples are:
 - Reduction in the number of school referrals.
 - More pupils should be dealt with via SEN Support and th graduated approach.
 - Reduction in the number of parental referrals.
 - The support given to schools improves the parent school relationship.
 - Reduction in the number of No to Assess for school referrals.
 - The only referrals should be for those children or young who need an EHCP.
- A review of the impacts of the model should be planned.

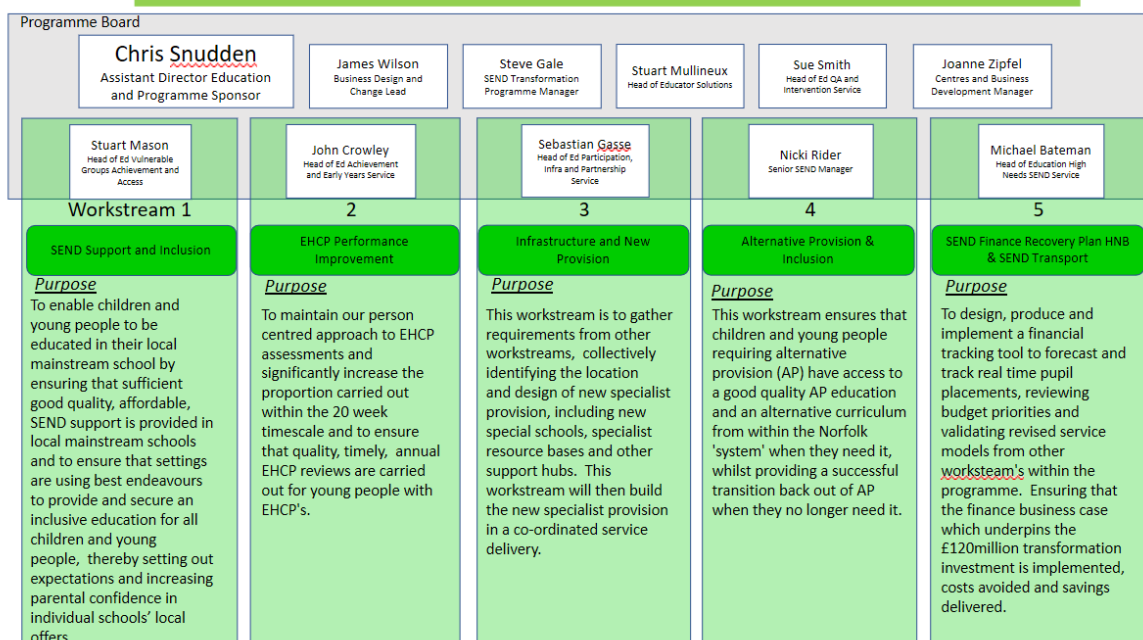
21

Larger version of this example available within Appendix 1, page 21

3.2.6 The over-arching SEND & Alternative Provision (AP) Transformation Programme, agreed by Policy & Resources Committee in October 2018, provides the opportunity to accelerate improvements for EHCP assessments. EHCP assessment referrals have risen significantly in recent years despite mainstream schools having access to SEN funding of £36million and a range of specialist services. We will use the SEND & AP Transformation Programme to ensure that a greater number of children are supported effectively in their local mainstream school and, where appropriate, within 'SEN Support' arrangements without the need for EHCP referral and assessment.

3.2.7 The SEND & AP Transformation Programme has 5 workstreams and the combination of these will ensure greater access to specialist support locally, increased special school provision and performance improvement for EHCP assessments:

SEND Transformation Programme Structure & Purpose



3.2.8 The work of this transformation programme will be reported to the Council's Corporate Board and to relevant council committees on a regular basis.

4. Financial Implications

4.1 Additional staffing capacity of approximately £1.5 million has been secured via the overall Children Services transformation programme. Reporting on the profile of spending within that transformation programme is provided within separate finance and performance reports to CS Committee.

5. Issues, risks and innovation

5.1 EHCP performance improvement is a key issue for the council. National comparison tables are published each May and we know that our current performance will result in Norfolk remaining alongside other LA's who are performing significantly below other LA's.

5.2 However, we have developed an ambitious and exciting SEND & AP Transformation Programme and are confident that when fully implemented improvements will be evident.

6. Background

6.1 This is the link to Norfolk's Local Offer, which provides information for families, young people and professional regarding SEND support, services and provision across the county www.norfolk.gov.uk/children-and-families/send-local-offer and includes a newsletter regarding SEND & AP Transformation Programme and Area SEND Strategy.

Officer Contact

If you have any questions about matters contained or want to see copies of any assessments, eg equality impact assessment, 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 or 0344 800 8011 (textphone) and we will do our best to help.

Education Health & Care Plans (EHCP) 20 Week Process Priority Review Report

APPROVED

Version 1.0

7 November 2018

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Strategy & Delivery Unit
Norfolk County Council

Classification : OFFICIAL

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Executive Summary

Context

- This report was commissioned by the Managing Director and the Head of Education High Needs SEND Service in response to low performance against the 20 week EHCP process target.
 - Year to date performance is 14.9% (at October 2018).
- In 2017 (calendar year) Norfolk:
 - Received 1,100 referrals (230% increase since 2015).
 - Undertook 800 assessments.
 - Issued 722 EHCPs.
- Referrals with a primary need of Social, Emotional & Mental Health (SEMH) have increased by over 30% since 2015.
- There are 668 cases currently in the process (October 2018).
 - 53% are less than 20 weeks old.
- Some issues holding back 20 week process performance are:
 - High demand.
 - Shortage of key resources (e.g. Educational Psychologists).
 - Multiple hand-offs.
 - Unclear business / process rules.
 - Lack of management information.

Recommendations

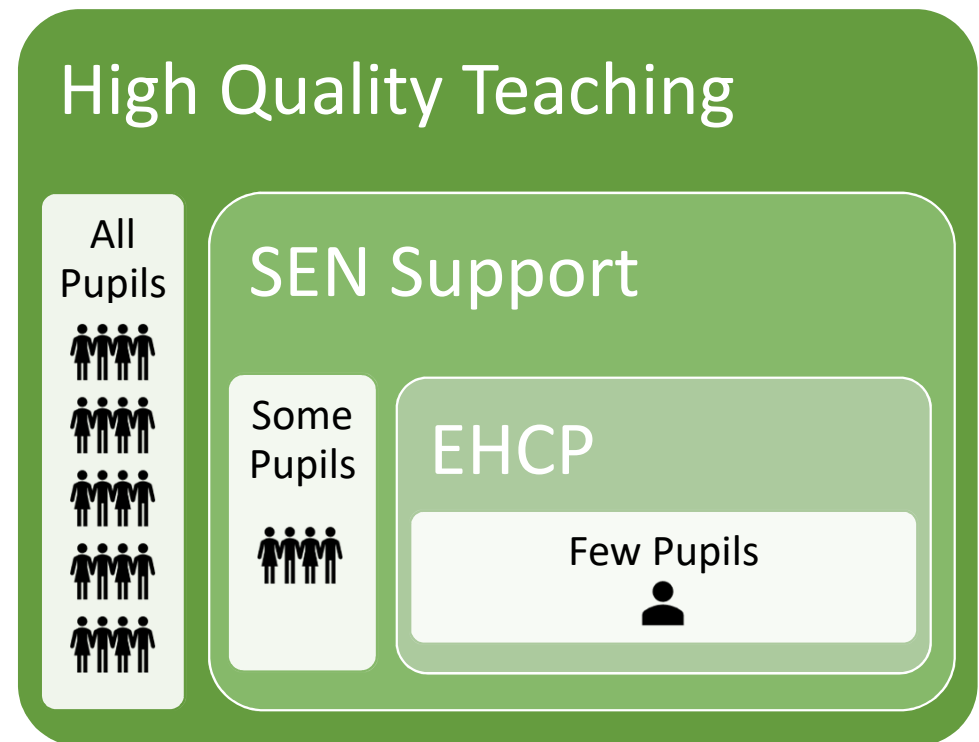
- The following recommendations should be developed into an implementation plan supported by a recovery trajectory:
 1. Understand demand further:
 - Develop a “whole system view”.
 - Investigate SEMH / parental demand.
 - Review early intervention / support mechanisms
 2. Strengthen the 20 week process & its governance:
 - Appoint a “process owner”.
 - Simplify the process & associated documents.
 - Agree a set of metrics & delivery routines.
 3. Realign resources:
 - Investigate options to clear the backlog.
 - Strengthen relationships between teams
 - Review roles & responsibilities & define optimum resource levels.
- Example risks associated with continued poor performance are:
 - Impacts on overall outcomes for children & young people.
 - OFSTED / CQC inspection.
 - Continued rise in Ombudsman upheld complaints

Introduction

About Special Educational Needs (SEN)

- Many children and young people experience learning difficulties at some point. Often, the difficulties are temporary and are overcome with help and encouragement from home and school.
- The term 'Special Educational Needs' is used to describe learning difficulties or disabilities that make it harder for children to learn than most children of the same age.
- Some examples are:
 - **Thinking, understanding and learning**
 - **Emotional and behavioural difficulties**
 - **Speech, language and communication**
 - **Physical or sensory difficulties**
- Children with SEN are likely to need extra or different help from that given to other children their age.
- The extra help is provided through one of these channels:
 - SEN Support
 - Education, Health and Care Plan (EHCP)

- The diagram below provides perspective on the hierarchy of provision.



Introduction

SEN Support

➤ The table below summaries the SEN Support available at the different life stages and how it is normally accessed.

Age	Typical Provision	Accessed by:
0 – 5	<ul style="list-style-type: none"> • Written progress check when the child is 2 years old • Health check by a child health if the child aged 2 to 3 • Written assessment in the summer term of the child’s first year of primary school • Reasonable adjustments for disabled children 	<ul style="list-style-type: none"> • Nurseries, playgroups and childminders registered with Ofsted follow the Early Years Foundation Stage (EYFS) framework. • If a child doesn’t go to nursery, playgroup or childminder the parent needs to speak to a doctor or health adviser.
5 – 15	<ul style="list-style-type: none"> • Special learning programme • Extra help from a teacher or assistant • Work in a smaller group • Observation in class or at break • Help taking part in class activities • Extra encouragement in their learning • Help communicating with other children • Support with physical or personal care difficulties 	<ul style="list-style-type: none"> • Parents need to talk to the teacher or the SEN co-ordinator (SENCO) or vice versa.
16 - 25	<p>It is best the college is contacted before the young person starts further education to make sure they can meet the young person’s needs.</p>	<ul style="list-style-type: none"> • The college and the local authority speak to the young person about the support they need.

Source: <https://www.gov.uk/children-with-special-educational-needs>

Introduction

Education, Health and Care Plans (EHCP)

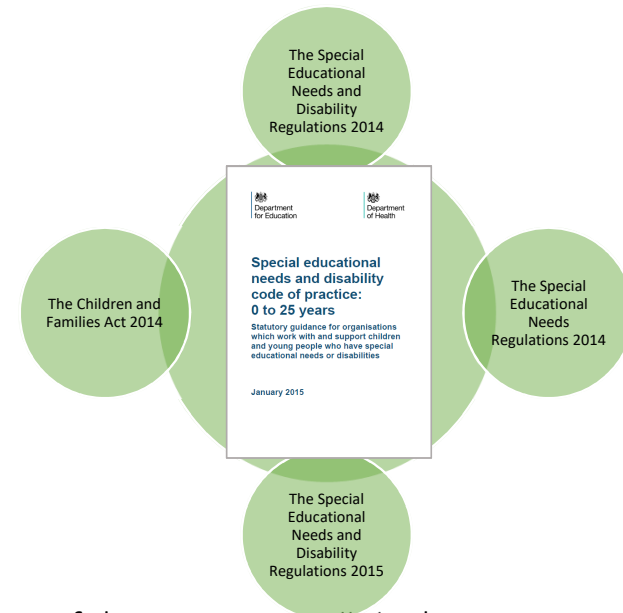
- An EHCP is for children and young people aged up to 25 who need more support than is available through SEN Support.
- EHCPs identify educational, health and social needs and set out the additional support required to meet those needs.
- Evidence should be gathered during the Assess, Plan, Do and Review cycle within SEN Support to feed into the assessment.



- Parents can ask their local authority to carry out an assessment.
- A young person can request an assessment themselves if they're aged 16 to 25.
- A request can also be made by anyone else who thinks an assessment may be necessary, including doctors, health visitors, teachers, parents and family friends.

Statutory Guidance

- The Special Educational Needs and Disability (SEND) Code of Practice: 0 to 25 Years (CoP) provides statutory guidance on duties, policies and procedures on Part 3 of the Children & Families Act 2014 and associated law.

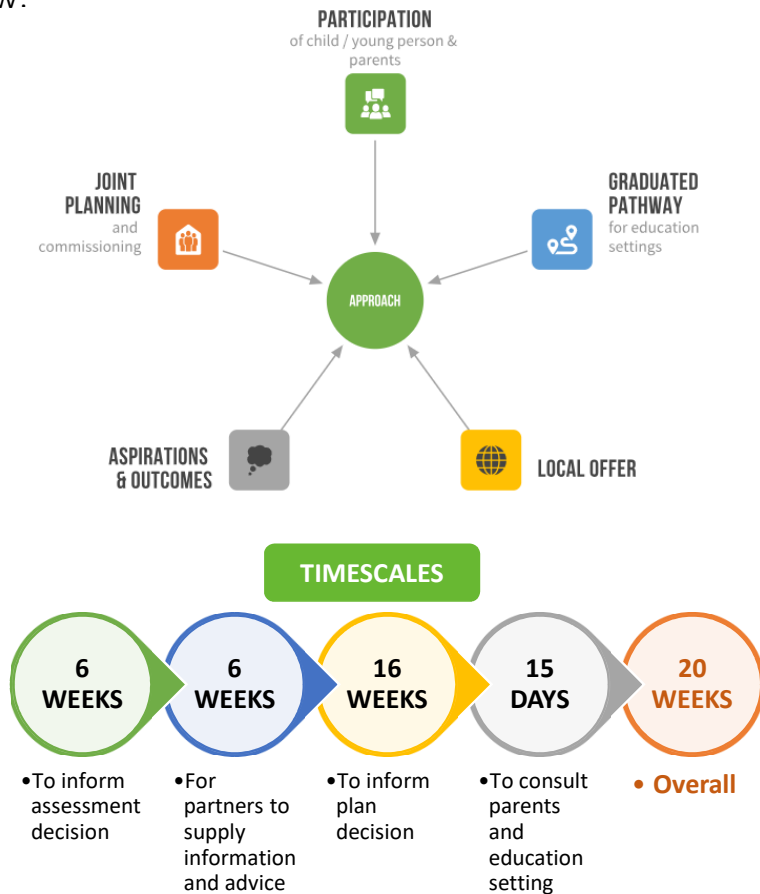


- Chapter 9 of the CoP covers all the key stages in statutory assessment and planning and preparing the EHCP.
- This includes specific requirements on the statutory steps and time scales required by EHC needs assessment process.

Introduction

20 Week Process – Statutory Requirements

- The requirements are very specific and detailed. A summary of the main requirements around approach and timescales is below:

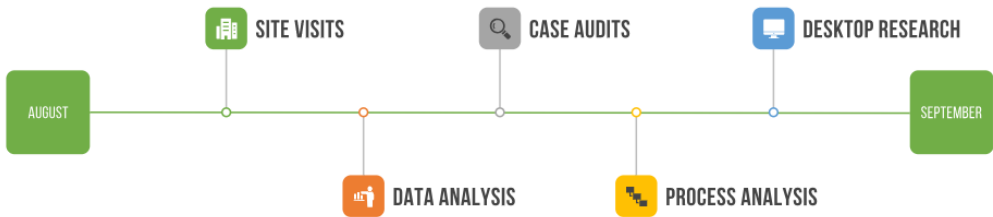


Report Context

- This report was commissioned by NCC’s Managing Director and Head of Education High Needs SEND Service.
- It is in response to low performance in issuing final EHCP within 20 weeks (YTD 14.9%) and rising numbers of complaints.
- The purpose of the report is to set out how the 20 Week EHCP Process functions, its main performance drivers and what is needed to improve performance.

Method

- The approach to develop this report is shown in the diagram below:

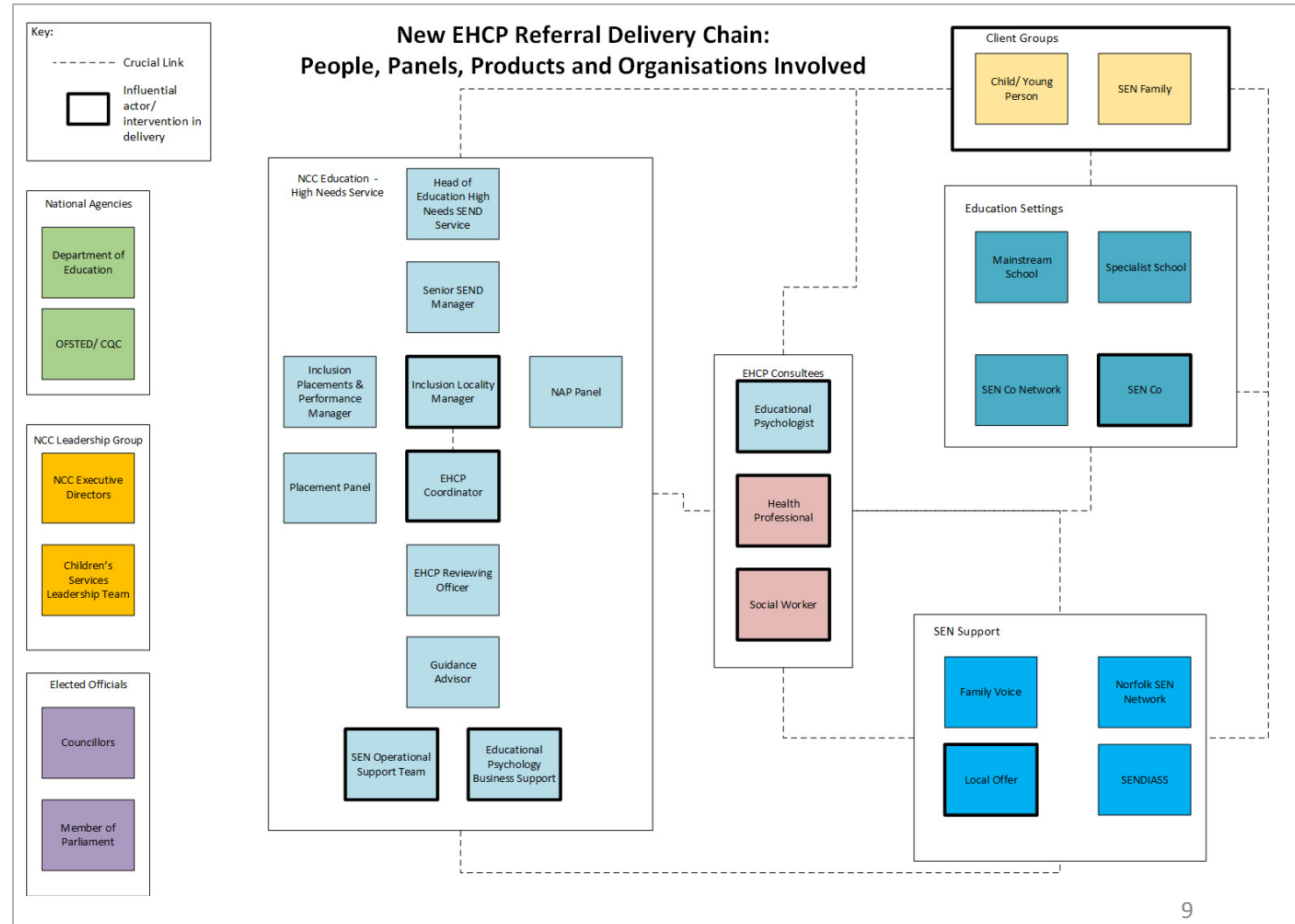


- The report gives an overview of what the current arrangements are and how they are performing, followed by a summary of the fieldwork and conclusions drawn.

Business Context

Delivery Chain

- The delivery chain shows the individuals, organisations and products that are directly or indirectly involved in the production of an EHCP.
- They are grouped logically with lines of influences marked.
- Within this delivery chain the consultees who undertake professional assessments are key to the production of an EHCP.
- It also shows that education settings have a key role to play in identifying need and accessing the right interventions at the right time to manage and/or prevent escalation to higher need.
- The Local Authority has a key role to play in ensuring the right interventions are in place and facilitating access to them.

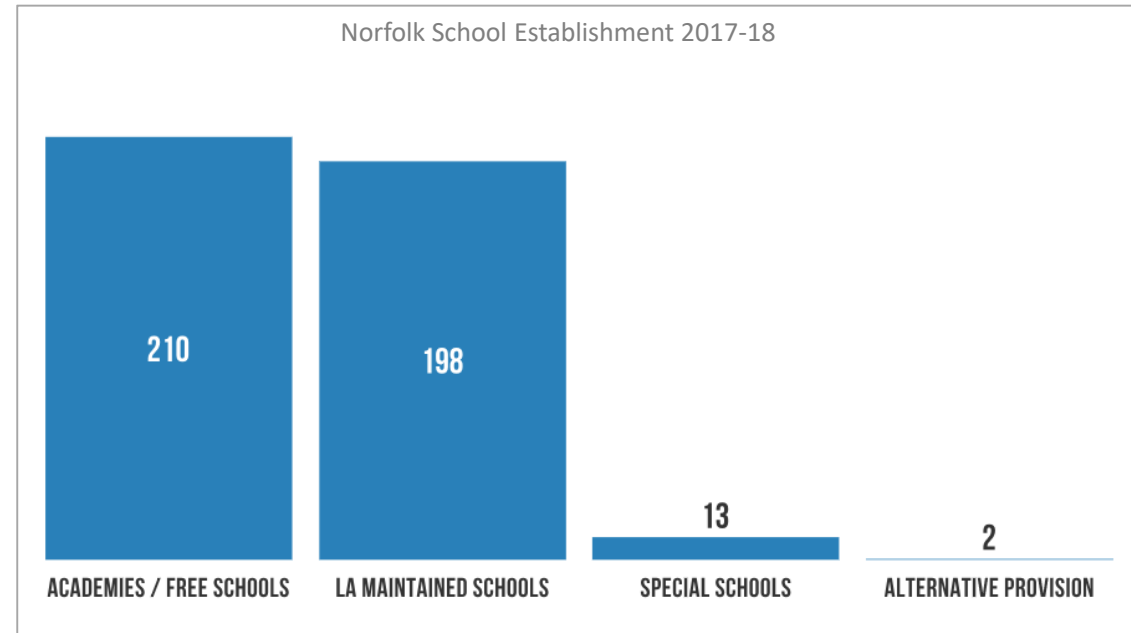


Business Context

Norfolk Schools

- Norfolk has a total of **423** schools. The largest proportion of schools are Academies and Free Schools.
- This demonstrates the challenge of implementing system wide change in Norfolk.
- There are 24 Specialist Resource Bases [SRB] which support learners with a high level of SEN who are educated in mainstream settings.
- Approximately 200 children are in a SRB in Norfolk at any one time. The proportion of youngsters accessing an SRB is **lower** than the average in other local authorities.
- Current Special School provision does not meet demand.
- Delays are often experienced for children who have been assessed as needing a special schools place as Norfolk's maintained, state-funded schools are at capacity.
- The percentage of SEN children in Norfolk, educated in the independent/non-maintained sector, is **significantly higher** than the average across other local authorities – resulting in high costs and placements that are not always local.

Source: <http://csintranet.norfolk.gov.uk/establishment/>

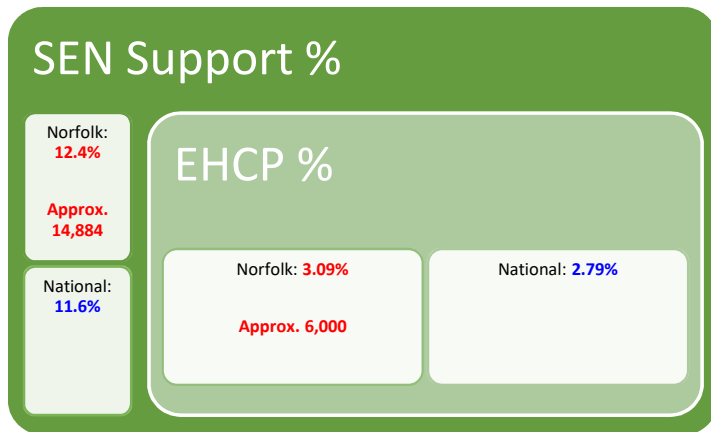


- See Appendix 1 for further information on school placements for children and young people with an EHCP In Norfolk

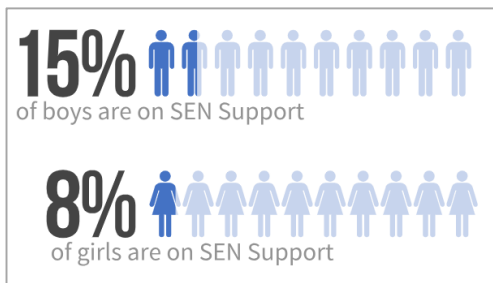
Business Context

Norfolk SEN Population

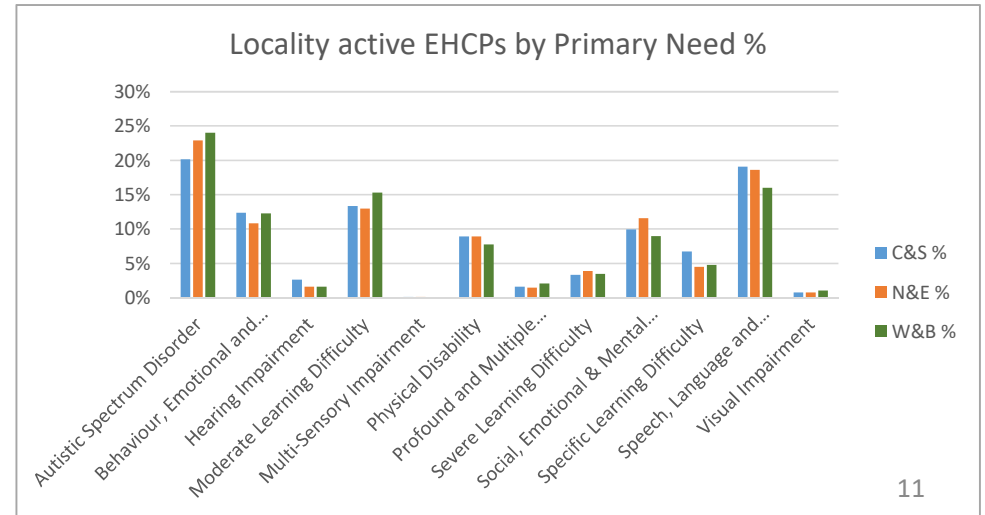
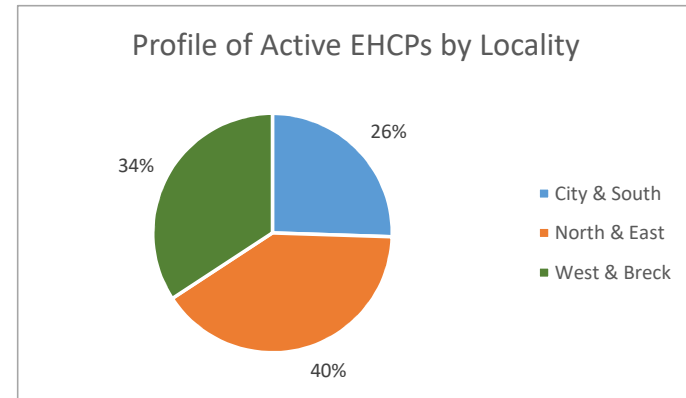
- The chart below shows that:
 - Norfolk's SEN Support cohort is **larger than the national average**.
 - The number of EHCP's issued to Norfolk children and young people is **higher than the national average**.



- SEN is more prevalent in boys than girls in Norfolk:



- The charts below show the geographical and primary need profile of existing EHCP across the County.



Business Context

Norfolk SEN Population (2)- Behind the Numbers

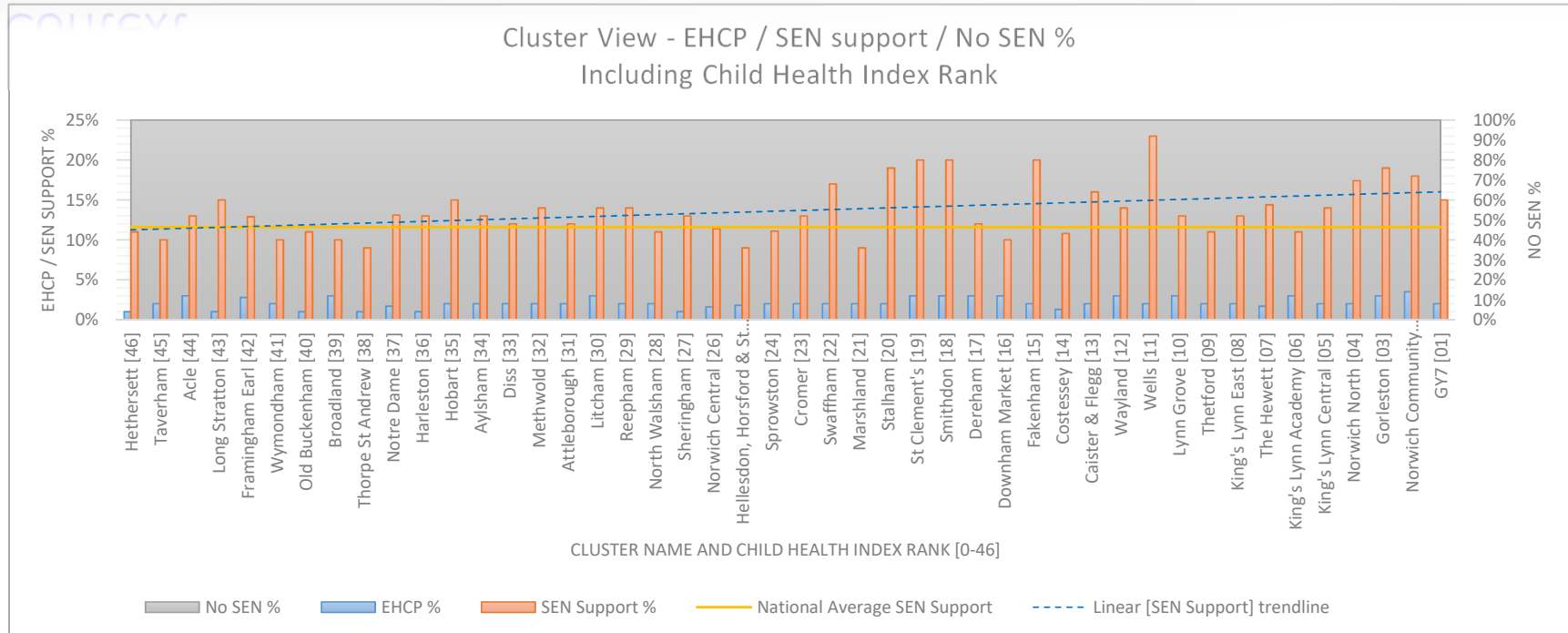
- National research shows that children with SEN are more likely to experience poverty than others.
- Nationally 27% of pupils with EHC plans are eligible for free school meals compared to 12% of pupils without SEN.
- Nationally, pupils with SEMH are the most likely of all to be on free school meals.
- 32.3% on SEN Support and 42% with statements or plans were eligible for free school meals in 2017.
- There is a link between disability and deprivation as children from less advantaged socio-economic backgrounds tend to be disproportionately represented amongst those with disabilities.
 - 30% of people in families with disabled members live in poverty, compared to 19% of those who do not.



Early Help - Multi-Agency Support & Managing Demand for Specialist Services

- The % of SEN children supported through a multi-agency approach (Family Support Process) in **Norfolk in 2017 were:**
 - **SEN Support: 1.56%**
 - **EHCP: 1.68%**
- In other Local Authorities, this figure can be significantly higher. In Gateshead - Around 20% of children with special education needs are supported using a Team Around the Family approach. The recent Ofsted / CQC SEND Inspection identified this as a positive aspect of the local areas work.
- A growing body of research evidence suggests that intervention as early as possible pays off, early in the life of a child and early in the life of a problem.
- Ensuring the right help is given at the right time and place, ensures the earliest possible identification of need and prevention of escalation.
- Children from deprived households may be more exposed to risk factors that influence their chance of experiencing disability. As such, poverty is both a cause and an effect of SEND.
- It is crucial NCC ensures the right balance of focus and investment across universal, targeted and specialist services.

Business Context

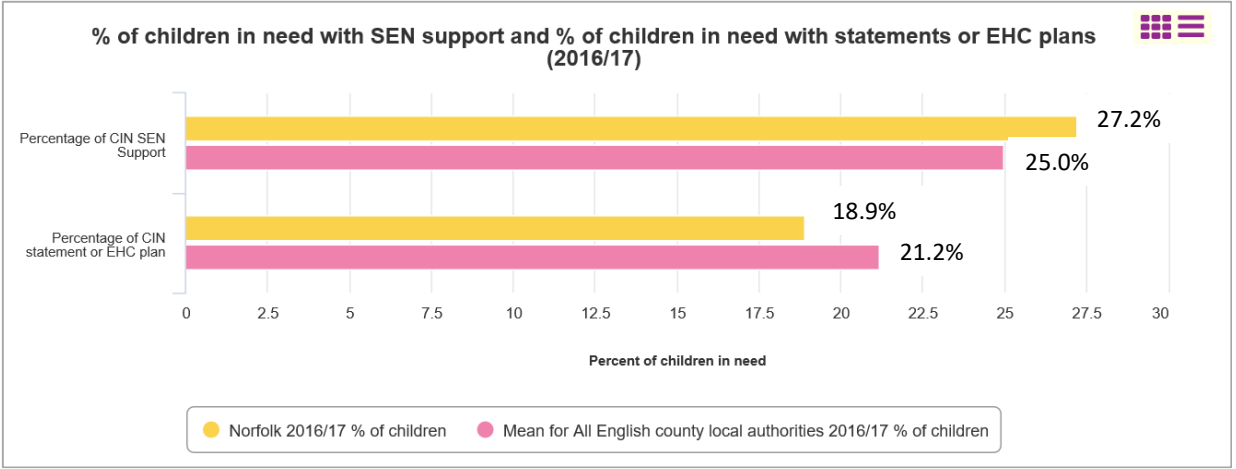
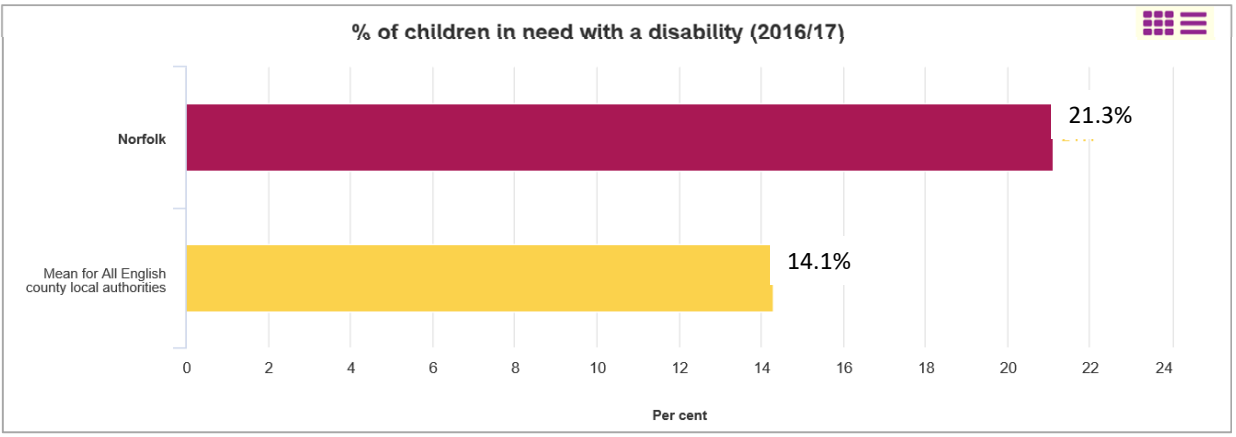


Norfolk SEN Population (3)

- The chart above shows the spread of SEN Support and EHCP across the school clusters in Norfolk against the national average
- The clusters are ordered left to right (lowest to highest) based on each cluster's Child Health Index Rank. (Appendix 2 has more information)
- Across Norfolk there is a positive correlation between clusters with higher percentages of children and young people with SEN and the Child Health Need Index, reinforcing the link between the wider determinants of health and the likelihood of a child / young person having SEN.
- Clusters with the highest SEN Support % in Norfolk are: **Wells [23%], St Clements [20%], Smithdon [20%], and Fakenham [20%]**. The National average of pupils receiving SEN Support is 11%.

Business Context

DATA COLLECTION



Norfolk SEN Population (4)

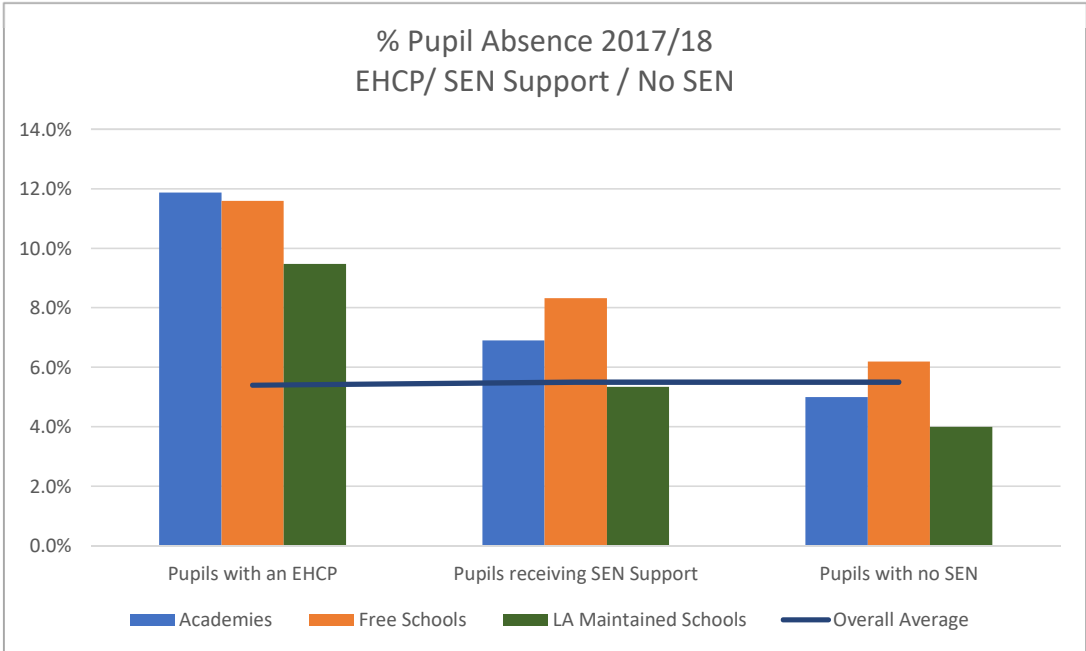
- The chart opposite shows Norfolk has a significantly higher number of Children in Need with a disability.
- The second chart shows that despite a low percentage of SEN Support delivered in a multi-agency approach at an Early Help level, Norfolk has a **higher percentage** [27.2%] of Children in Need receiving SEN Support than the national average [25%].
- At the same time, Norfolk has a lower percentage [18.9%] of Children In Need with an EHCP than the national average [21.2%].
- Norfolk is in line with the national average with the number of looked after children (LAC) receiving either SEN Support or an EHCP.
 - 29.2% of LAC in Norfolk are on SEN Support, compared to 29.4% nationally.
 - 30.2% of LAC in Norfolk have an EHCP, compared to 30.5% nationally.

Sources: LGA (https://ginform.local.gov.uk/reports/view/send-research/local-area-send-report?mod-area=E10000020&mod-group=AllCountiesInCountry_England&mod-type=namedComparisonGroup)

Business Context

Norfolk SEN Population (5)

- The charts and table provide a comparison of the average absence (authorised and unauthorised combined) for pupils across Academies, Free Schools and LA Maintained schools.
- Typically as the level of SEN interventions increases then so does the level of absence. This could be attributed to medical needs.
- LA Maintained Schools have a much lower rate of absence across pupils with no SEN, those receiving SEN Support and those with an EHCP.
- The average pupil absence figure for pupils with an EHCP is **11%** - more than twice the amount than pupils with no SEN.
- There is a recognised link between outcomes / achievements and levels of absence.

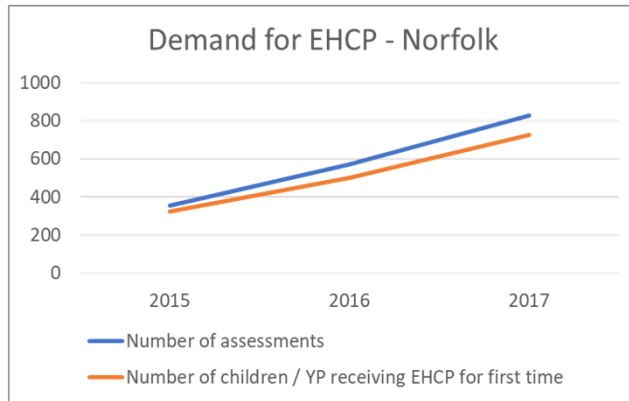
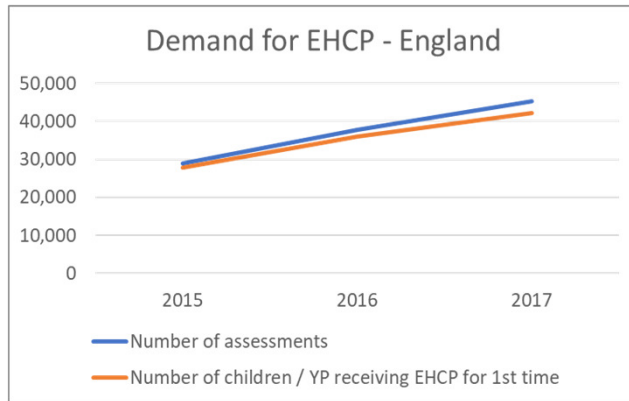


Type	EHCP / Statement		SEN Support		No Special / Educational Need		Overall	
	Number of Children	% Overall Absence	Number of Children	% Overall Absence	Number of Children	% Overall Absence	Number of Children	% Overall Absence
Academies	1719	11.9%	8388	6.9%	54511	5.0%	64618	5.4%
Free Schools	86	11.6%	141	8.3%	1079	6.2%	1306	6.7%
LA Maintained Schools	628	9.5%	5002	5.3%	28753	4.0%	34383	4.3%
Special Schools	757	8.1%	0	0.0%	75	8.6%	832	8.2%

Demand

National and Local Picture

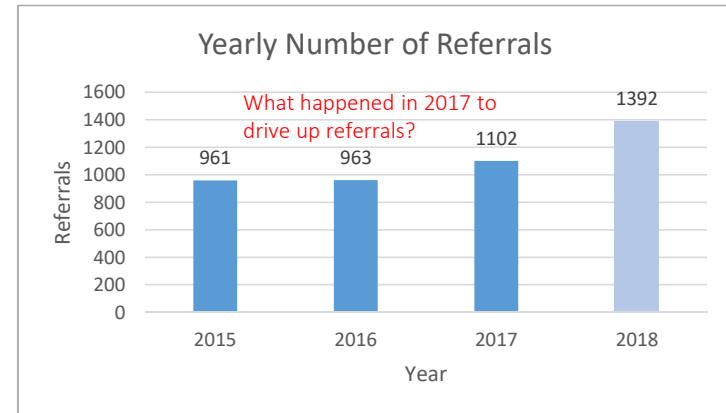
- The graphs below show the extent of increase in assessments nationally and in Norfolk.
- Norfolk has seen a 230% increase since 2015 compared with 55% in England.
- The concept of EHCPs is relatively new and an initial spike in request could be expected.
- Its possible that a “saturation point” will be reached at some point in the future where requests stabilise to a “turnover” level.



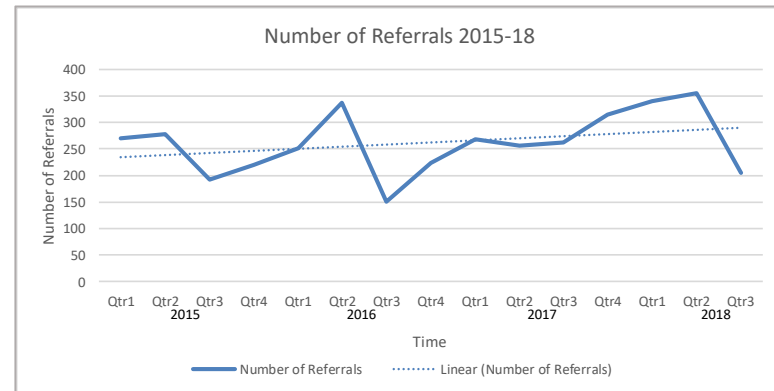
Source: <https://www.gov.uk/government/collections/statistics-special-educational-needs-sen#national-statistics-on-special-educational-needs-in-england>

Referrals in Norfolk

- The graph below shows an annual view which shows that since 2017 the referral rate has risen significantly.



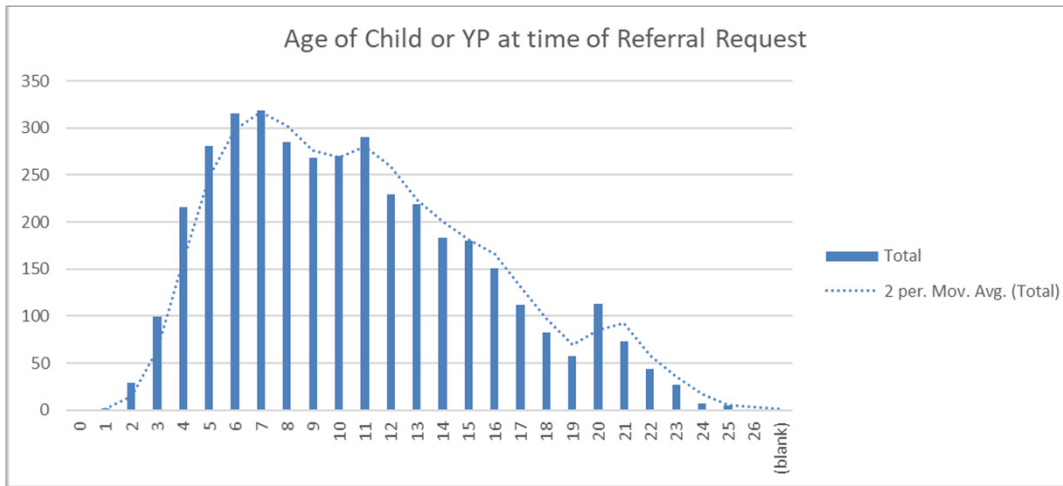
- The annual referral pattern has typically been aligned to the academic year as shown in the graph below.



Demand

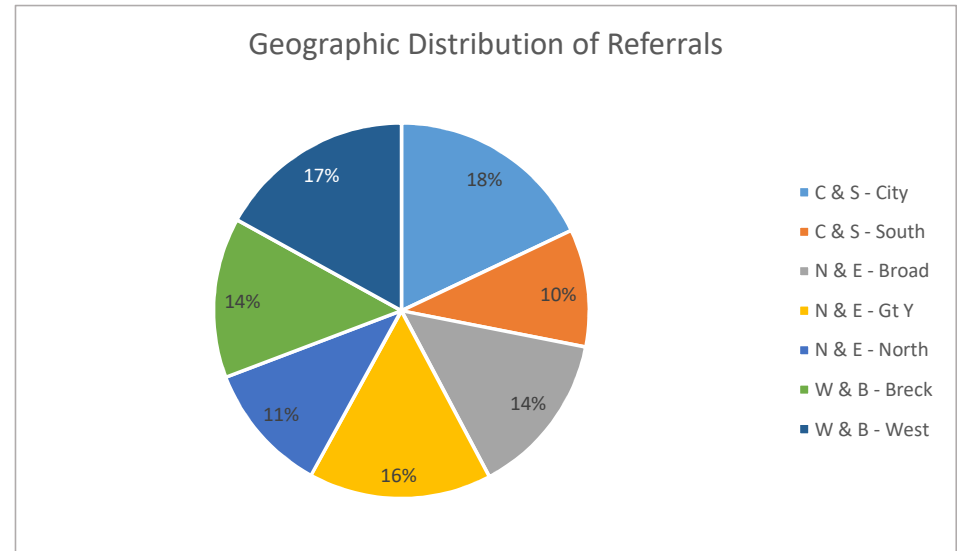
Age Profile

- The chart below provides a profile of the age of a child when a referral is made.
- There is a steep rise in referrals in the initial primary school year, peaking at age 6 and 7.
- The trend then declines steeply apart from smaller peaks at ages 10, 11 and 20.



Geographic Profile

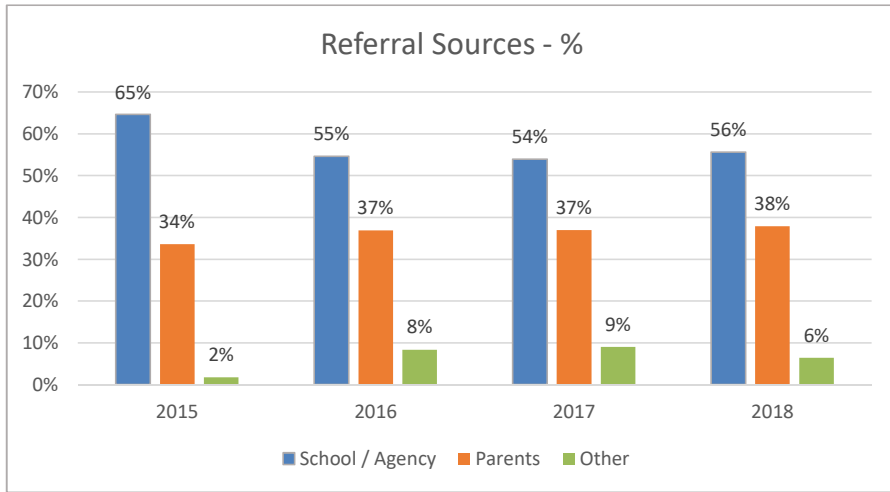
- The following chart provides a view of the geographical spread of referrals.
- This harmonises with an observation made earlier in the report about the link with the Child Health Index and SEN.



Demand

Referrals in Norfolk - Sources

- The majority of referrals are received from education settings / other professionals and parents with the proportion static over the last 3 years.



- A consistent adoption of the “graduated pathway” could reduce the proportion of referrals from parents, and possibly referral numbers overall because it supports a collaborative approach to early interventions.

Referrals in Norfolk – Primary Need

- The table below provides a breakdown of primary need for referrals between 2015 and 2017.

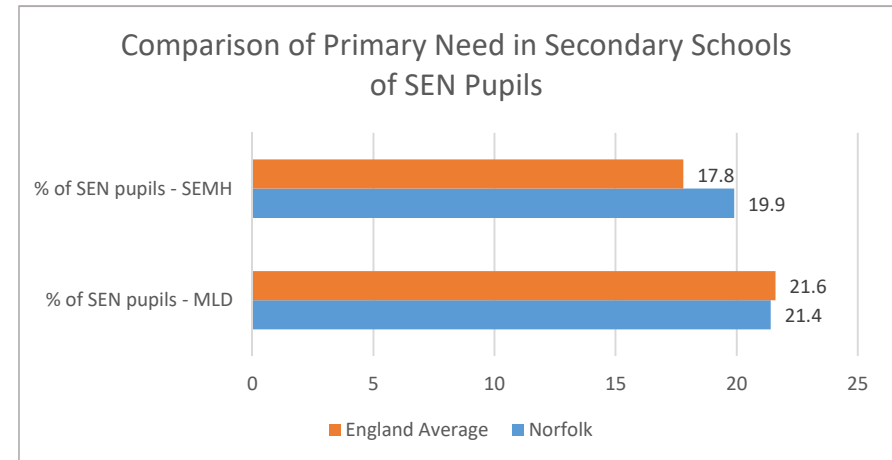
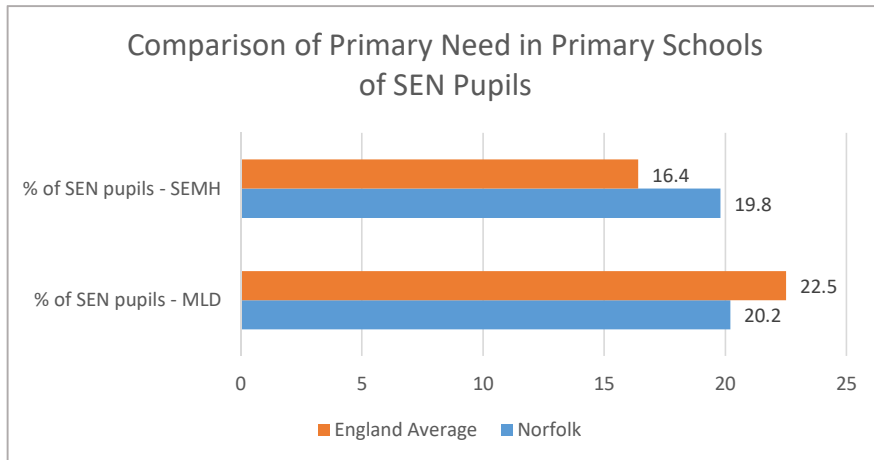
Primary Need	2015	2016	2017
Social, Emotional & Mental Health Difficulties	240	266	315
Autistic Spectrum Disorder	197	210	202
Speech, Language and Communication Needs	152	123	165
Moderate Learning Difficulty	89	143	114
Physical Disability	83	70	52
Specific Learning Difficulty	39	31	39
Behaviour, Emotional and Social Difficulty	18	11	14
Hearing Impairment	11	15	14
Severe Learning Difficulty	12	14	6
Visual Impairment	5	5	5
Multi-Sensory Impairment	0	0	3
Profound and Multiple Learning Difficulty	8	5	3

- SEMH difficulties and Moderate Learning Difficulties (MLD) accounted for 71% of the overall increase in referral numbers between 2015 and 2017.
- Referrals between 2015 and 2017 with a primary need of SEMH:
 - Accounted for 27% of all referrals.
 - Saw an increase of over 30% between 2015 and 2017.

Demand

Referrals in Norfolk – Primary Need cont'd

- The graphs below compare the % of SEN pupils with a primary need of Social, Emotional, Mental Health (SEMH) and Moderate Learning Difficulty.

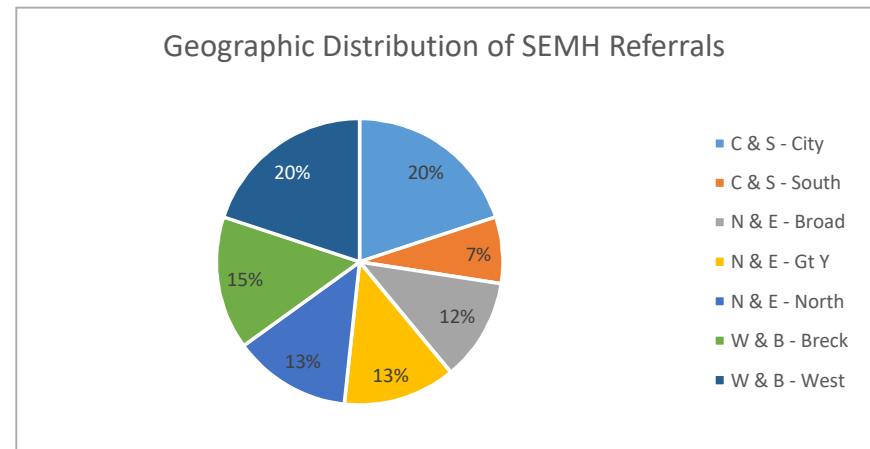
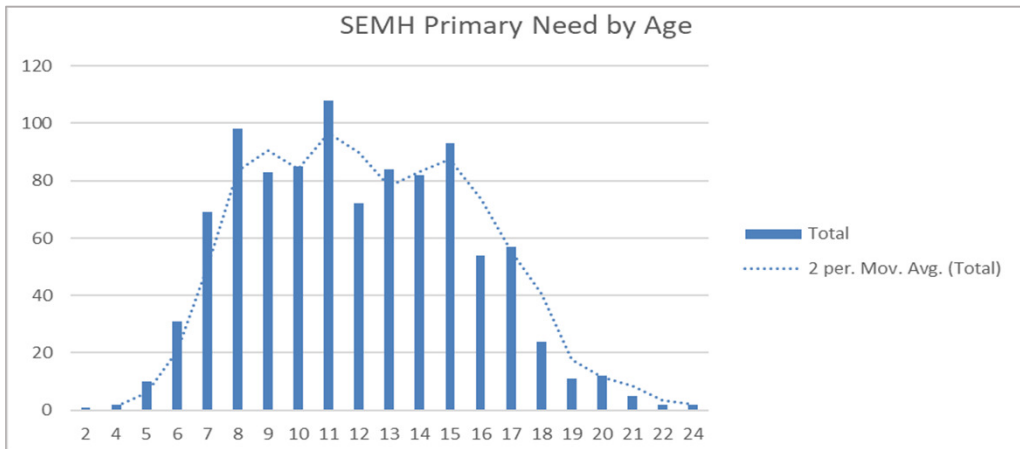


- Norfolk has a higher proportion of SEN pupils with SEMH than the England average across primary and secondary education.
- However, in primary education, Norfolk has a lower than the overall England average of SEN pupils whose primary need is MLD yet referrals with this primary need has seen an increase of 28% between 2015 and 2017.

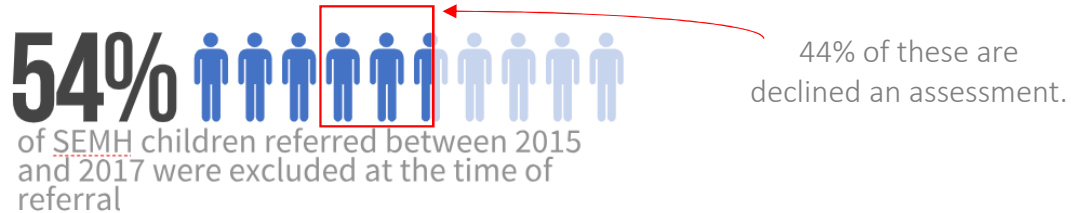
Demand

Referrals in Norfolk – SEMH Primary Need

- The charts below show the age profile and location of children with a primary need of SEMH when a referral is made.
- It shows peaks at ages 8, 11 and 15 – key transition points in the education pathway and concentrations in Norwich and the west of the County.



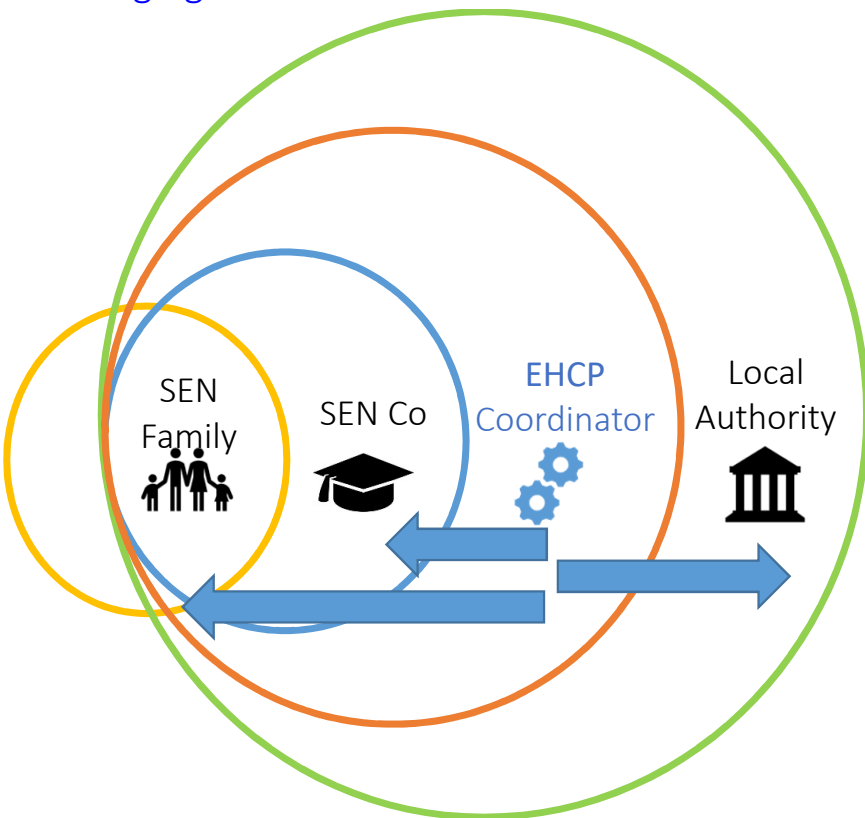
- Children with a primary need of SEMH are more likely to be excluded (either permanently or temporarily) at referral.



- This suggests that either referrals are being made as a last resort and/or current interventions for SEMH have limited effect or there are issues identifying and accessing the right interventions.

Demand

Managing Demand – School Based Cluster Work



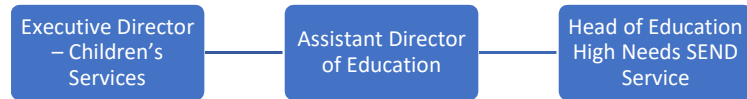
- The EHCP Coordinator supports designated school clusters via regular surgeries based in schools to support SEN Co and SEN Families.
- The intention is to solve issues early and to better support schools and SEN families.

- An example of work to reduce demand for EHCP assessments is the “school cluster model” described in the diagram opposite.
- The intended outcome is to improve relationships between NCC, education settings and SEN families thereby reducing referral rates.
- Some identified risks are:
 - Demand on EHCP Coordinators impacts on their capacity to produce EHCPs.
 - Number of referrals increases.
- The measure of success is that by Easter 2019 all allocated special schools visited & attended SENCo Cluster meeting.
- It is recommended that proxy measures are identified and implemented to evaluate impact of approach. Some examples are:
 - Reduction in the number of school referrals.
 - More pupils should be dealt with via SEN Support and the graduated approach.
 - Reduction in the number of parental referrals.
 - The support given to schools improves the parent school relationship.
 - Reduction in the number of No to Assess for school referrals.
 - The only referrals should be for those children or young people who need an EHCP.
- A review of the impacts of the model should be planned.

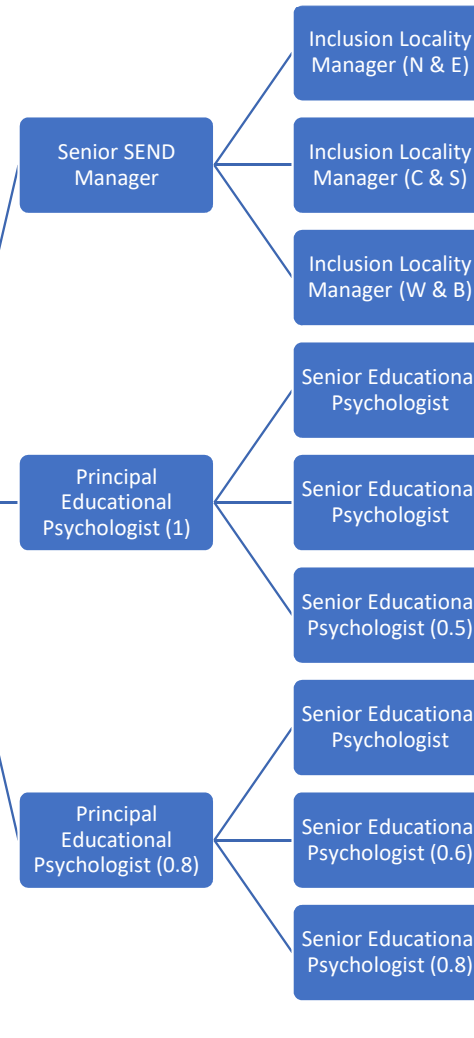
Supply

NCC Internal Resources Available

- The diagram below shows the organisational structure and position within NCC.
- Inclusion Locality Team (ILT) resources are about the same countywide, even though demand is not as equally spread.
- EHCP Coordinators also have case work, annual reviews, phase transfers and transition to Adult Social Care in addition to the 20 week process.
- Caseloads vary between about 300-400 cases.



- Issues recruiting and retaining Educational Psychologists (EP) mean a high vacancy rate.
- EP have other responsibilities such as traded work, annual / extraordinary reviews, work with children with complex needs, looked after children and attendance at Panel / Tribunal.



OVERALL ESTABLISHMENT (FTE)

- 21 - EHCP Coordinators
- 4 - Reviewing Officers
- 3 - Guidance Advisers
- NO overall vacancies
- Evenly allocated across Locality teams



OVERALL ESTABLISHMENT (FTE)

- 11.4 - Educational Psychologists / Assistant Educational Psychologists
- 5.7 vacancies

Supply

Estimated NCC Internal Resources Required

➤ The table below provides an indication of current demand for EHCP Coordinators and Educational Psychologists:

Work Type / Academic Year	2015/16	2016/17	2017/18
Number of assessments agreed	636	734	978
Number of plans	604	697	930
“Yes to Plan” rate	95%	95%	95%

➤ Based on 1,000 assessments and 950 EHCP a year, it can be estimated the resources below will be required:

Estimated / Work Items	Assessments (Educational Psychologists)	EHCP Plans (EHCP Coordinators)
a. Number per year	1,000	950 (assumes 95% “yes to plan rate”)
b. Working days to complete	2	2
c. Working days required (a x b)	2,000	1,900
d. Working days per year	250	250
e. Productivity (leave, travel etc)	50%	50%
f. Available working days per year (d x e)	125	125
Number of DEDICATED FTE required (c / f)	16	15.2
Cost	£1,000,000 (assuming £50k + 25% on costs)	£665,000 (assuming £35k +25% on costs)
Current FTE (not dedicated)	11 (5.7 vacancies)	21

Supply

Estimated NCC Internal Resources Required...cont'd

- The table below provides alternative estimates based on different volumes of assessments and plans:

Estimated / Work Items	Assessments (Educational Psychologists)			EHCP Plans (EHCP Coordinators)		
	a. Number per year*	750	600	500	710	570
b. Working days to complete	2			2		
c. Working days required (a x b)	1,500	1,200	1,000	1,420	1,140	950
d. Working days per year per FTE	250			250		
e. Productivity (allowance for leave, travel etc)	50%			50%		
f. Available working days per year (d x e)	125			125		
Number of DEDICATED FTE required (c / f)	12	9.6	8	11.4	9.1	7.6
Costs**	£750,000	£600,000	£500,000	£500,000	£400,000	£335,000
Approximate unit cost	£1,000 per assessment			£700 per plan		

* Number of EHCP plans assumes 95% "yes to plan rate".

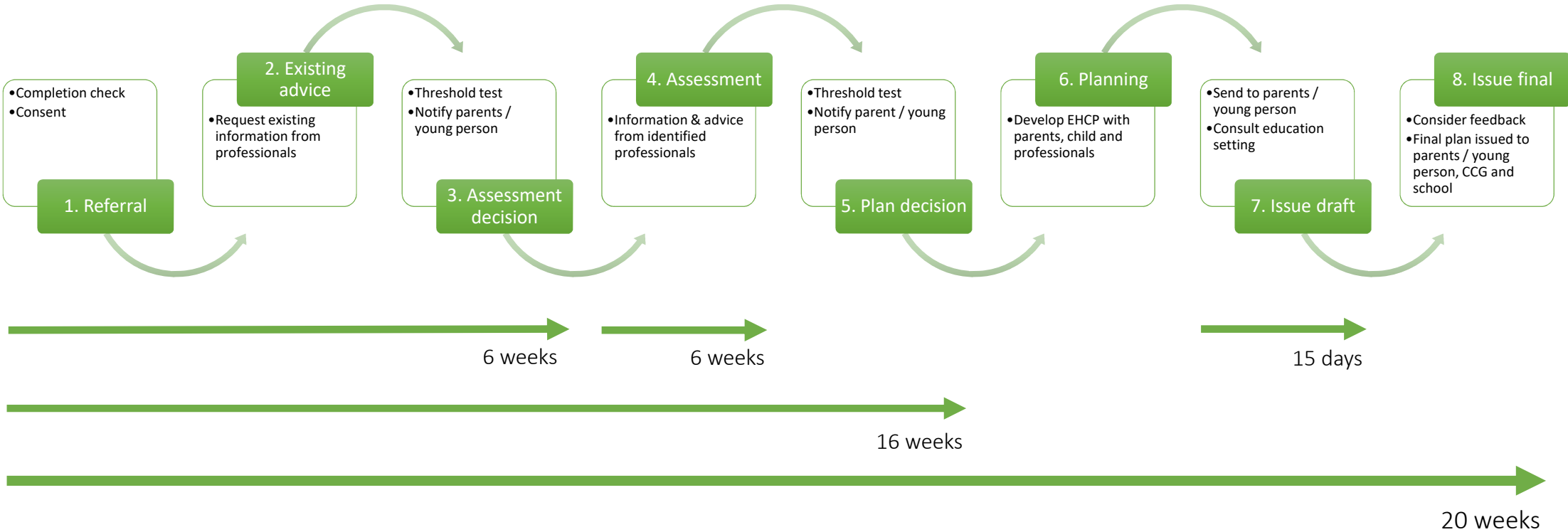
** Assuming £50k + 25% on costs EP salary and £35k +25% on costs EHCP Coordinator costs. Excludes management costs.

- It demonstrates the potential impact on the workforce and costs if the number of assessments were to fall as result of earlier and targeted intervention.
- Equally if the number of assessments continues to rise then sustainability becomes an increasing risk.

The 20 Week Process

Overview

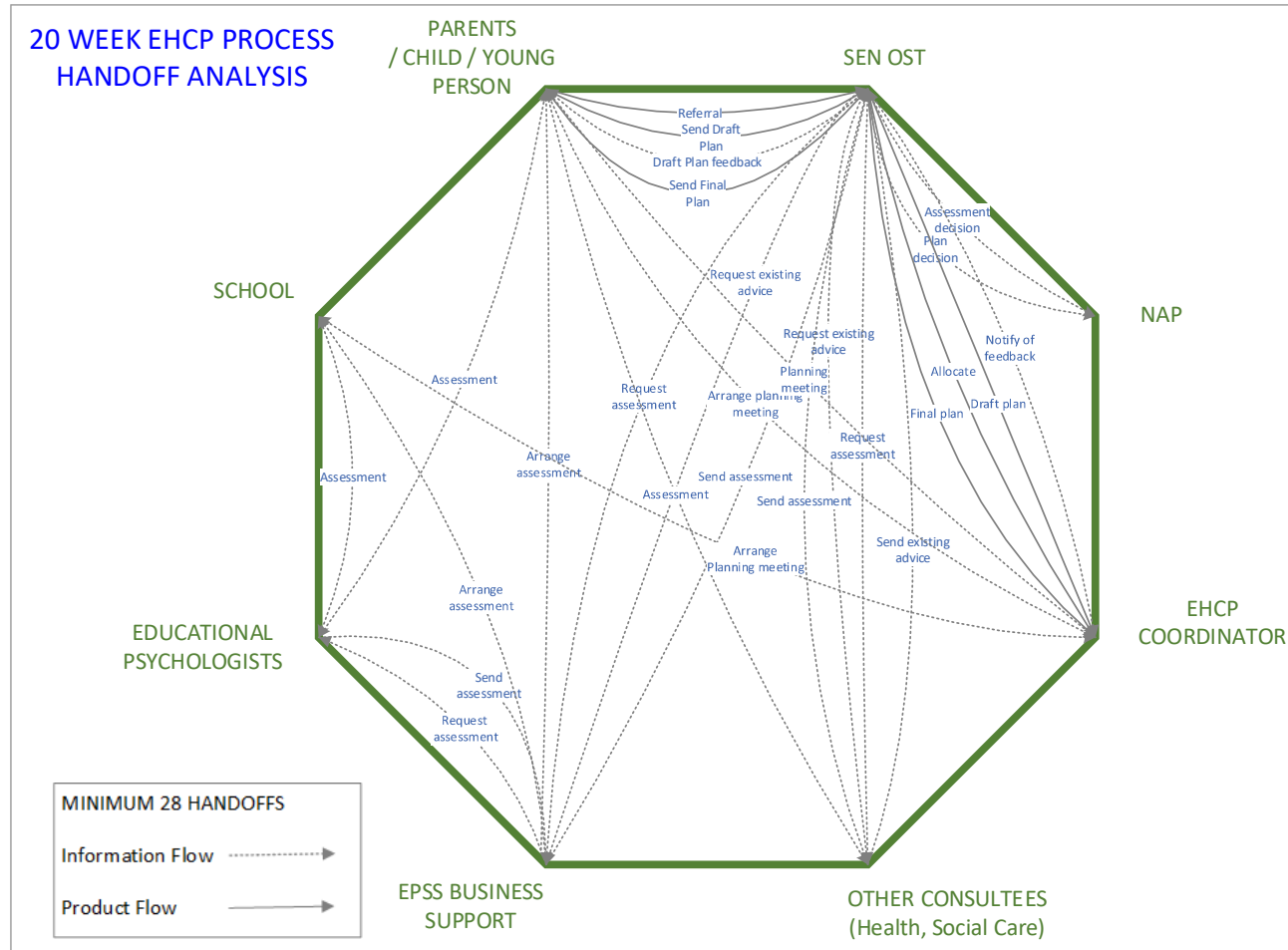
➤ The diagram below gives a high level view of the main stages of the 20 Week Process with the statutory timescales attached to it.



The 20 Week Process

High Level Analysis

- The current process is heavily led by SEN Operational Support (SEN OST).
- The target 20 week process is documented however actual practice varies across the three teams.
- The diagram opposite shows there are a minimum of 28 hand-offs creating a complex process.
- Cases can become “lost in the system” because these interfaces are not always robust and roles & responsibilities are not clearly understood.
- In some aspects there is no common understanding because some business rules are not clearly defined and/or documented.
- Pinch points at key points create batches of work.
- Some tasks are duplicated e.g. case information is recorded in SEN Live and the “20 week spreadsheet”.
 - EHCP Coordinators do not “own” the SEN Live record – update requests are sent to SEN OST.
- There are no standard templates for some documents (although some work is underway to address this).



The 20 Week Process

Process Analysis Key Findings

➤ The table below summarises the key findings from the process analysis. An separate log has been created to record specific issues identified.

Theme	Business Rules	Customer	Documents	IT & Systems	Partnerships	Process	Resources
Why important	Clear business rules bring consistency of practice and improved efficiency because ambiguity is minimised.	Customer experience, is often good if they: <ul style="list-style-type: none"> • Understand the process • Have expectations managed • Are kept informed 	Documents help to: <ul style="list-style-type: none"> • Improve quality of information given • Manage customer expectations • Keep customers informed 	IT exploited to its potential supports: <ul style="list-style-type: none"> • Workflow management • Performance reporting • Efficient process • Automation 	Positive outcomes for children / young person and a timely 20 Week Process are dependent on effective working relationships across the SEN system.	An agreed process consistently applied is essential to efficiency and a good customer experience. All actors must understand what is required of them.	An evidenced understanding of how much resources are required and a clear understanding of how they are applied is fundamental to service delivery.
Example issues	<ul style="list-style-type: none"> • Should referrals with incomplete information (e.g. missing consent) start the 20 week process? • What is acceptable “consent”? • What is an “exception” and how are they reported? 	<ul style="list-style-type: none"> • 20 Week Process is often deemed adversarial. • High number of complaints. • Updates not always provided to customers. 	<ul style="list-style-type: none"> • Different versions of key documents. • “Yes to Plan” letter causes issues with parents. • Formatting issues. • Inconsistent use of electronic signatures. 	<ul style="list-style-type: none"> • SEN Live workflow is complex and not fully aligned to business process. • SEN Live Driver screens not used. • Spreadsheets used as well as SEN Live. • Cannot email attachments from SEN Live. • Lack of internet access in schools. • Issues with encrypted mail. 	<ul style="list-style-type: none"> • There are delays in obtaining reports and assessments from partner professionals. • IPSEA letter doesn’t include parental consent - NCC website has a link to it. • Patchy application of the graduated pathway in education settings. 	<ul style="list-style-type: none"> • Process varies across Locality teams. • Duplication of tasks (e.g. EHCP Coordinators read NAP minutes to find their cases). • Reminder process not consistent. • Changes to process & workflow are not controlled. 	<ul style="list-style-type: none"> • Roles and responsibilities within the 20 week process are not clear. • Resources are not dynamically aligned to demand. • Available SEN Support in mainstream settings is not widely understood.

The 20 Week Process

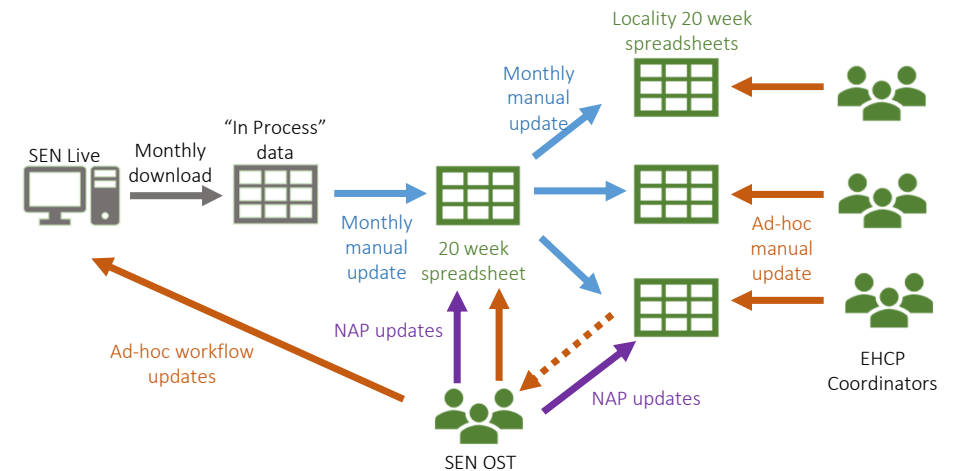
Management Systems

- Data is provided monthly to the teams and senior managers in terms of inputs, outputs and overall performance.
- However there is no agreed suite of indicators to inform:
 - Performance management routines.
 - Workflow management activities.
 - Resource allocation to balance supply and demand
- Some changes to the 20-week process are developed collaboratively however there is no:
 - Defined procedure to recommend or make changes.
 - Individual designated as the “process owner” with overall oversight to authorise changes.

IT Systems

- The strategic case management system is a module of TRIBAL – SEN Live. Cases are managed by configurable “work-flows”.
- There is a general lack of confidence in using the system and trusting the data contained.
- SEN Live workflows are complex and are not fully aligned to the role of EHCP Coordinators e.g. key stages are missing - planning meeting.

- EHCP Coordinators do not generally update case records; an email is sent to SEN OST to request updates risking a lag between case progression and system updates.
- To track cases “20-week” and “new referrals” spreadsheets have been developed.
- The diagram below shows process for updating SEN Live workflows using the 20 week spreadsheet:

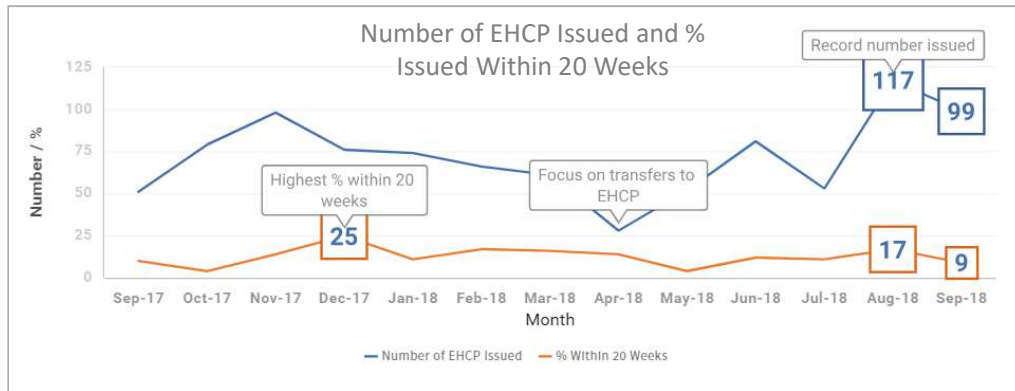


- The “20-week” spreadsheet is used as a communication channel between EHCP Coordinators and SENT OST
- Early work is underway to investigate the options to upgrade SEN Live by releasing the functionality to enable professionals to input their advice directly into the system (Gateway). 28

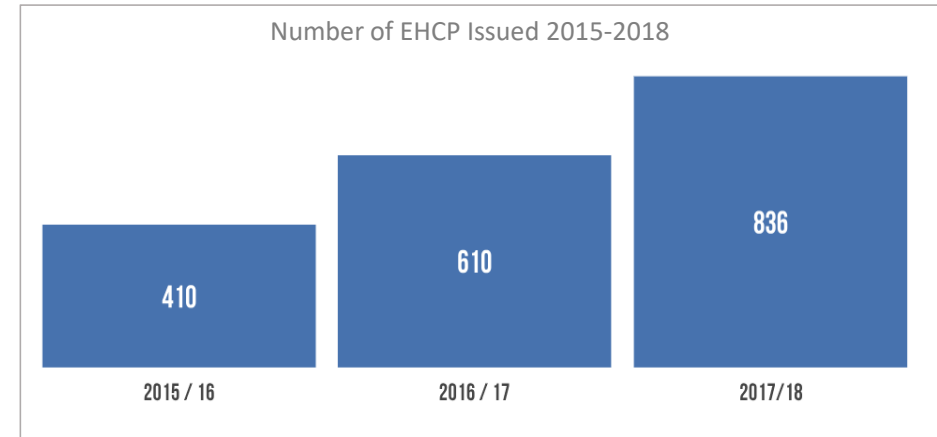
The 20 Week Process

Process performance – plans issued & time taken

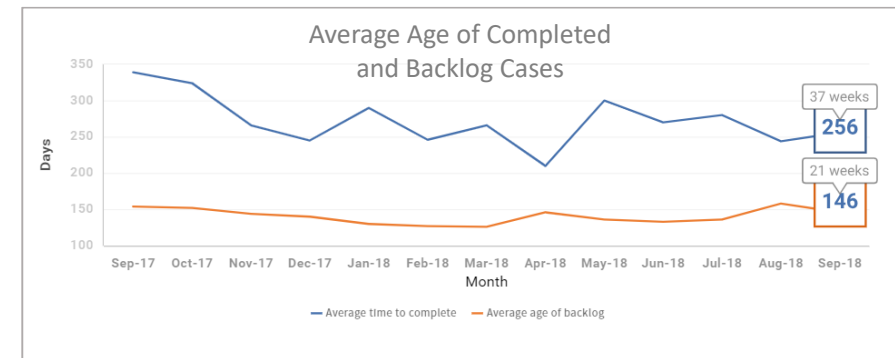
- The chart below shows the number of plans issued each month and the % issued within 20 weeks since September 2017.
- Between January and April 2018 there was a focused effort on converting existing Statements to EHCP which impacted on the processing of new referrals.
- The 117 plans issued in August 2018 was a record number and this level of output was maintained into the following month.



- The chart opposite shows the number of plans issued as doubled over the last 3 years as the EHCP process has become more familiar.



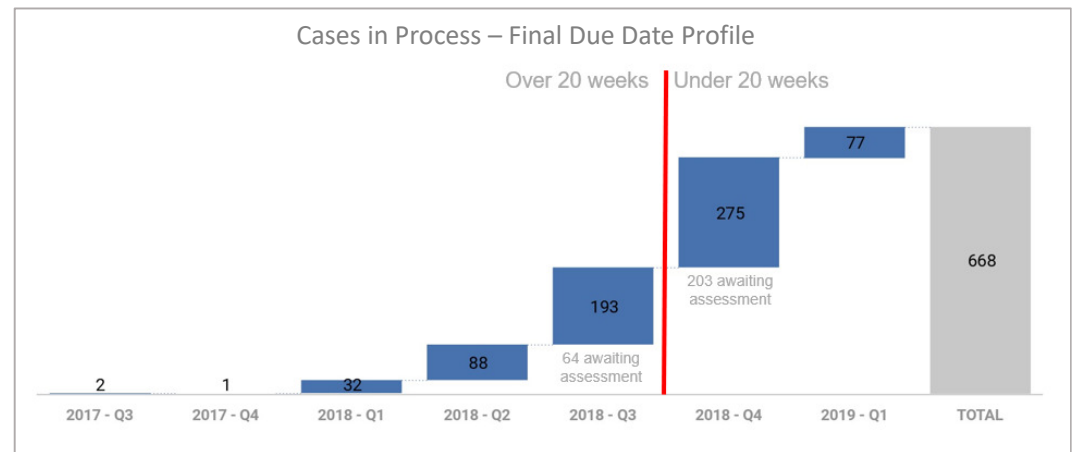
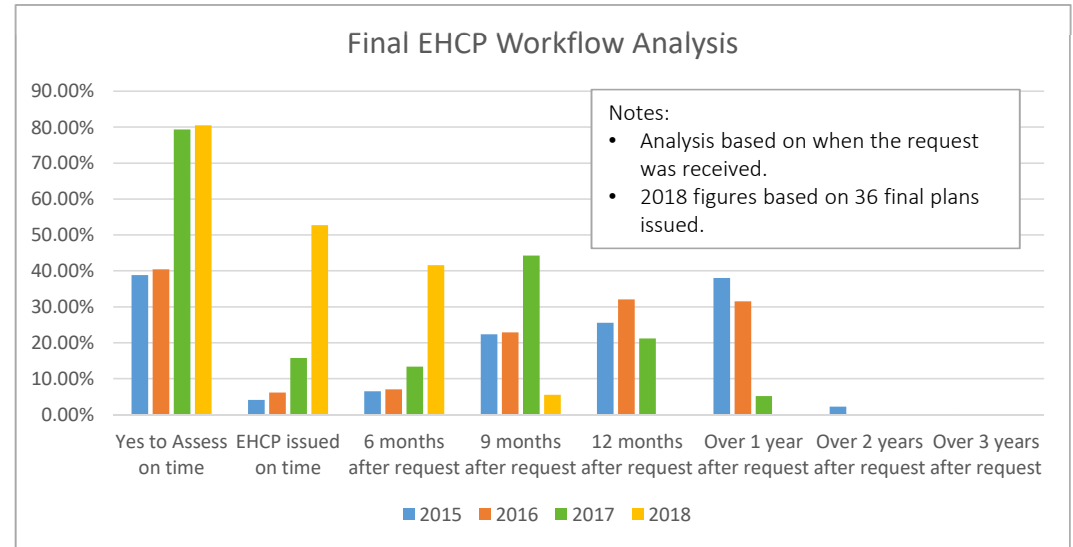
- However the age and size of the “backlog” holds back the % issued within the 20 week target.
- The chart below shows the average number of days it took to issue EHCP and the average age of cases in the backlog since September 2017.



The 20 Week Process

Process performance – target timescales

- The graph opposite shows the % of cases that achieved target timescales, and the extent of any delay beyond 20 weeks.
- Most plans are now issued within 12 months of the request.
- All requests received in 2018 that have had a plan issued (36 cases) were completed within 9 months.
- Of these 36 cases, 53% were issued within 20 weeks and 94% within 26 weeks.
- The main impact on the 20 week target is the volume of work in the process caused by:
 - High referral rates.
 - Shortage of key resources.
 - Significant number of complex cases.
 - Non-engagement by parents / children / young person.
- As at 1 October 2018 there were 668 cases in the process of which 316 (47%) were over 20 weeks old.
- The graph opposite gives an age profile of cases in the process.
- The average of cases in the process is holding back progress towards a higher completion rate within 20 weeks.

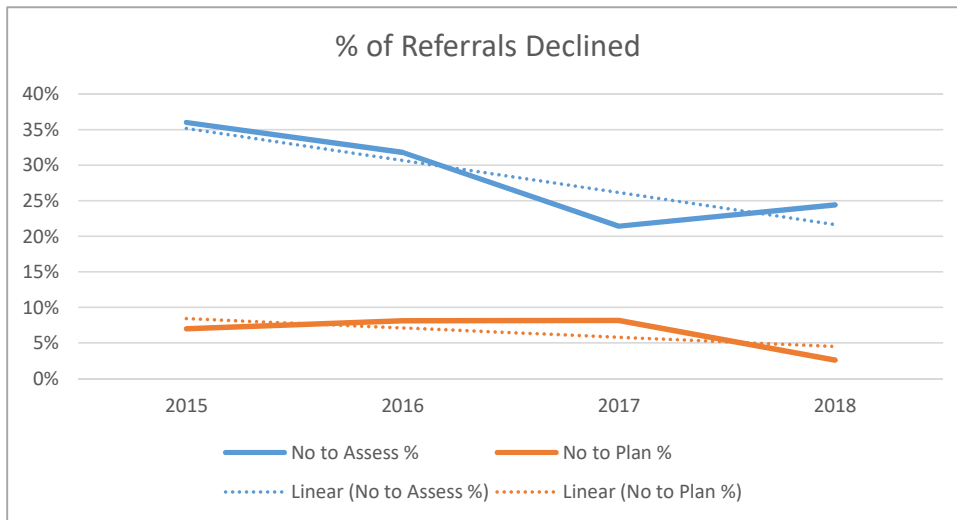


The 20 Week Process

THE 20 WEEK PROCESS

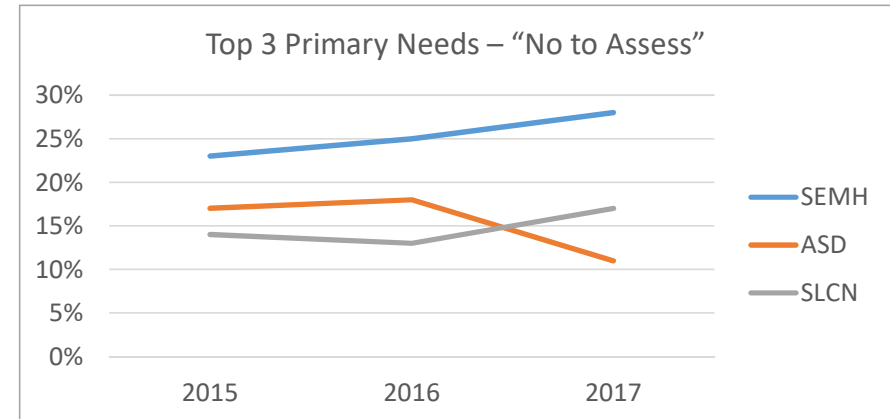
Process performance –key decision points

- The graph below shows the “decline rate” at the two decision points of “assessment” and “plan”.



- Although the proportion of referrals has declined at “assessment” decision, 1 in every 5 cases are declined at the first decision point.
- It suggests too many inappropriate referrals are being made that could/should be handled earlier in the wider system.

- The 2017 average in England was 22.6%, however individual Local Authority results vary significantly from 0% to 100%.
 - Gloucestershire had a 0% “no to assessment” rate.
 - Essex achieved a 0.8% “no to assessment” rate.
- The trend in Norfolk for the top 3 Primary Need referrals declined at assessment is shown below:



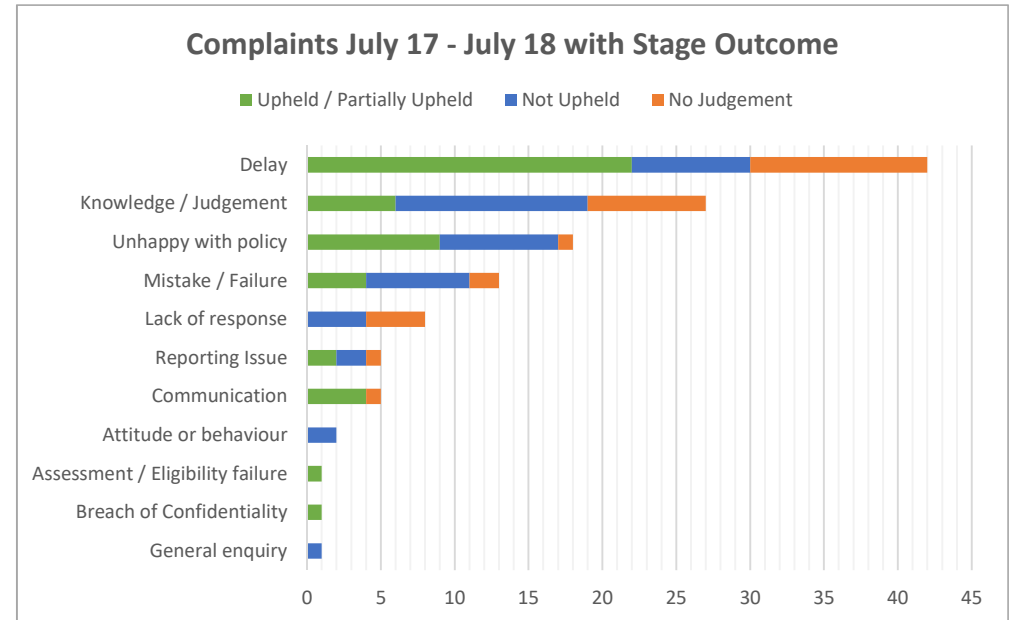
- **22%** of referrals declined an assessment the child was excluded from education at the time of referral.
- **44%** of referrals with a SEMH primary need declined an assessment the child was excluded at the time of referral.
- The low and relatively stable “no to plan” rate implies that the correct decision is being made at “no to assessment”. 31

The 20 Week Process

THE 20 WEEK PROCESS

Voice of the Customer

- An analysis of complaints and compliments provides valuable insights into the current customer experience.
- Since 2015 complaints in Norfolk about the 20 week EHCP process have risen by 118%, with 122 being received between July 2017 and June 2018.
- The chart opposite details the main reasons for complaints and the outcome.
- The main reasons for complaints investigated by NCC and the Ombudsman are broadly aligned except in Norfolk parents and young people feel properly included in the decision-making process.



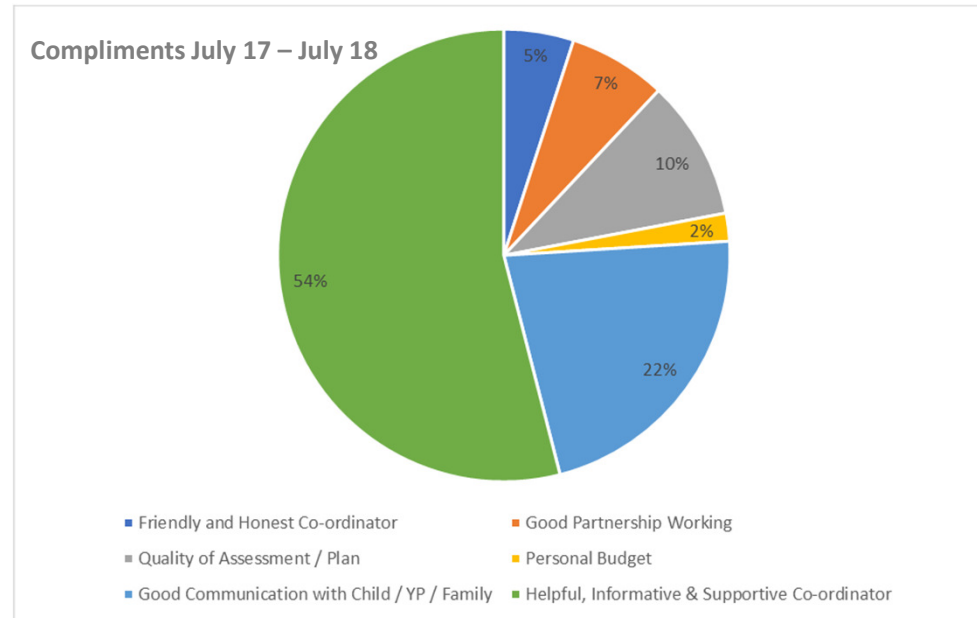
- **34% : Delay**
 - Failure of meeting statutory duties and subsequent delays in receiving appropriate reasonable adjustments and educational provision / placements.
- **22% : Knowledge and Judgement Within the EHCP**
 - 48% of these complaints go on to be not upheld.
- **18%: Unhappy with Policy**
 - Concerns with placements, phase transfers and application of the SEN Code of Practice.

The 20 Week Process

THE 20 WEEK PROCESS

Voice of the Customer (2)

- The chart below shows the reasons behind the 41 compliments were received between July 2017 -July 2018




- 54% of compliments received gave thanks for the support of a ‘helpful, informative and supportive co-ordinator’.
- 22% of compliments specifically referenced good quality communication between co-ordinator and child / young person / parent.
- Many of the compliments represent a heartfelt thank you and appreciation for the person-centred approach by which many EHCP co-ordinators conduct their work.

Best Practice

High Performing Local Authorities Approaches to EHCP


- An analysis of the SEN2 figures published over the last three years has identified Local Authorities who have high 20 week process performance and have had an increase or decrease in the number of EHCP issued.
- Below is a summary of key findings from desktop research:

Increase in performance & comparable increase in plans to Norfolk

	2015	2016	2017
	4.5%	66.8%	98.3%
"No to assess" rate	-	-	21.2%

Key Learning Points:

- SEND Key Working Approach – a single point of contact for CYP & parents to coordinate early engagement and support across EHC, as part of graduated approach (Assess, plan, do, review) but prior to EHCP. Intention is to provide support as early as possible.
- The SEND Key worker supports family through the EHCP process
- Clear evidence of two cycles of assess, plan, do review cycle before beginning an EHCP needs assessment
- Draft's plans before deciding if they will issue

	2015	2016	2017
	10.1%	37.9%	73.6%
"No to assess" rate	-	-	0.8%


Key Learning Points:

- Person-centred approach through One Planning Environment.
- One Planning is used to support CYP with identified SEN as soon as their needs are identified.
- One plans are continually reviewed through a process of listening, learning and action and the vast majority of SEN is dealt with via the One plan and not EHCP.
- The Essex Provision Guidance document which has been written by professionals to support schools to understand the type and extent of support for each area of need.
- Drafts plan before deciding if they will issue.

Best Practice


High Performing Local Authorities Approaches to EHCP

Increase in performance & comparable increase in plans to Norfolk

 Suffolk County Council	2015	2016	2017
	18.2%	28.5%	47.2%
“No to assess” rate	-	-	32%

Key Learning Points:

- Single referral form includes actions taken in the past 18 months.
- January 2017 CQC praise:
 - Suffolk Parent Carer Network in holding the Local Authority to account.
 - Good examples of specialist schools providing effective outreach services to improve provision within localities.
 - Improved provision for LAC with SEN in schools.

 BARNET LONDON BOROUGH	2015	2016	2017
	26.2%	45.9%	99%
“No to assess” rate	-	-	43.2%


Key Learning Points:

- 90% of EP advice completed within 6-week timeframe.
- Where appropriate EHC needs assessment should be combined with S17 social care assessments.
- From September 2017 PEP, Child in Need and EHCP reviews to be synchronised.
- “Ordinarily Available” educational provision document outlines what SEN support and services should be provided in a mainstream school setting.
- APDR cycle in operation and expect to see that the school has sought specialist advice and implemented any recommendations.

Best Practice


High Performing Local Authorities Approaches to EHCP

Increase in performance & decrease in number of plans issued

 DERBYSHIRE County Council	2015	2016	2017
	0%	47.3%	52.9%
“No to assess” rate	-	-	46.9%

Key Learning Points:

- CQC identified:
 - Introduction of GRIP (graduated response for individual pupils) improved SEND need identification and provision of support. GRIP also supports effective decision making for EHCP.
 - Strategic leaders working to end a fragmented commissioning approach and have an effective hierarchy of stakeholder groups that ensure robust joint commissioning.
- SEND officer role – this role is the link between SEND locality teams, families, schools, health and social care. They support the assess, plan, do, review cycle of GRIP and also liaise and support through the production of an EHCP.

 Cheshire West and Chester	2015	2016	2017
	14.1%	75.4%	100%
“No to assess” rate	-	-	54.3%


Key Learning Points:

- Clear strategic vision till 2020 and key actions to achieve this vision are identified.
- Local area SEND joint commissioning group including education, health and social care teams.
- CCG’s have specific Designated Clinical Officers to support statutory duties.
- Early years SEND support and services pathway (0-5 years) co-produced with parents and stakeholders and evidence driven to improve outcomes. Clear links with Public Health, Health Visitors and the Healthy Child Programme

Best Practice

High Performing Local Authorities Approaches to EHCP

Increase in performance & decrease in number of plans issued


	2015	2016	2017
	69.3%	75.3%	88.7%
“No to assess” rate	-	-	25.8%

Key Learning Points:

- Very detailed SEN handbook (250 pages) including a graduated response designed with levels of SEN in mind and the EHCP coming into play at a more severe level.
 - Each level clearly defined and also clear EHCP only for those of Band Three (severe) or above.
- Clear direction on documentation for initial Statutory Assessment including all evidence with referral as well as evidence of the graduated approach of assess, do, review done at least twice.

High Authorities Approaches to EHCP

Maintained 100% target & issued 221% more plans

	2015	2016	2017
	100%	100%	100%
“No to assess” rate	-	-	0%

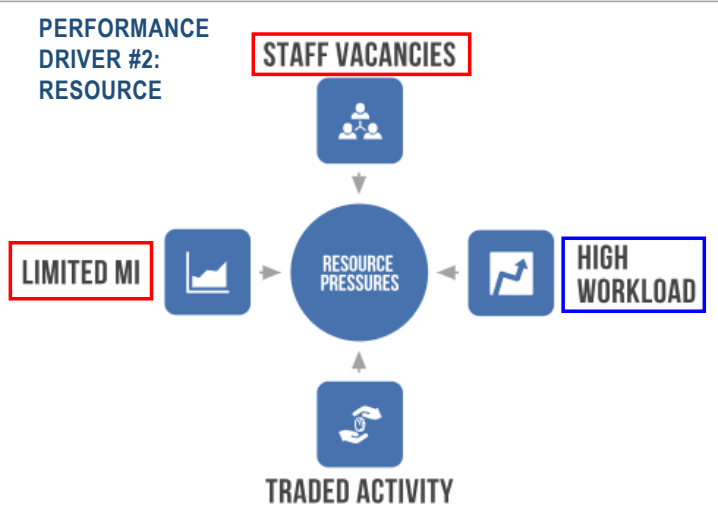
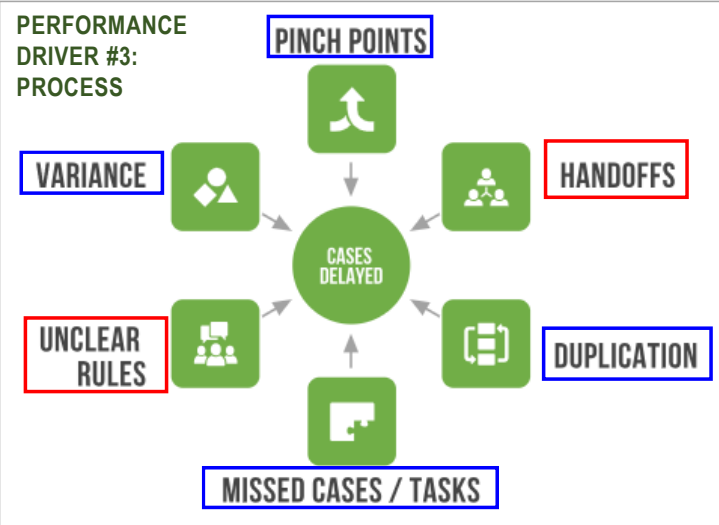
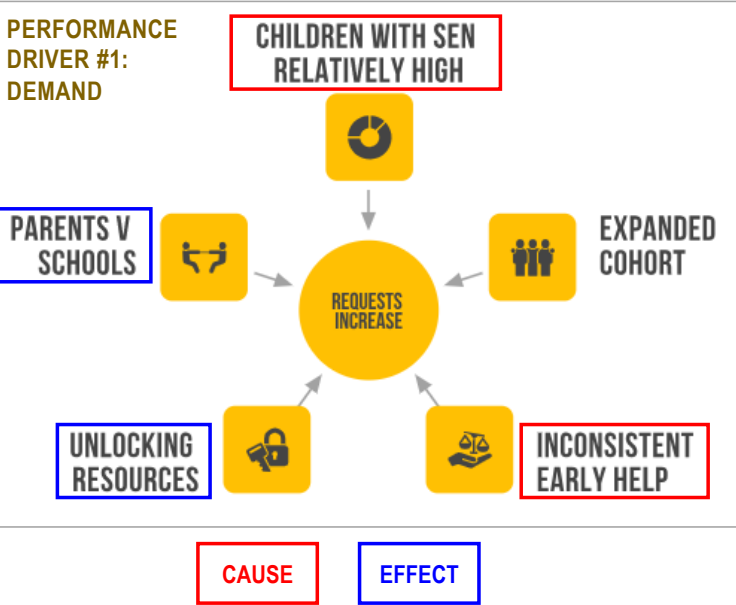
Key Learning Points:

- Contact with SEN team is encouraged as part of the assessment request – included in the “Graduated Pathway”
 - In most cases professional makes referral and EHCP request is Stage 4 out of 6 Stage SEND Pathway.
 - Evidence must be supplied as part of a referral.
- CQC identified / praised:
 - Graduated pathway and “My Plans” as major elements of success and consistently implemented by all professionals.
 - Significant support to early help & pre-school settings. Strong links with Health Visitors to identify need early.
 - Skills development in schools as a key strength including specialist schools offering professional development and support to mainstream schools.
 - Local Offer and Building Better Lives Strategy.

Conclusion

Performance Drivers

- The performance of the 20 week EHCP process is influenced by:
 1. Demand
 2. Resources
 3. Process
- Within these there are factors that all play a part to a lesser or greater degree. Some are causes while others are effects.
- These diagrams summarise the drivers based on evidence presented in this report.
- Recommendations to address them follow on the next page.



Conclusion

Recommendations - Demand



Develop a “whole system” view.

- Investigate the reasons behind high parent referrals?



Conduct further analysis into the rising SEMH demand.

- Are the right resources in the right places?



Review the public facing SEN pathway information.

- Is it understood by parents / teachers / professionals?
- Does it show how all stakeholders must work together?
- How well does it manage parental expectations?
- Does it signpost effectively?



Review the application of the Graduated Response.

- Is it consistently applied across the County?
- How well aligned are key prevention partnerships such as Early Help and Public Health?



Review the Local Offer.

- How effectively does it meet customer needs?
- What is needed to improve its reach?

Recommendations - Process



Appoint an “owner” of the 20 week process & workflows.

- Changes approved through agreed governance.
- Resolve issues & design changes collaboratively.



Review 20 week process and associated documents.

- Simplify decision making.
- Rationalise case tracking into SEN Live.
- Increase consistency through clear business rules.



Agree a set of key metrics.*

- Identify data capture points and build into workflows.



Design & implement delivery routines to use metrics data.

- Agree the purpose of the routines.
- Build them into existing meetings.

Recommendations - Resources



Review options for extra resources to clear the backlog.**



Strengthen relationships between teams.



Define optimum resource levels & review mechanism.



Review roles and responsibilities to rationalise workloads.

* Suggested metrics and delivery routines are in Appendices 3 and 4

** Recommended steps to deal with the backlog are in Appendix 5

Appendix - 1

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Type of school placement for children and young people with an EHCP

	Norfolk	Regional	Statistical	National
Mainstream 0-25				
Mainstream schools 5-16	30.9	39.5	41	34
SEN Units / Resourced provision	2.0	3.4	3.0	5.1
Subtotal	32.9	42.9	44	39.1
Early Years settings	0.9	0.5	0.4	0.5
Post 16 college / 6 th form / training	21.3	14.0	14.4	13.2
Mainstream grand total	55.1	57.4	58.8	52.8
Non mainstream 0-25				
Alternative provision academy / Pupil referral unit	2.0	1.2	1.1	0.7
State funded special school (including 6 th form)	25.7	32.3	27.6	34.8
Independent/non maintained schools (including 6 th forms)	10.3	4.5	5.1	5.9
Special independent post 16 institutions	0.0	0.4	1.5	1.3
Non mainstream grand total	38	38.4	35.3	42.7
Other	6.9	4.2	5.9	4.5

- The table above shows that overall the proportion of children and young people in state funded, cost effective provision is lower than the national average, i.e. mainstream schools, state-funded maintained special/complex needs schools and specialist resource bases. However, the percentage in the higher cost independent/ non-maintained sector is more than double the national average. This is due to having too few state-funded special/complex needs schools, and insufficient specialist provision— i.e. SRBs located within mainstream schools.

Appendix - 2

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The Health Needs Index

- The Health Needs Index has been developed by Norfolk County Council Information and Analytics team and ranks school clusters relative health needs [1-46] based up the following indicators:
 - *Obesity*
 - *School readiness*
 - *Working age health related benefit claimants*
 - *Index of Multiple Deprivation*
 - *Teenage Conceptions*
 - *Emergency Admissions for Children*
 - *Smoking rates*
 - *Crime rates*

[Rank 1 represents the highest relative health needs and 46 the lowest]

Appendix - 3

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Management & Performance Information

➤ The table below offers some suggestions on the type, level and content of data required to support delivery routines:

Level	Type of Information	Example Metrics / Information	Audience	Frequency
Service	<ul style="list-style-type: none"> High level volumes Process performance 	<ul style="list-style-type: none"> Number of new requests Number of new plans issued % of new plans issued on time Average time to issue a plan % of total requests over 20 weeks old % of Mediations resolved % of Tribunals successful 	<ul style="list-style-type: none"> Senior managers 	<ul style="list-style-type: none"> Monthly
Team	<ul style="list-style-type: none"> Team level volumes Team process performance (detailed) Exceptions 	<p>In addition to above:</p> <ul style="list-style-type: none"> % of assessment decision on time % of plan decision on time Number (& list of) requests over 20 weeks old List of requests: <ul style="list-style-type: none"> overdue assessment decision overdue plan decision overdue issue final plan 	<ul style="list-style-type: none"> Operational management team 	<ul style="list-style-type: none"> Weekly
Case worker	<ul style="list-style-type: none"> Individual volumes Individual process performance (detailed) Exceptions 	<p>In addition to above:</p> <ul style="list-style-type: none"> List of requests due (2 weeks or less) <ul style="list-style-type: none"> Assessment decision Plan decision Issue final plan issue 	<ul style="list-style-type: none"> Team managers Team members 	<ul style="list-style-type: none"> Daily

Appendix - 4

Delivery Routines

Delivery Routines

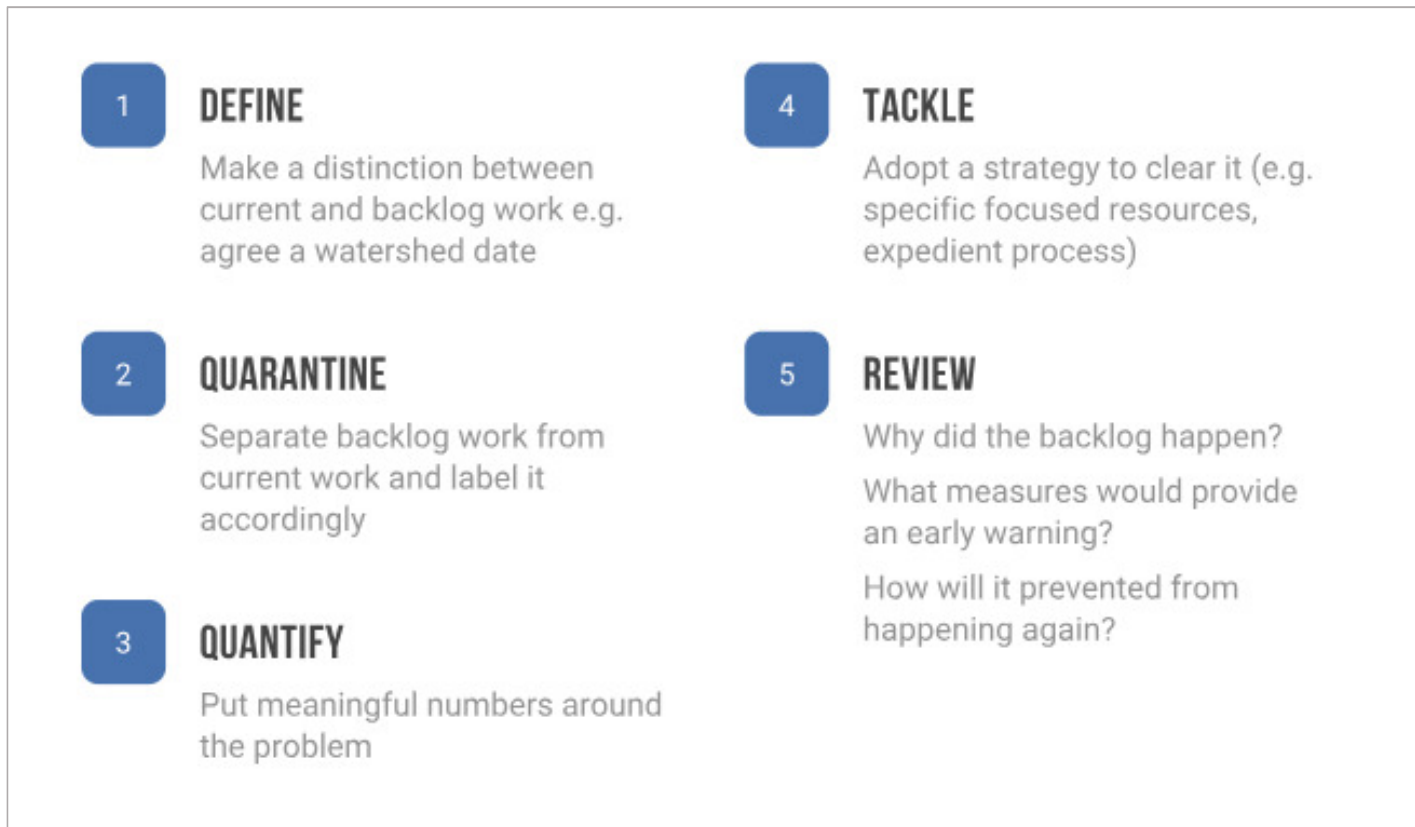
➤ To make the best use of any management and performance information, the following activities are recommended as regular routines to manage and drive performance as well as work flow management.

Who	When	What	How	Why
Case worker	Daily	Identify: <ul style="list-style-type: none"> Cases ready for next process step Oldest cases Overdue cases Cases due key timescale targets Cases due final plan issue 	<ul style="list-style-type: none"> Review individual live case list 	<ul style="list-style-type: none"> Prioritise daily / weekly workload Identify & escalate barriers to cases progressing
Team Manager	Daily	Identify: <ul style="list-style-type: none"> Cases due key timescale targets Cases due final plan issue 	<ul style="list-style-type: none"> Review team live case list 	<ul style="list-style-type: none"> Support team members to prioritise workload
Team Manager	Weekly	Identify: <ul style="list-style-type: none"> Oldest cases Overdue cases (intermediate and final targets) 	<ul style="list-style-type: none"> Review team live case list Investigate individual cases 	<ul style="list-style-type: none"> Support team members to identify barriers Remove / escalate barriers to cases progressing
Operational Manager Group (including senior operational manager)	Monthly	Review: <ul style="list-style-type: none"> Performance against target timescales Throughput Quality measures Exception cases 	<ul style="list-style-type: none"> Service performance information 	<ul style="list-style-type: none"> Early identification of potential performance issues Remove / escalate barriers Align resources

Appendix - 5

whbcaix-5

Recommended steps to clear old cases



End of Report

Children's Services Committee

Report title:	School and Childcare Sufficiency in Norfolk
Date of meeting:	12 March 2019
Responsible Chief Officer:	Sara Tough Executive Director of Children's Services
Strategic impact The County Council has two sufficiency duties for learners 0-16 (i) the duty to ensure sufficient childcare to meet the needs of working parents and (ii) the duty to secure sufficient pupil places to meet the demands of the school-age population, 4-16. At age 16-18 there is a duty to secure sufficient and suitable provision for Norfolk young people in the post 16 market place of education and training. The school age population continues to grow across Norfolk, through demographic change and the impact of new housing, and the County Council needs to demonstrate how it intends to meet the need for new places in the medium to long-term and to prioritise available capital funding accordingly. The provision of high-quality places is central to meeting the County Council's objectives in relation to a good education for every learner.	

Executive summary

Committee receives a report annually on the proposed strategic response to the growth in pupil numbers across Norfolk. This year's report is again combined with the statutory report to Members on the published Childcare Sufficiency Assessment.

The Schools' Local Growth and Investment Plan (SLGIP) for pupil place provision 4-16 sets out the strategic direction of pupil place supply for those areas of the County where pupil numbers are expected to increase in the next 5-10 years. The Plan is a response to the District Local Plan frameworks and is presented as the basis for discussion, planning and decision-making for the County Council and its partners across the increasingly diverse educational landscape. The Plan links to the NCC schools' forward capital programme which will be reported for approval to Committee in May 2019.

This year's report concentrates its detail on the major strategic housing sites across the County where new schools will be needed, and summarises the situation for areas of lesser growth. The whole plan is provided at Annex A.

The Childcare Sufficiency Assessment (CSA) focusses on the ongoing need to monitor and improve the level of provision and a summary can be found in Annex B.

Recommendation:

The Committee is asked to adopt the Schools' Local Growth and Investment Plan and the Childcare Sufficiency Assessment.

1. Schools' Local Growth and Investment Plan – policy issues and area by area analysis

- 1.1 The County Council has a duty to ensure sufficient school places and to secure sufficient childcare places to meet the demands of the population.
- 1.2 For the school-age population we provide an annual snapshot of demand in the form of a Schools' Local Growth and Investment Plan (SLGIP) and, for childcare, the statutory Childcare Sufficiency Assessment (CSA). The latter has to be published each calendar year and was duly placed on the County Council's website during December 2018.
- 1.3 Both documents identify pressures for the coming period and set out the required response.
- 1.4 The SLGIP is a single, self-standing document to assist discussions with our educational partners in the now complex educational landscape, as highlighted in the November 2017 Committee meeting. Its substantive text is at annex A.
- 1.5 Capital investment in the school estate should promote high quality, sustainable provision. In line with the approach agreed in November 2017, officers will take account of current information regarding the quality and capacity of providers and sponsors to make recommendations for a significant change or investment.
- 1.6 The Department for Education recently introduced an opportunity for proposers of voluntary aided schools to apply for capital funding and work with their Local Authority to establish a new VA school. Officers are working with the local dioceses to explore if there is a business case to promote this option within Norfolk.

2. Childcare Sufficiency Assessment – Background and key policy developments

- 2.1 Section 6 of the Childcare Act 2006 places a duty upon the LA to ensure sufficient childcare for children aged 0-14 (18 where a child has a disability), so far as is reasonably practical, for working parents or those who are undertaking a programme of training or study towards employment.
- 2.2 An annual Childcare Sufficiency Assessment (CSA) must be reported to Councillors and published so as to be accessible to parents. Central to this assessment is a statement as to how the gaps in childcare can be addressed – this forms the core of the action points in this report.
- 2.3 The CSA has been published on the NCC website at <https://www.norfolk.gov.uk/children-and-families/childcare-and-early-learning/childcare-advice-and-guidance/childcare-sufficiency-assessment>
A summary of key issues and proposed actions is at Annex B of this report.
- 2.4 Norfolk County Council submitted a bid for a school nursery capital project in the Norwich area in response to the School nursery capital fund advertised by the Department for Education.

- 2.5 Opportunities to create additional capacity within planned capital build projects, such as new or extending schools will be considered, especially in areas of growth, and claims for early years places will be made under section 106 agreements where possible.

3. Evidence

- 3.1 The evidence behind the SLGIP is predominantly derived from the annual school forecasts provided by NCC's Business Intelligence and Performance Services. These include the impact of housing developments and parental preference. These forecasts support a more detailed pupil place planning exercise for areas of potential growth, taking into account a wider range of factors, including current admissions patterns. In the case of self-contained areas of major growth, assumptions are made from historical evidence about the number of children likely to be generated by new housing and how many forms of entry will be required in new or expanded schools.
- 3.2 Information provided annually to the Education Skills Funding Agency (ESFA) on future pressures is used to provide capital grant allocations for Basic Need (that is, new places required to meet the sufficiency duty). LAs are required to report annually on the expenditure of all Basic Need funding to demonstrate that a sufficient number of places has been added to, or is planned for, the system in line with the LAs anticipated requirement for places.
- 3.3 The Childcare Sufficiency Assessment includes background evidence.

4. Financial Implications

- 4.1 A capital programme associated with the forward strategy was approved by Committee in June 2017 and November 2017. Indicative Basic Need sums have been provided by the government until the end of 2019/2020 but we have not yet had confirmation of Capital Maintenance allocations for 2018/19 or Basic Need for 2020/21. We have retained some contingency in the capital budget to ensure that short term pressures on admissions can be met and for emerging priorities where the need is predicted but has not yet emerged on the ground.
- 4.2 The County Council has introduced a corporate capital prioritisation process and we have been required to develop 'bids' for schemes which are either new or which call upon the existing approved, but as yet unallocated, funding. Some of these are Basic Need bids but others are for Capital maintenance schemes. Children's Services schemes were approved by Committee in November for transmission to Policy and Resources Committee.
- 4.3 The Greater Norwich Growth Board has provided a contribution from the Community Infrastructure Levy for school places and indicated that this is likely to become an annual commitment.
- 4.4 An understanding of the affordability of the required programme to provide additional places is critical. We have again included an indication of likely required expenditure in the SLGIP, area by area. Judgement on affordability will be based on the following likely areas of possible shortfall:
- Shortfall between value of a Basic Need place allocated by EFA and cost of places in historical schemes, locally and nationally;
 - Shortfall between a funded S106 place and historical costs;

- Maintenance requirements arising as a consequence of extension projects;
- Shortfall between CIL allocations and full cost of schemes. For schools, the balance can only be found from Basic Need allocations.

4.5 A report will be made to Committee in May 2019 on the final capital programme 2019-2022, following detailed work by Capital Priorities Group in the light of the capital allocations. This will include a further detailed assessment of affordability.

5. Issues, risks and innovation

- 5.1 The key issue which Members need to take into account is the statutory duty of the authority to ensure that sufficient school places are available and that these are high-quality places – e.g. sustainable, by being close to pupils’ homes, in high-performing or improving schools and offering wide educational opportunities. It must also take into account that the County Council is solely responsible for the funding of these growth places, and receives formulaic government grant and local developer contribution to support this responsibility. It may in time have to address an affordability gap, as indicated in 4.3-4.5 above.
- 5.2 Partnership is the key to success in providing new places – legislation provides for new schools to be largely commissioned as free schools/academies and we need to attract outstanding academy providers to run new schools. In developing plans to expand existing schools we work closely with governing bodies, dioceses and existing academies and as specific plans develop locally, there is consultation with local people before proposals are made and planning applications submitted.
- 5.3 There are significant property implications to the expansion of schools – new sites have to be identified and in cases where they are not provided by developers, purchased. This poses particular risks to the timely delivery of places.
- 5.4 The County Council has to ensure an impartial process when it considers its own school planning applications, but applications are supported by reference in the National Planning Policy Framework to the need for determining authorities to recognise the requirement for a supply of new school places.
- 5.5 Detailed risks are set out in the SLGIP at Annex A.

6. Recommendation:

The Committee is asked to adopt the Schools’ Local Growth and Investment Plan and the Childcare Sufficiency Assessment.

Background papers:

- DfE Annual Schools Capacity Return
- District Council Local Plans
- Children’s Services Committee report June 2017 - Children’s Services Capital Programme
- Children’s Services Committee report November 2017 – **Schools’ Capital Programme 2017-2020**

- Children's Services Committee report November 2017 – **Developing Norfolk's Education Landscape**
- Policy and Resources Committee November 2017 - **Finance monitoring report P6: September 2017**
- Full Childcare Sufficiency Assessment published online at <https://www.norfolk.gov.uk/children-and-families/childcare-and-early-learning/childcare-advice-and-guidance/childcare-sufficiency-assessment>

Officer Contact

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

Part 2a - Major growth areas which will require multi-school solutions

THETFORD (Breckland District)

Sustainable Urban Extension (SUE) of 5000 new dwellings



Red line boundary of new school site adjacent to new housing north of Thetford

CURRENT LOCAL PROVISION – capacity and organisation

Primary School places within Thetford are provided by 8 schools, a mix of infant, junior and all-through primary; 6 of these are academies; 5 run by Eastern MAT and one by DNEAT plus two community schools. A total of 360 places are available in each year group across the primary phase. In September 2018 there were around 50 spare places in Reception year across the Town. This is quite a drop compared to September 2017.

LATEST ASSESSMENT OF GROWTH

Children's Services have been working in partnership for many years with the land promoters 'Pigeon' on this strategic urban extension to Thetford and we have secured sites free of charge for 3 new primary phase schools each of 420 places. The

challenges for land promoters, as with all large strategic growth is commencing the development and selling the first phase of land to housing developers which can involve considerable up-front infrastructure and costs. However, earlier in 2018 the first Reserved Matters application from Hopkins Homes for Phase 1a of the development obtained planning permission for 343 dwellings. This phase includes the site for the first new primary school and Children’s Services have agreed the boundaries and the location of the site (see plan above). If the developer initiates their plan to install the spine road in 2019, site access would be available in early 2020 and with a potential opening date in 2021. The design process for the school building has been commissioned.

CURRENT PRESSURES ON PUPIL NUMBERS

Pupil forecasts indicate that the current provision of places is sufficient until the new housing commences. There is some spare capacity which will be useful once the housing commences and until the first new school is built.

IMPACT OF HOUSING GROWTH

Providing places for the children from the first phase of housing will be managed through the admissions process and discussions with local schools/Trusts have begun.

SHORT TERM RESPONSE

Secure the land for the first new school. A Local Authority presumption route to decide who will run this school will be the next step. Diversity of provision and school organisation must be considered.

MEDIUM/LONGER TERM RESPONSE

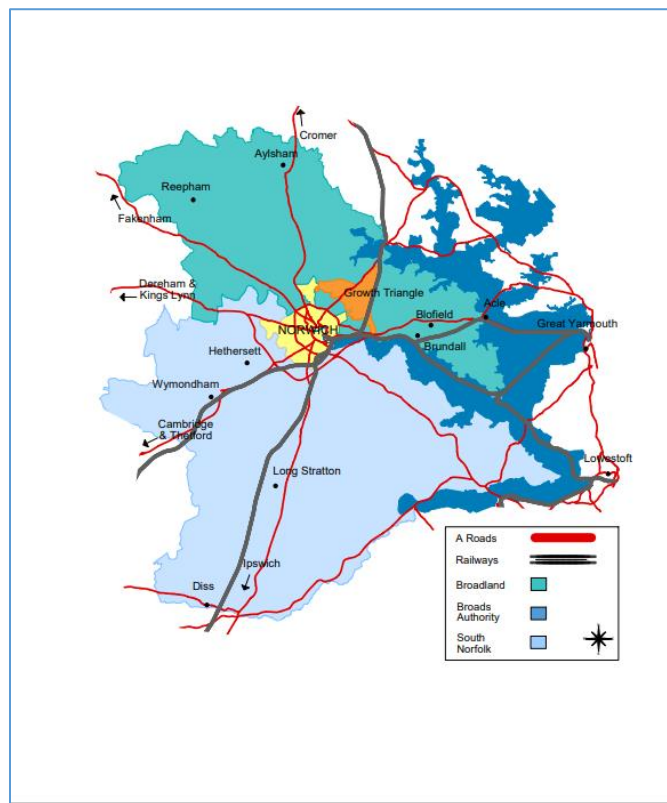
Longer term, the three new 420 place primary schools for Thetford will meet the need in the current Local Plan to 2026 and beyond. Timescales for these schools depend entirely on the progress rate of the new housing in Thetford.

Secondary school places will be monitored at Thetford Academy as additional land has already been provided at the school to allow for future expansion. S106 contributions have been secured although not yet collected as a result of the future housing allocation.

Capital response					
THETFORD	School	Scheme	Stage	Cost/estimate	Date if known
Future programmes	SUE primary 1	2FE	Site layout	<i>IRO £8m</i>	<i>2021 or 2022</i>
	SUE primary 2	2FE	-	<i>£8m</i>	
	SUE primary 3	2FE	-	<i>£8m</i>	
	Secondary extension	tbc	-	<i>tbc</i>	

NORTH NORWICH GROWTH TRIANGLE (Broadland District)

Sprowston/Old Catton/Rackheath **12,000+ new dwellings**



Growth triangle (coloured orange) map

CURRENT LOCAL PROVISION – capacity and organisation

This housing growth area extends from Old Catton in the west to Rackheath in the east. Existing provision is extensive and affects three secondary schools: Sprowston Community Academy, Thorpe St Andrew School, Broadland High Ormiston Academy and their feeder primary phase schools. Existing primary phase provision remains a mix of infant/junior in Old Catton and Sprowston and all through primary in Rackheath and Thorpe. There is a mix of Trusts, Federations and Community Schools.

To the immediate south-east, the new 420 place primary school at White House Farm is progressing. Land has been transferred over to NCC and construction has begun. The school is expected to open in September 2019 and the DfE is the decision maker on which Academy will be chosen to run the school.

LATEST ASSESSMENT OF GROWTH –

Norfolk County Council monitor the rate of housing development closely through regular meetings with both Broadland District Council and the Greater Norwich Growth team. To the north of Old Catton progress is being made on several housing sites, both Taylor Wimpey and Orbit Homes are expected to submit full planning applications for up to 560 homes shortly and are likely to be on site in 2019. Coupled with this the first phase of Beeston Park housing (733 homes) is developing and this is in a similar area. Therefore, we expect to see pressure for school places to begin in this area rather than the originally anticipated more northern site of Beeston Park/Wroxham Road. Rackheath has a large allocation of housing of up to 3000-4000 which is progressing slowly with a Housing Infrastructure bid being submitted in March 2019 which could kick-start this development. Smaller sites around Rackheath are more likely to commence earlier with four sites for up to 700 homes in total are in the planning system.

CURRENT PRESSURES ON PUPIL NUMBERS

Pressure for places at reception in the Old Catton/Sprowston area appears to have peaked in 2016 and is expected to remain this way until further housing is evident. Discussions have been had with local schools to explain the impact of housing and the processes of place planning. Once housing commencement is more evident we will continue these discussions. Rackheath however could be more problematic as the local school has limited room for expansion and the new schools are within the larger housing allocation. Potentially 700 homes could be built before new schools are opened. Children’s Services will be looking at schools in the wider area to accommodate children from development on the outskirts of Rackheath if and when places are required.

IMPACT OF HOUSING GROWTH

Housing in this area will establish the need for many new schools and impact on existing schools. This is a long-term plan and Children’s Services have secured sites for new schools within the Local Plan of the area. First children from new houses in any new development will have school places provided by existing schools in the area. Children’s Services need to ensure there is enough demand for a new school to be financially viable before each build is put into the capital programme.

SHORT TERM RESPONSE

Continue to meet with Broadland District Council to ensure Children’s Services are up to date with housing progress so school places can be planned appropriately. Monitor admissions into reception each year to understand parental preference and ensure pupil forecasting models are as accurate as they can be. Aim to open new school in White House Farm development in September 2019.

MEDIUM/LONGER TERM RESPONSE

Two years ago, the DfE allocated the two Beeston Park new schools to Reach2 Academy Trust as part of the DfE Free School programme. The DfE have recently confirmed that funding from the DfE as part of the original Free School allocation is no longer available and have also withdrawn any expectations of a particular sponsor, which places all responsibilities for commissioning new places on Norfolk County Council. Funding will be sought from the Community Infrastructure Levy (CIL). Once housing commences the opening of these schools will be carefully planned to ensure additional pupil places in the area are provided as and when they are necessary.

As well as the two schools mentioned above, further school sites have been secured for new schools on Salhouse Road, North of Smea Lane in Thorpe (East of Broadland Business Park) and a planned expansion to double the size of Little Plumstead Primary School. The major growth in Rackheath also safeguards 2 new primary school sites.

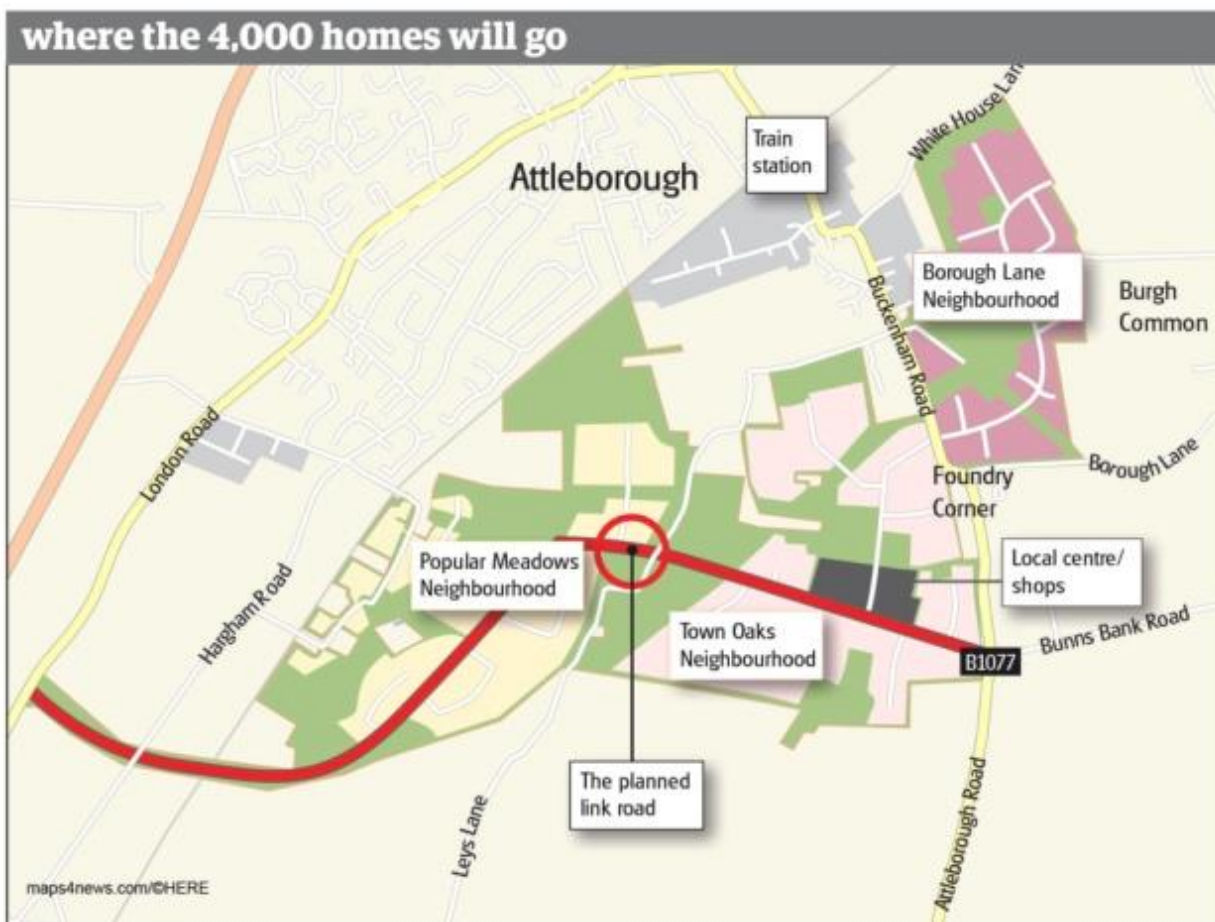
NCC has made a commitment for a new Secondary phase school in the Sprowston area and a preferred site has been identified on the current Sprowston Park and Ride site. Some work on feasibility has taken place but all options for additional secondary school places needs to be considered in the area as a new secondary school project is currently unfunded. NCC continue to work with the Greater Norwich Growth Board to understand how CIL can contribute to this major piece of work.

Capital response					
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NORTH NORWICH GROWTH	School	Scheme	Stage	Cost/estimate	
	White House Farm	2FE new Free school	Construction	£7m (mainly S106)	2019
	Lt Plumstead VAP	To 2FE	Design	£3.5-£4m	2020
Future programmes					
	Beeston Park primary 1	2FE	Site identified	£8m (unfunded)	2020+
	Beeston Park primary 2	2FE	Site identified	£8m (unfunded)	2022+
	Rackheath 1	2FE	Site identified	£8m (unfunded)	2022+
	Rackheath 2	2FE	Site identified	£8m (unfunded)	2024+
	South of Salhouse Rd new primary	2FE	Site identified	£8m (unfunded)	2020+
	East of Broadland Business Park	2FE	Initial site layout options	£8m (unfunded)	2020+
	New high school/all through	tbc	Masterplanning	£26m (unfunded)	2022+
Masterplans	Broadland High				

ATTLEBOROUGH (Breckland District)

Sustainable Urban Extension of 4000 new homes.



Eastern Daily Press July 2018

CURRENT LOCAL PROVISION – capacity and organisation

The town of Attleborough is served by two primary phase schools, Attleborough Primary School and the new Rosecroft Primary School providing 150 places across each year group. The town is surrounded by villages with local schools. Some children in Attleborough catchment do choose a nearby village school as opposed to their local primary school in the town - e.g. in September 2018, around 22% of Attleborough catchment children expressed a preference for a reception class outside catchment. This figure has dropped slightly since last year, which suggests that more children are choosing their local school in the town. This preference pattern can be for a variety of reasons, location, preference for a smaller school etc. The largest preference is to Great Ellingham, Morley and Old Buckenham.

LATEST ASSESSMENT OF GROWTH

The outline planning application for the whole 4000 homes has been submitted to Breckland District Council and is likely to be considered at January 2019 committee. Heads of Terms for a S106 agreement are still to be finalised but land for two new primary phase schools will be secured once outline permission is approved. Progress with the development is subject to a link road so timescales for commencement of the development once planning permission is granted are still uncertain.

KEY PRESSURES ON PUPIL NUMBERS

With 5 Forms of Entry across the two primary schools in the Town, there are some spare places as the drift to village schools is still evident. It is anticipated with the new

Rosecroft Primary School offering 630 places there will be spare places for children from the first phase of the new housing, when it commences.

IMPACT OF HOUSING GROWTH

With the uncertainty of commencement of such a large strategic housing development, numbers will be monitored as part of the annual admissions round to ensure a sufficient supply of places. Once there is an indication that housing will commence i.e. with the sale of land to a developer or a Full Planning application, a more detailed analysis of school places in the area will be completed.

SHORT TERM RESPONSE

Monitor school places through the annual admissions round.

MEDIUM/LONGER TERM RESPONSE

Plan for provision of two new primary schools for Attleborough understanding the parental preference to surrounding villages and whether that will continue and how that will impact on the new schools. Decide whether 2FE or 3FE schools are required by analysis of the number of children generated from the new development.

ATTLEBOROUGH	School	Scheme	Stage	Cost/estimate	Date if known
	Attleborough Academy (High)	Removal of mobiles and expansion alongside DFE condition project	Design	£1.4m (partially S106)	
Future programmes	Attleborough Academy (High)	Reuse of infant school site	School-led and funded	-	
	SUE primary 1	2-3FE	-	IRO £8m	2022+
	SUE primary 2	2-3FE	-	IRO £8m	2024+

Part 2b - Development locations where one new school is planned

WYMONDHAM (South Norfolk District)

Up to 3000 new homes in various locations across the Town.

CURRENT LOCAL PROVISION – capacity and organisation

Wymondham has three primary phase schools, Browick Road, Ashleigh and Robert Kett providing 6 forms of entry between them. There was a slight drop in reception admissions in September 2018 compared to previous years but ultimately all three schools are almost at capacity in this year group. Pressure for places in Wymondham in some older year groups is causing concern, particularly with the progress of several housing developments in the Town. Solutions to manage this pressure are being discussed with the schools.

Wymondham High Academy continues to admit up to its admission number and the phased project progresses. The next phase of the masterplan is the infrastructure to improve entrance, dining/studio spaces and library areas. The planning application will be submitted early 2019 with a start on site planned for Summer 2019. A sustainable percentage of Wymondham children choose to travel to Wymondham College and this pattern of preference is expected to continue for the foreseeable future. Wymondham College influence must always be considered when planning for future growth in the Town.

LATEST ASSESSMENT OF GROWTH

Wymondham continues to grow and the popularity of the schools and the location of the Town makes it a popular choice for families to live. Several housing developments are on site in the Town with a current total of around 3000 in the pipeline. It is highly likely that Wymondham will be a strong contender for more housing from the Greater Norwich Local Plan. These future numbers will be understood later in 2019, when the preferred sites are announced.

KEY PRESSURES ON PUPIL NUMBERS

Two new primary phase schools are planned for Wymondham, The Wymondham College Prep School due to open in September 2020 and funded by the DfE Free School programme will reduce the pressure for places. We are working with Sapientia Education Trust to understand their proposed admissions criteria. Planning for the new primary school in Silfield situated within the large housing development of 1200 homes has had some delays due to the final phase of land not being sold. As a result, road access and services to the site have not yet been provided. With the proposed opening of the Wymondham College Prep School in September 2020 it has been decided to monitor parental preference to this school rather than moving forward with a financial solution to open Silfield at the same time. Providing too many places in an area can be detrimental to local schools so it is essential to plan carefully to provide the right number of places at the right time.

There is a joint plan between NCC and Wymondham High Academy for further expansion of the buildings to accommodate additional children from new housing. With the housing numbers above what was expected, we will continue to monitor the situation. Discussions with Wymondham College are ongoing to consider the part they can play in accommodating secondary basic need pressures.

IMPACT OF HOUSING GROWTH

The impact of Wymondham housing is evident and 2018/19 and 2019/20 will be particularly challenging until the Wymondham College Prep School opens in 2020. Place planning solutions for new families arriving in the Town will be managed by Admissions and the Place Planning Teams.

Future growth in Wymondham will necessitate essential changes to secondary school provision as Wymondham High Academy will reach saturation point on its current site with housing already in the planning system. Discussions with the Secondary Trusts are already taking place to understand whether more secondary and sixth form provision can be provided for the Town's future. This will need to be reviewed if new sites are allocated within the Greater Norwich Plan.

SHORT TERM RESPONSE

Plan and monitor the 2019 admissions round and in-year admissions of new families in an area where schools are at capacity. Identify the part smaller surrounding schools must play to support growth. Monitor the parental preference patterns once Wymondham College Prep School opens.

MEDIUM/LONGER TERM RESPONSE

Opening of the new school in Silfield. Understanding the impact of Greater Norwich Growth once preferred sites for Wymondham are announced. Decide on options or creative solutions for increased capacity at secondary and 6th form in Wymondham.

Capital response					
WYMONDHAM	School	Scheme	Stage	Cost/ estimate	Date if known
Current programme					
	Wymondham High Academy	Entrance, dining and studio space and library areas	Submit to planning early 2019	IRO £4.5m	

Future programmes	Silfield new primary school	2FE	Design stage but on hold.	IRO £8m	2020
	Wymondham High Academy	Further phases	Masterplan in preparation	tbc	
	Wymondham College	Options for growth	Discussions ongoing with Sapientia Trust	-	

CRINGLEFORD (South Norfolk District)

1300 new homes on two adjacent sites.

CURRENT LOCAL PROVISION – capacity and organisation

One 420 place Voluntary Aided primary school serves Cringleford. Ongoing housing in the area has generated far more primary age children than anticipated resulting in the school being oversubscribed in every recent admission round. Pupil forecasts indicate that even without further housing, numbers will remain up to and above the admission limit. The catchment secondary school for Cringleford children is Hethersett Academy which admitted up to its admission limit in September 2018. The Academy does have some spare capacity in other year groups.

LATEST ASSESSMENT OF GROWTH

Two further housing developments are proposed for Cringleford and outline planning permission has been given for both. A further new school site has been secured within one of these developments for a new 420/630 place primary school. Land has now been sold to a developer on this site, so we will monitor progress of this and ensure discussions are ongoing with the land promoters to agree the site position for the new primary school, so it can be brought forward as quickly as possible.

KEY PRESSURES ON PUPIL NUMBERS

As mentioned above, pressure for places at reception is high and is managed as part of the annual admissions round. The option of a temporary solution of modular accommodation has been discussed with the school. Pupil forecasts indicate that September 2019 and 2020 will be years of high pressure for places and all options will be considered to ensure sufficient places.

IMPACT OF HOUSING GROWTH

When the first phase of housing commences there will be more pressure for primary school places in Cringleford. Discussions with the school and the Diocese of Norwich will continue to identify how pupils can be accommodated until any new school is operational.

Additional land has been secured for Hethersett Academy under the planning application for the strategic growth in Hethersett so further expansion at the school is anticipated when need for additional places is identified. A masterplan of the school site has been prepared.

SHORT TERM RESPONSE

Determine interim arrangements to increase capacity at Cringleford VA Primary until new school comes on stream. Advance discussions with land promoters/developers for the new school to ensure early delivery of infrastructure is secured.

MEDIUM/LONGER TERM RESPONSE

Commissioning the new school in Cringleford. Monitor the Greater Norwich Local Plan to ensure future allocations for Cringleford come forward with consideration for additional school places at both primary and secondary level.

Capital response					
CRINGLEFORD	School	Scheme	Stage	Cost/estimate	Date if known

Future programmes	New primary	2 or 3 FE	Site secured under S106	£8m/11m	2020+
	Cringleford VA Primary	Possible additional interim 1FE	Discussion with school	tbc	2019

HETHERSETT (South Norfolk District)

1200+ home strategic development

CURRENT LOCAL PROVISION – capacity and organisation

Primary school provision is currently provided by Hethersett Woodside Infant School and Hethersett VC Junior School. Secondary provision is at Hethersett Academy. Catchment cohorts in Hethersett have fluctuated over the past few years and accommodation has been provided for the infant school to accept a larger intake in some year groups. A consultation has taken place to re-organise the Hethersett primary phase schools to both become all-through primaries from September 2019. Around the same time Woodside Infant School will move into a new built primary school building within the new housing development. Projects at both the junior school and High School Academy to increase capacity as well as the new school are all at the planning stage.

LATEST ASSESSMENT OF GROWTH

The large housing development to the north of the village is progressing quickly and we understand the developer is increasing the density of housing so an additional 300 new homes are likely. Children's Services are working with South Norfolk District Council to possibly secure additional land for the new primary school to enable a 3FE school in the future if required. More housing is included in the 'call for sites' within the Greater Norwich Local Plan and discussions have taken place to understand how more growth in Hethersett could be accommodated in the school system with schools already at capacity. More information will be known once the preferred option sites are announced late in 2019.

KEY PRESSURES ON PUPIL NUMBERS

2018 has seen yet another large reception year group and a modular building was used to accommodate these additional children. Other local schools have been contacted and a plan to increase the capacity at Little Melton Primary to a full 1FE from September 2019 is being developed. In-year admissions are being managed but some children are being offered places as far as Mulbarton. This is a short-term issue until the new school building is operational from September 2019.

IMPACT OF HOUSING GROWTH

Housing in Hethersett is already impacting on school provision in the village and with its location on the A11 corridor it is highly likely that more housing will be allocated to this area. Just how much is yet to be seen but will become clearer later in 2019. Options for further expansion of primary and secondary school places are being considered and may need some creativity to ensure sufficient places are there for the future.

SHORT TERM RESPONSE

The next year will see a lot of change in school provision in Hethersett particularly at primary level. The opening of the new school building will enable Hethersett Woodside Infant to expand to all through primary in a new building. The Junior school becoming a primary and admitting its first reception intake in 2019 and the continued expansion of the secondary school whose popularity has increased immensely over the past few years.

MEDIUM/LONGER TERM RESPONSE

Continue to monitor growth in both Hethersett and Cringleford as part of the review of the Local Plan to 2036.

Capital response					
HETHERSETT	School	Scheme	Stage	Cost/estimate	Date if known
Future programmes	New site for infant as primary	2 FE	Planning	IRO £8m	2019
	Junior School to primary	2 FE	Planning	IRO £4m	2019
	Hethersett Academy	Staged expansion	Planning	<i>IRO £8m</i>	2019

WEST WINCH/NORTH RUNCTON (King's Lynn and West Norfolk)

Up to 3500 new homes in two phases:

1600 up to 2026

2400 post 2026

CURRENT LOCAL PROVISION – capacity and organisation

West Winch village is served by one primary school of 210 places. The size of this school is adequate for the current numbers of primary age children living in the area. A desktop exercise indicates that the school site could allow expansion of this school to 2 forms of entry. North Runcton does not have its own school but the nearest school for children to attend is in Middleton. Middleton Primary (academy) is on a small site and there is limited scope for expansion. The school is currently a good size for its catchment children although historically not all catchment children choose Middleton as their first-choice school which results in lower numbers at the school.

LATEST ASSESSMENT OF GROWTH

There is no evidence of any change with this allocation since last year. Children's Services have recently been re-consulted on their required planning obligations, but this is just a re-refresh rather than any material change to the application. Outline planning permission for 1,100 homes is being sought by a developer for the first phase of this growth – at the northern end between the A10 and A47. A site for a new primary school is included in this area and S106 contributions will be sought. The expansion of West

Winch Primary will be considered simultaneously with the appraisal work on the new school.

KEY PRESSURES ON PUPIL NUMBERS

West Winch is a popular school and does regularly fill its capacity of 30 places per year group. No pressure for places is indicated until housing commences with cohorts similar to the number of places on offer.

IMPACT OF HOUSING GROWTH

Housing will impact on West Winch Primary at outset as they are already at capacity. Middleton does have capacity as catchment children do tend to choose other schools in surrounding villages. An analysis of parental preference and places in the wider area nearer the time of housing commencement will be required.

SHORT TERM RESPONSE

Monitor the progress of housing commencement with the Borough Council of King’s Lynn and West Norfolk and prepare impact analyses as above.

MEDIUM/LONGER TERM RESPONSE

Expansion of West Winch Primary School. One new Primary phase school in the northern phase of development and one new primary post 2026 in the southern part of the housing development.

Secondary schooling for the development area is in King’s Lynn. The town’s secondary numbers will be affected by three elements – the major North Runcton growth area, other growth around the periphery of the town and the primary phase increases already working their way through the system.

Capital response					
WEST WINCH/NORTH RUNCTON	School	Scheme	Stage	Cost/estimate	Date if known
Future programmes	West Winch Primary	1 to 2 FE	-	<i>IRO £4m</i>	
	New primary #1	2 FE	-	<i>IRO £8m</i>	
	New primary #2	2FE		<i>IRO £8m</i>	
	King’s Lynn secondary phase	Expansion	Masterplans to be commissioned	-	

BRADWELL (Great Yarmouth Borough)

1000 new homes

CURRENT LOCAL PROVISION – capacity and organisation

The catchment schools for this new development are Hillside, Homefield and Woodlands Primary Schools. These schools share a catchment to the North of the housing site. All schools are almost at capacity although there is an indication of a

small demographic decline in the area. The impact of the new housing already occupied within this development is not yet evident and catchment numbers still match capacity well. To the East, and a little closer but outside the catchment is Ormiston Herman Academy and further East, Peterhouse Primary. Parental preference patterns in this area result in considerable movement of children around several schools.

LATEST ASSESSMENT OF GROWTH

Housing has commenced on the site and the road infrastructure is in place.

KEY PRESSURES ON PUPIL NUMBERS

Pressure for places at Reception intake was evident in 2017 and all schools admitted up to their admission number. 2018 however showed a small decline with a few spare places across the reception year.

IMPACT OF HOUSING GROWTH

The impact of the housing has not been as great as expected which has delayed our requirement for progressing the proposed new school.

SHORT TERM RESPONSE

Discussions have been had with local schools and they understand the processes although understandably recognise the impact of a new school in the area. It is important that pupil numbers are monitored closely as well as progress of the housing to ensure the area is not flooded with additional school places at the wrong time.

MEDIUM/LONGER TERM RESPONSE.

Work with Persimmon Homes to secure the new school site and enable the new school to be built. Ensure sufficient places at secondary level for the future.

Capital response					
BRADWELL	School	Scheme	Stage	Cost/estimate	Date if known
Future programmes	New primary school	2FE	Masterplan and site evaluation	IRO £8m	2020+
	Ormiston Venture Academy	Expansion	Pressure for places not yet imminent	-	

FAKENHAM (North Norfolk)

1400+ new homes

CURRENT LOCAL PROVISION – capacity and organisation

Fakenham town is served by Fakenham Infant and Fakenham Junior Schools. The town is surrounded by smaller village schools such as Stibbard, Colkirk and Sculthorpe Primary Schools. There is some parental preference movement in and out of

Fakenham to village schools, although most children who live in Fakenham attend the schools in the Town.

LATEST ASSESSMENT OF GROWTH

The housing planned for Fakenham and the surrounding area is largely on one site (950 dwellings) to the north of the town. The outline planning application was submitted to North Norfolk District Council in 2017 which includes a site for a new school building. This application is still yet to be determined so there is no immediate need to consider additional places for Fakenham.

KEY PRESSURES ON PUPIL NUMBERS

Pupil forecasts indicate there is capacity at local schools for children who live in the Town until new housing commences.

IMPACT OF HOUSING GROWTH

Due to the delays in planning to bring forward this new housing it is difficult to tell how it will impact on local schools when it does eventually commence. We will continue to monitor progress with North Norfolk District Council.

SHORT TERM RESPONSE

Although we have had discussions with the two primary phase schools in the Town there is no need for any further action until there is more certainty with the housing.

MEDIUM/LONGER TERM RESPONSE

Longer term there is likely to be a new primary phase school in the Town and how that school will interact with existing provision is yet to be known.

Capital response					
FAKENHAM	School	Scheme	Stage	Cost/estimate	Date if known
	Fakenham Infant	Minor capacity increase to 3FE	Construction	£0.8m	
Future programmes	New primary school	2FE	-	£8m	

BOWTHORPE (Norwich City)

1000 new homes

CURRENT LOCAL PROVISION – capacity and organisation

Bowthorpe is served by two infant schools (both with admission numbers of 60) which feed into a single junior school with an admission number of 120. One infant school – Clover Hill Infant- is federated with the Junior School and are both Voluntary Aided Schools. The second infant school, Chapel Break, adjacent to St Michael’s Junior, is a

community school. 2018 showed a drop in catchment cohorts which resulted in some spare reception places in Bowthorpe.

LATEST ASSESSMENT OF GROWTH

Building has commenced on this site with the completion of a Care Home as Phase 1. Phase 2 started on site in 2017 with 47 completed and currently 15 occupied. Norwich City Council are planning a continuous programme of completions into the next phase.

KEY PRESSURES ON PUPIL NUMBERS

Catchment cohorts do tend to fluctuate in Bowthorpe and there is currently spare capacity in the area. St Augustine’s RC School in Costessey is a popular preference for Bowthorpe children and is factored into place planning for the area.

IMPACT OF HOUSING GROWTH

It is anticipated that an additional form of entry for primary phase will be needed for Bowthorpe once the housing is completed. Discussions have taken place with local schools and a provisional plan has been agreed as to how this growth can be accommodated. Discussions with Norwich City Council are ongoing regarding the purchase of land for a new primary school site. Additional secondary school accommodation has been discussed with Ormiston Academy Trust, but considering parental preference, no commitment for additional accommodation is needed in the short term.

SHORT TERM RESPONSE

Continue discussions with local schools and work with Norwich City Council to secure the new school site for Bowthorpe primary phase.

MEDIUM/LONGER TERM RESPONSE

As above.

Capital response					
BOWTHORPE	School	Scheme	Stage	Cost/estimate	Date if known
Future programmes	New site within primary phase	2FE/3FE	Site assessment	IRO £8m/£11M	2020+
	High school	Expansion of City academy and/or Ormiston Victory to be considered if necessary	-	-	

LONG STRATTON (South Norfolk)

1800 new homes

CURRENT LOCAL PROVISION – capacity and organisation

Long Stratton primary school provision is provided by Manor Field Infant School and St Mary's Junior School (academy). Both schools currently have unfilled places. There is interest from both schools to move to all-through primary. Long Stratton High School provides education for 11-16 in the village.

LATEST ASSESSMENT OF GROWTH

The progress of the housing for Long Stratton has moved forward considerably this year and a planning application is likely to go before Committee early in 2019. Full planning permission is being sought for 600 homes on the west of the A140 plus outline permission for the further 1200 on the east of the A140. A site for a new primary school building has been secured on the eastern side. The build out rate for the west side will be around 35 dwellings per year and subject to planning could begin construction as early as 2020. The land on the east side is likely to be sold and a number of factors will impact on progress.

KEY PRESSURES ON PUPIL NUMBERS

Both primary phase schools in Long Stratton have spare places and we anticipate that up to 400 new homes could be built before pressure for places will be evident. We have factored these assumptions into the timing of the construction of the new school building.

IMPACT OF HOUSING GROWTH

As mentioned above, a site for a new school building has been secured and both schools have been asked to discuss how this is likely to impact on them. Further discussions will follow once more certainty on the timing of the housing is more evident.

SHORT TERM RESPONSE

Continue discussions with the two schools. Continue discussions with South Norfolk Council and land promoters on the timing of the housing.

MEDIUM/LONGER TERM RESPONSE

Opening of a new primary phase school in Long Stratton with the potential to move to all-through primary provision in the village.

Capital response					
LONG STRATTON	School	Scheme	Stage	Cost/estimate	Date if known
Future programmes	New primary phase school building.	2FE/3FE	Site agreed, options for land in addition to 2ha being negotiated.	IRO £8m/£11M	
	High school	Expansion of Long Stratton High to be considered longer term.	-	-	

COSTESSEY (South Norfolk), including Queen's Hill

550 final allocation up to 2026

CURRENT LOCAL PROVISION – capacity and organisation

A project is on site at Costessey Junior School which will eventually give accommodation for a full 630 places on this one site. The KS1 children currently at the infant school will then move over to the junior school site. The project is due to complete in the summer of 2019.

Queen's Hill Primary School is operating as a 2 ½ FE school but has the potential to rise to 3FE when demand for those places is evident. From September 2018 admissions there are still some spare places across the primary schools in Costessey.

LATEST ASSESSMENT OF GROWTH

Housing on the final allocated site in Costessey is continuing with around 300 yet to be occupied but other speculative sites outside the Local Plan allocations are being brought to planning. As school places are limited, NCC will raise concerns to such proposals where appropriate.

KEY PRESSURES ON PUPIL NUMBERS

There is considerable parental preference for children living in the Costessey catchment to attend other schools and this always results in some challenges for place planning. The influence of St Augustines RC School, Bawburgh and Bowthorpe must always be considered. Currently places are still available in Costessey, but these numbers will be carefully monitored in each admission round.

IMPACT OF HOUSING GROWTH

NCC made the decision in 2018 that the small site put aside for a potential new school was not suitable for what is was intended. The preference was to manage growth within the existing provision in Costessey with consideration as mentioned above to Bawburgh and Bowthorpe. Bowthorpe may have a new school in the future and with its location close to Costessey would be included in any place planning calculations.

SHORT TERM RESPONSE

Continue to work with Evolution Academy Trust on the project at Costessey Junior School. Continue to manage pupil numbers across the area.

MEDIUM/LONGER TERM RESPONSE

Possible expansion of Ormiston Victory Academy if required in response to Costessey growth.

Capital response					
Current programme					
	Costessey Infant and Costessey Junior	Amalgamation on one site	Construction	£3.5M	2019

	High school	Expansion of Ormiston Victory to be considered when necessary for additional pupil places			
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HELLESDON (Broadland)

Allocation for up to 1500 new homes

CURRENT LOCAL PROVISION – capacity and organisation

Hellesdon has infant/junior schools situated across the area and a large and popular High School. The infant schools (Arden Grove, Heather Avenue and Kinsale) have 180 places between them, which is more than adequate for their catchment. Not all the children attending these schools live in the catchment of Hellesdon, with quite a considerable number coming from Mile Cross catchment. This is actually helpful for place planning as there is pressure for places in Mile Cross and these pressures need to be factored into the place planning analysis of the area. 2018 reception intake shows some spare capacity. The High School is at capacity, but with its popularity, does gain many children from out of area, particularly the North Norwich catchment.

LATEST ASSESSMENT OF GROWTH

The first phase of this housing growth to the eastern side of the Golf club is now on site. The second site to the west of the Drayton High Road cannot be obtained until 2019 when the golf club will move to its new premises.

KEY PRESSURES ON PUPIL NUMBERS

Pressure for places in Hellesdon at primary level in reception has reduced in 2018 but now the housing is being built this will be carefully monitored particularly for the 2019 admissions round. The impact of Mile Cross catchment numbers must be considered at the same time as Hellesdon growth as Mile Cross Primary is not able to accommodate all its catchment children. This is currently managed through parental preference to other schools, but this option may not be possible longer term with growth in Hellesdon and to the north of the City.

IMPACT OF HOUSING GROWTH

This scale of housing will ultimately impact on places in local schools and a new primary school for Hellesdon will be constructed with a site secured within the new development at the existing golf club premises when they move to their new site.

SHORT TERM RESPONSE

Continue to monitor pupil numbers considering Mile Cross catchment numbers at the same time.

MEDIUM/LONGER TERM RESPONSE

A new primary school including consideration of all-through primary school provision. Consider the capacity at the secondary school to ensure adequate places for local children.

Capital response					
HELLESDON	School	Scheme	Stage	Cost/estimate	Date if known
Future programmes	New primary school	2FE	-	IRO £8m	2021+
	High school	Expansion of Hellesdon High to be considered if necessary.	-	-	

Part 2 C – Growth areas with implications for existing schools

AREA AND NUMBER OF HOUSES	CURRENT ACTIONS	SIGNIFICANT INFRASTRUCTURE GROWTH REQUIREMENTS
WISBECH (500+ dwellings in Norfolk)	Working with Cambridgeshire and Kings Lynn and West Norfolk Borough Council regarding impact of housing.	An agreement has been made that with the majority of the housing within the Wisbech boundary, the new primary school will be a Wisbech school and all S106 contributions secured by both Cambridgeshire and Norfolk from this development should be allocated towards this school. A similar arrangement has been proposed for secondary provision.
AYLSHAM (500 new homes on two sites)	St Michael's VA Infant School has become an all through primary school from September 2018 with a PAN of 20. Adequate provision has been given to John of Gaunt Infant School to be able to accept an intake of 60 at this time. This gives 80 places at reception across Aylsham which is adequate for the short term.	With 80 places across the 3 primary phase schools, in the short term this appears adequate until further housing is completed. It is possible that an additional 10-15 places across all year groups may be required for the planned housing in the Town but this will be monitored closely. Any larger scale growth in Aylsham would result in the need for a new school site.
DEREHAM/SCARNING/TOFTWOOD (700 homes)	Both Scarning and Toftwood are taken into consideration when calculating pupil place requirements for the Dereham area. A project to increase the capacity of Scarning Primary School to a full 2 forms of entry is in progress and should be completed by February 2019. 2018 admissions saw a few spare places across the Town as the reception cohort was slightly lower than the year before.	Complete the expansion of Scarning Primary to a full 2FE. Primary phase numbers in Dereham do tend to fluctuate each year so reception intake will be carefully monitored. Discussions have been had with school Academy Trusts and considerations for future expansion of the Town's schools to allow for 5 Forms of entry at Primary phase for the future needs to be planned. Discussions will continue in 2019.
DISS/ROYDON (circa 300 in current local plan. Possible larger scale growth in the future).	An expansion project at Roydon Primary to increase capacity to 2 forms of entry is progressing. This will give 120 places across both Diss and Roydon for the future.	4 forms of entry across this area should be sufficient for planned growth. Any further housing proposed in Diss will result in the need for further discussions with the schools in the Town.

HOLT (250-400 homes)	There is an identified need for a new school building for Holt as the existing school is not suitable for future expansion. Discussions still ongoing with a land promoter to secure a new primary school site within a proposed new housing development.	A new 2 form entry primary school building to allow the existing Holt Primary school to move to new premises.
HOVETON (circa 200 new homes but maybe more homes in future).	Masterplan undertaken of the existing primary school to maximise potential of current site to up to 2FE with the first phase of a mobile replacement scheme currently in planning. Masterplan undertaken of the existing Broadland High School to 900 places on its current site.	Plans are in place which will see both primary and secondary accommodation suitable for at least the next 10 years of proposed housing for Wroxham and surrounding areas.
KINGS LYNN CENTRAL (400+ dwellings)	A site for a new school building within the Lynnsport development has been secured to allow the existing St Edmund's primary school to move to new premises. The move is expected to happen in the Spring of 2020.	Move and expand St Edmunds Primary to new school site at Lynnsport. Alternative use of existing school buildings with Fen Rivers Academy.
KINGS LYNN WOOTTONS/KNIGHTS HILL (1000 dwellings)	Sites allocated for large scale development in this area. No progress being made currently that Children's Services are aware of, but numbers will be monitored. Discussions have taken place with local schools in the area.	Options for expansion of existing schools. No action necessary until more certainty of housing commencement.
SWAFFHAM (up to 700 new homes)	Consultations by NCC and the Diocese to re-organise both primary phase schools in the Town to all-through Primary from September 2020. Masterplans undertaken for both schools to 1FE primary for the infant school and 2FE primary for the junior school.	Pressure for primary places evident and will be managed through the admissions round until an additional form of entry is made available from September 2020. Longer term, if more growth is allocated to Swaffham, a new school site would be necessary.
WATTON/CARBROOKE	Anticipated pressure for school places in this area is no longer evident so progress on securing a new school site is on hold.	The optimum solution for town would be a two primary school solution but this is a longer term aspiration and numbers will continue to be monitored.

EASTON (900 new homes)	Outline planning permission for this large scale development was secured in November 2016 but since then progress has been slow. A developer has now bought the land and is bringing a full planning application to Committee in 2019 with an expected commencement on site in 2020. Land next to the existing primary school has been earmarked to allow the school to grow to 2 forms of entry when required.	We will monitor progress of the planning application and once housing commencement is more evident work will begin on a masterplan of the existing primary school site for expansion.
BLOFIELD/BRUNDALL (700+ homes)	Progress on securing a new school site for Blofield continues and a preferred site has been identified. Work to obtain this site for education use continues with both Broadland DC and the Parish Council. Improvement works at Brundall Primary to ensure good provision for a full 1.5 FE is ongoing.	Longer term large scale growth in the area is evident so a new school site for both Blofield (medium term 2-3 years) and Brundall (longer term 10 years) is being proposed.
TROWSE (150 homes)	The design for a new 1form of entry school building within a small housing development in Trowse is currently in planning and the site is expected to be transferred to the County Council in 2019. Once built, this will allow the existing Trowse Primary school to move to new enlarged premises.	A new school building to allow the existing school to move to new expanded premises of a full 1 form of entry.
PORINGLAND (700+ homes)	Poringland Primary school is now operating at a full 2 forms of entry and the project is complete.	The number of new homes in Poringland and the surrounding area has increased more than anticipated due to housing obtaining permission outside of the Local Plan process. Numbers will continue to be monitored but with Poringland Primary at capacity on its existing site, we may have to consider schools in surrounding villages for expansion opportunities.

Childcare Sufficiency Assessment

2018

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1. Introduction

- 1.1 The Childcare Sufficiency Assessment (CSA) is a statutory document that outlines how Norfolk County Council plans to 'secure sufficient childcare, so far as is reasonably practicable, for working parents, or parents who are studying or training for employment, for children from birth to 14 (or up to 18 for disabled children).' The compiling and publication of this Childcare Sufficiency Assessment meets Norfolk County Council's statutory duty under sections 6, and 7 of the Childcare Act 2006, and is also in line with local authority statutory guidance.
- 1.2 This report focusses on two key areas of the childcare market in Norfolk:
 - measuring the demand for, and supply of, childcare within the seven districts of Norfolk
 - identifying gaps in the market and planning how to support the market to address any shortfall
- 1.3 To assess the supply and demand, current levels of provision are compared with the predicted demand based on population data, so that any shortfall can be identified. More detailed analysis on key findings, demand and supply of childcare places for two, three and four year olds can be found in the 36 Childcare Sufficiency Area Profiles, available from: <https://www.norfolk.gov.uk/children-and-families/childcare-and-early-learning/childcare-advice-and-guidance/childcare-sufficiency>.
- 1.4 The Childcare Act 2006 gives the local authority a key role in shaping the childcare market. Norfolk County Council is committed to working with providers from the Private, Voluntary and Independent sectors (PVI) and the Maintained sector, to create a strong, sustainable and diverse childcare market that meets the needs of parents/carers and supports children's learning.
- 1.5 The Local Authority is required to report annually to elected members and publish information for parents to see how the Authority is meeting its sufficiency duty. This includes specific information about:
 - the supply of and demand for early education and childcare
 - affordability, accessibility and quality of early education and childcare provision
 - details of how any gaps in this provision will be addressed.
- 1.6 Whilst Local Authorities are required by law to ensure sufficient early years places, attendance by children from birth to five at any early childhood education and care setting is voluntary. There is no requirement for a child to attend early education provision until the term after a child's fifth birthday. Attendance at any setting before this point is the choice of the parent.
- 1.7 Settings delivering the Early Years Foundation Stage (EYFS) may be private, voluntary or independent organisations or schools. All provision is funded either by

government entitlements or by parents.

- 1.8 The Childcare Act 2006 also requires the following actions and measures which set out the strategic role local authorities play. The local authority is required by government to support (though not directly provide) the following:
- Early education places for two, three and four year olds including eligibility, flexibility and quality
 - Distributing the funding for early education places
 - Securing sufficient childcare so far as is practicable in a free market
 - Providing information to parents
 - Providing information, support and training to early childhood education and care providers.
- 1.9 Local authorities are required to secure fully funded places offering 570 hours a year over no fewer than 38 weeks of the year, and up to 52 weeks of the year, for every eligible child in their area, until the child reaches compulsory school age (the beginning of the term following their fifth birthday). Eligibility will depend on the child's age and whether they meet certain criteria.

Figure 1. Early Education and childcare eligibility

Funded early education		Criteria
All 3 and 4 year olds	15 hours per week for 38 weeks a year, equivalent to 570 hours. The 570 hours can be stretched over 52 weeks at approx. 11 hours per week.	Universal entitlement for all 3 and 4 year olds until they enter Reception class at a state funded school. If parents choose not to take up their child's right to a place in a state-funded school reception class in the September following their child's fourth birthday, they can choose to continue to take up their child's free place at a private, voluntary or independent childcare provider until their child reaches compulsory school age
Eligible 3 and 4 year olds	Up to an additional 15 hours per week for 38 weeks a year, equivalent to 1140 hours. The 1140 hours can be stretched over 52 weeks at approx. 22 hours per week.	Extended entitlement - Working lone parent or both parents earning over £120 per week
Eligible 2 year olds	15 hours per week for 38 weeks a year. The 570 hours can be stretched over 52 weeks at approx. 11 hours per week.	For parents on either low income or a range of benefits; the child is looked after by the local authority; has left care through special guardianship or through an adoption or residence order; is in receipt of Disability Living Allowance (DLA) or has a current statement of Special Educational Needs (SEN) or an Education, Health and Care (EHC) plan

- 1.10 All 3 and 4-year-olds in England are entitled to 15 hours a week, or 570 hours a year of free early education. Since September 2017, 3 and 4-year-olds may be entitled to 30 hours free childcare, or an extra 570 hours of free childcare a year, so 1,140 hours in total. The additional 15 hours is available to families where both parents are working (or the sole parent is working in a lone parent family), and each parent earns a weekly minimum equivalent to 16 hours at national minimum wage or living wage, and less than £100,000 per year. This also includes self-employed parents.

2. Key findings

Some of the key findings of the Norfolk Childcare Sufficiency Assessment 2018 are summarised below. More detailed analysis on key findings, demand and supply of childcare places for two, three and four year olds can be found in the 36 Childcare Sufficiency Area profiles, available from: <https://www.norfolk.gov.uk/children-and-families/childcare-and-early-learning/childcare-advice-and-guidance/childcare-sufficiency>.

Norfolk is growing and changing

- Over the coming ten years, according to baseline forecasting figures from Cambridge Econometrics, using the 2017 East of England Forecasting Model (EEFM), the Norfolk population will increase by 68,600, 17,600 more jobs will be required for the working population and 39,300 more homes will be required <https://cambridgeshireinsight.org.uk/EEFM/>. The number of early years children however seems to be reducing, see section 5, figure 4

Across the county there is sufficient 0-5 childcare to meet demand, but this varies by area

- From the childcare sufficiency profiles the areas requiring additional childcare include:- Norwich (Catton Grove, Eaton, Thorpe Hamlet, Heartsease, Earham, Bowthorpe and Costessey) Attleborough, Great Yarmouth and Kings Lynn (Vancouver)

The quality of early education and childcare in Norfolk is high

- 97% of providers were judged Good or Outstanding at the end of August 2018, comparing favorably with the national average of 95%, see section 10
- The percentage of Norfolk children achieving a good level of development at the end of the Foundation Stage is in line with the national average, see section 10

The cost of childcare remains below national averages.

- The average charge by providers for daycare childcare in Norfolk is £4.20 per hour. The national average according to The Family and Childcare Trust Childcare Survey 2018 for children aged three and four is £4.94. <https://www.familyandchildcaretrust.org/childcare-survey-2018>.
- From September 2018 80% of funded providers in Norfolk offer the extended hours for the 30 hour entitlement

The childcare landscape in Norfolk is changing

- There has been a higher than national decline in the numbers of childminders in Norfolk during the last 5 years, 35% compared to 24% nationally. Over the last year Norfolk has seen a 9% drop in childminder numbers

- The number of sessional and full daycare settings closing this year (16) has been offset with several schools opening new provision taking over governance of committee run settings on their sites
- The number of baby places available equates to 1 place per 10 children, the same as last year
- Out of school provision appears to meet demand, although the sustainability of more rural settings has led to closure due to the small number of children attending, see section 13
- Many families adapt their work pattern or use informal care such as grandparents or friends to manage their childcare

3. Childcare Sufficiency - Areas for Development

To ensure sufficient high quality early years and childcare provision, Norfolk County Council will:

Data/Sufficiency

- Undertake termly place availability audits on line through the Provider Portal, with follow up from Early Years Development Workers, so that any sufficiency issues are addressed as quickly as possible
- Encourage creative partnership working between registered providers to develop childcare places in areas of unmet need or where the current offer does not meet parental demand
- Target new place development in areas of housing development and community growth, aligned with school place planning
- Continue to monitor the number of childminders to ascertain potential reasons for decline in registration numbers and identify actions to address, including active recruitment in areas of identified need
- Develop more detailed analysis of sufficiency within market towns, i.e. Swaffham to understand differences in supply and demand across districts
- Ensure award of sustainability and start-up funding reflects both identified and emerging shortfall in provision
- Encourage take up of funded places, particularly 2 year old places, in areas where take up rates are lowest

Family Information

- Launch an outreach campaign using social media, commercials and the FI web page to widen access to information about early education and childcare and home learning
- Help parents (particularly vulnerable families) to understand the benefits of high quality childcare and early learning for their children
- Develop specific information for fathers and male carers
- Note the views of parents to inform plans e.g. explore reasons why some families choose not to use funded early education and childcare
- Ensure all professionals working with families are regularly updated about the early education and childcare entitlements
- Monitor the impact of marketing the entitlements as measured by: increased awareness, satisfaction and increase in the take up of places because of contact with the Service

Special Educational Needs and Disabilities (SEN&D)

- Improve the quality of existing web-based information and extend the number of topics available for providers to access including Special Educational Needs, behaviour, English as an Additional Language, funding, equalities
- Ensure all information is accessible via the Norfolk County Council schools & Special Educational Needs Local Offer website.

- Using data from the Early Identification Notice (EIN) ensure all children identified with Special Educational Needs and Disabilities are accessing their early education entitlement and that support is in place
- Improve the skills & knowledge of the Early Years providers to meet the needs of children with Special Educational Needs and Disabilities through training or practical hands on advice

Quality/Workforce Development

- Evaluate and extend the system leaders peer support network
- Allocate an Early Years Adviser and/or Development Worker to all settings, schools and childminders with an Ofsted grade of Requires Improvement or Inadequate, who will signpost to relevant training, give advice, support with action planning and monitor improvement
- “Thinking of becoming a childminder” briefings to be delivered in areas where places are needed
- Provide focused support and/or training for providers to develop their business model

4. Support for Parents

4.1 Affordability

For childcare to be sustainable providers need to ensure their operating costs are met by the income generated. At the same time, childcare needs to be affordable to parents and carers.

The local authority does not determine the business models of childcare providers as the childcare sector is influenced by market forces. Nevertheless, the local authority has a legal duty to ensure there is sufficient affordable childcare for parents who need it and stimulate the market where a gap is identified.

Legislation stipulates that local authorities should not intervene in providers' private businesses outside of a child's funded place.

4.2 Help with childcare costs

There are many systems available to parents and carers to help with childcare costs. Parents and carers must select the arrangement that is best suited to their personal circumstances as, for example, employee childcare vouchers may affect the amount of tax credits payable.

Tax credits

The childcare element of Working Tax Credit can help cover some of the cost of childcare. Up to 70% of childcare costs can be claimed (a maximum of £122.50 a week for one child or £210.00 a week for two or more children) but is dependent upon income, hours worked and childcare costs. To be eligible parents/carers must be working over 16 hours per week and use an Ofsted registered childcare provider. <https://www.norfolk.gov.uk/children-and-families/send-local-offer/money/tax-credits>

Universal credit

Universal Credit is the new benefit system that will eventually replace tax credits and other benefit schemes and is being phased in between April 2013 and December 2018. Universal Credit will be paid as a single monthly payment that will include a standard allowance plus other 'elements' one of which will be childcare and managed by district, borough and city councils. Parents/carers may be eligible for up to 85% of their childcare costs per month, which is up to £646.35 for one child and £1,108.04 for 2 or more children. (<https://www.gov.uk/universal-credit>)

Childcare voucher scheme (salary sacrifice schemes)

Employers can still offer financial support to employees with children in approved childcare through a childcare voucher scheme. This allows parents/carers to pay their childcare costs directly from their salary before tax and national insurance deductions are made. This saves the employee money by reducing the amount of tax payable. A maximum of £55 per week or £243 per month can be claimed in childcare vouchers depending on how much the parent/carer earns and when they joined the scheme. This scheme will eventually be replaced by the Tax-Free Childcare Scheme and was closed to new entrants in April 2018.

Tax free childcare scheme

The Government introduced a new tax-free childcare scheme in 2017 which is replacing childcare voucher schemes. To qualify, parents will have to be in work, and each earning at least £115 a week and not more than £100,000 each per year.

Under this system 20% of annual childcare costs will be paid for by the Government. Parent/carers can open an online account through the gov.uk website and pay into it to cover childcare costs. For every 80p paid into this account the Government will pay in an additional 20p, up to a maximum contribution of £2,000 a year per child (or £4,000 per year for a child with disabilities).

The scheme is open to families with children under 12 (and children with disabilities up to the age of 17) who are not already claiming tax credits to help with childcare costs. It is estimated that two million families will benefit from this new system as, unlike the voucher system it is not reliant on employers offering the service and can be accessed by self-employed parents/carers.

5. Population

- 5.1 According to the Office for National Statistics (ONS) 2017 Mid-Year Population estimates Norfolk's population is around 898,390. This is approximately 1.6% of the population of England. The population is projected to increase by 7% by 2024.

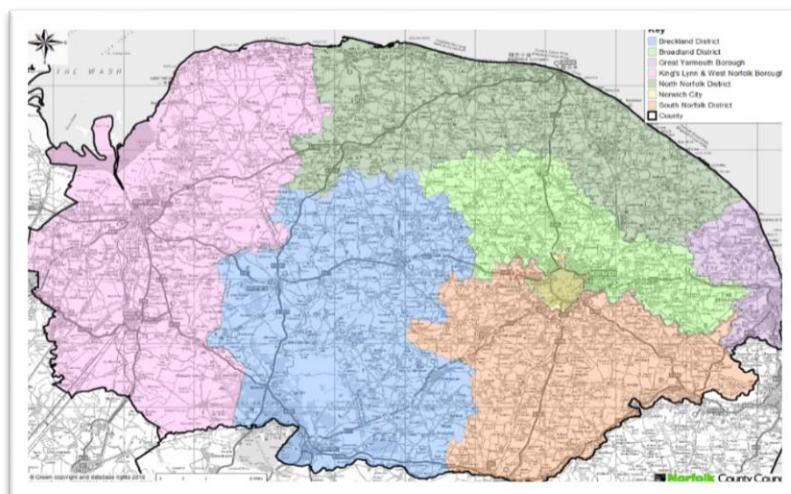
Figure 2. Projected population increase from 2024 and 2039 from ONS 2014 sub national population projections

District	2014	2024	2039	2014-24 increase		2014 - 39 increase	
				Number	%	Number	%
Breckland	134,000	143,600	155,800	9,600	7.2	21,800	16.3
Broadland	126,000	132,200	141,900	6,100	4.8	15,800	12.5
Great Yarmouth	98,100	102,000	108,000	3,900	4	9,900	10.1
King's Lynn & West Norfolk	149,900	154,800	168,600	8,500	5.7	18,700	12.5
North Norfolk	102,800	108,600	117,400	5,800	5.6	14,600	14.2
Norwich	137,500	148,100	148,100	10,600	10.6	23,900	17.4
South Norfolk	129,100	145,400	162,100	16,300	16.3	33,000	25.6
Norfolk	877,500	938,300	1,015,200	60,800	6.9	137,700	15.7

ONS sub national population projections 2014

- 5.2 Over the decade from 2007, Norfolk's population has increased by 6.9%.
- 5.3 It is estimated that there are approximately 174,000 children aged 0-17.
- 5.4 Norfolk comprises of seven district council areas; Norwich, North Norfolk, Breckland, Kings Lynn and West Norfolk, Broadland, Great Yarmouth and South Norfolk District Councils. South Norfolk, Norwich and Breckland are projected to be the fastest growing districts in the county.

Figure 3: Norfolk Districts



Norfolk County Council CS E-
Publishing Team September 2018

5.5 The table in Figure 4 shows the breakdown of numbers of children aged 0 to 14 and disabled 15-18 year olds living within each of the 7 districts, shown by age.

Figure 4 - Table of population of children age 0 - 14 and disabled children age 15 – 18

Age	Breckland	Broadland	Great Yarmouth	King's Lynn and West Norfolk	North Norfolk	Norwich	South Norfolk	Norfolk
0	1,418	1,125	1,105	1,552	775	1,647	1,299	8,921
1	1,518	1,197	1,101	1,650	784	1,664	1,412	9,326
2	1,545	1,221	1,104	1,716	837	1,559	1,411	9,393
3	1,537	1,213	1,108	1,693	899	1,682	1,409	9,541
4	1,622	1,340	1,119	1,803	819	1,664	1,601	9,968
5	1,575	1,386	1,164	1,767	990	1,774	1,514	10,170
6	1,648	1,367	1,142	1,776	985	1,579	1,633	10,130
7	1,596	1,314	1,246	1,680	971	1,542	1,653	10,002
8	1,551	1,394	1,078	1,676	919	1,590	1,649	9,857
9	1,614	1,376	1,200	1,731	973	1,566	1,591	10,051
10	1,507	1,465	1,131	1,675	932	1,457	1,531	9,698
11	1,462	1,294	1,033	1,592	945	1,366	1,556	9,248
12	1,391	1,407	1,041	1,485	929	1,355	1,469	9,077
13	1,373	1,307	1,031	1,508	930	1,200	1,563	8,912
14	1,309	1,340	1,019	1,468	925	1,144	1,488	8,693
disabled 15-18	102	60	114	120	75	93	91	655
Totals	22,768	19,806	16,736	24,892	13,688	22,882	22,870	143,642

Estimates of the population for the UK, England and Wales, Scotland and Northern Ireland Mid 2017-ONS Revised 28/06/2018

5.6 There are approximately 47,150 children aged from birth up to four years

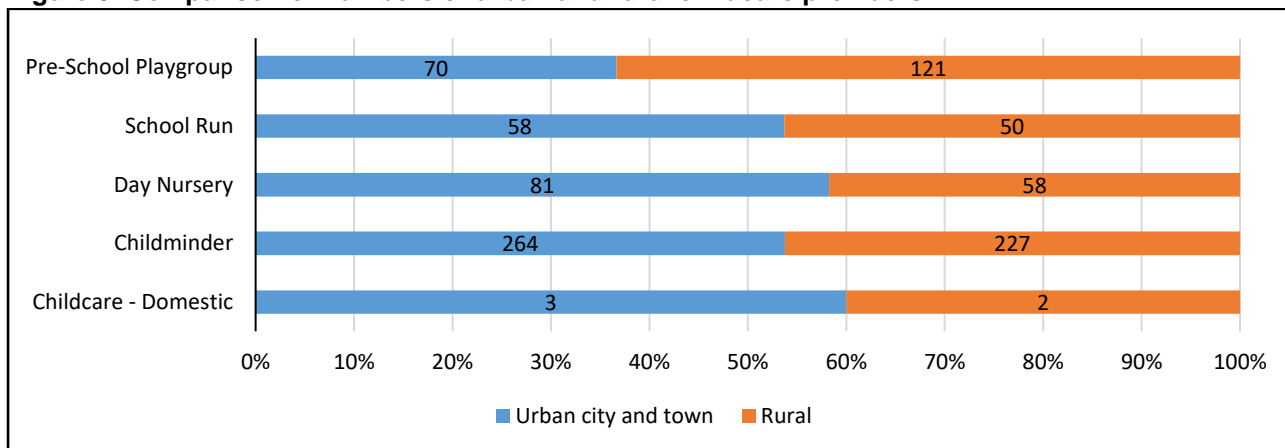
5.7 There are 35,930 children in Norfolk age 11 – 14.

5.8 According to the gov.uk website (Official Statistics, Disability facts and figures, Published 16 January 2014), around 6% of children/young people are disabled

5.9 While Norfolk's land area is around 93% rural, just over half of residents live in an environment that can be classed as urban. Over the past six years, there has been a shift in where people live in Norfolk, with an increase in numbers of people living in urban settings and a corresponding reduction of people living in rural settings. All districts except North Norfolk have at least a third of their population living in urban areas and none of Norfolk's districts is wholly rural. (Norfolk Story, 2017)

5.10 Just under half of families in Norfolk live in a rural area with these children being largely served by voluntary pre-schools and childminders

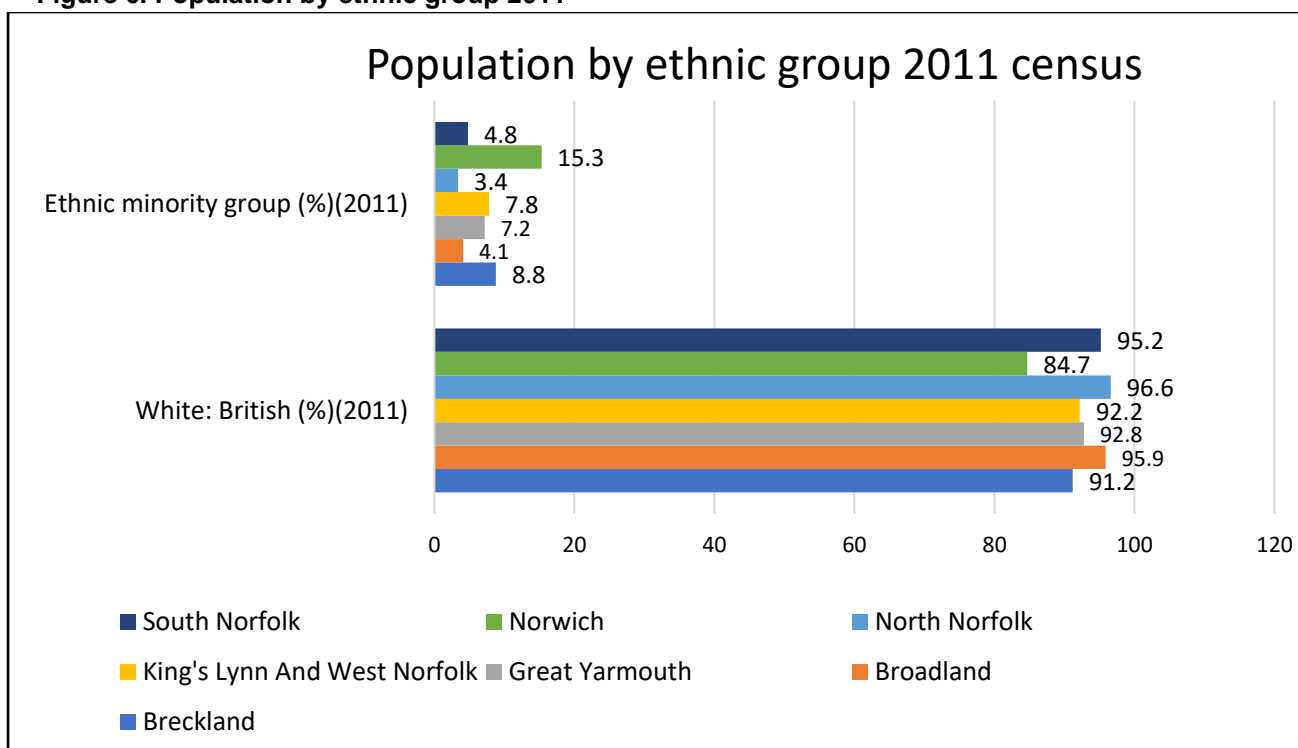
Figure 5. Comparison of numbers of urban and rural childcare providers



NCC Postcode Gazetteer & Synergy Education Live September 2018

5.11 Population in Norfolk is characterized as predominately White British, with Norwich having the highest levels of other ethnicities

Figure 6. Population by ethnic group 2011



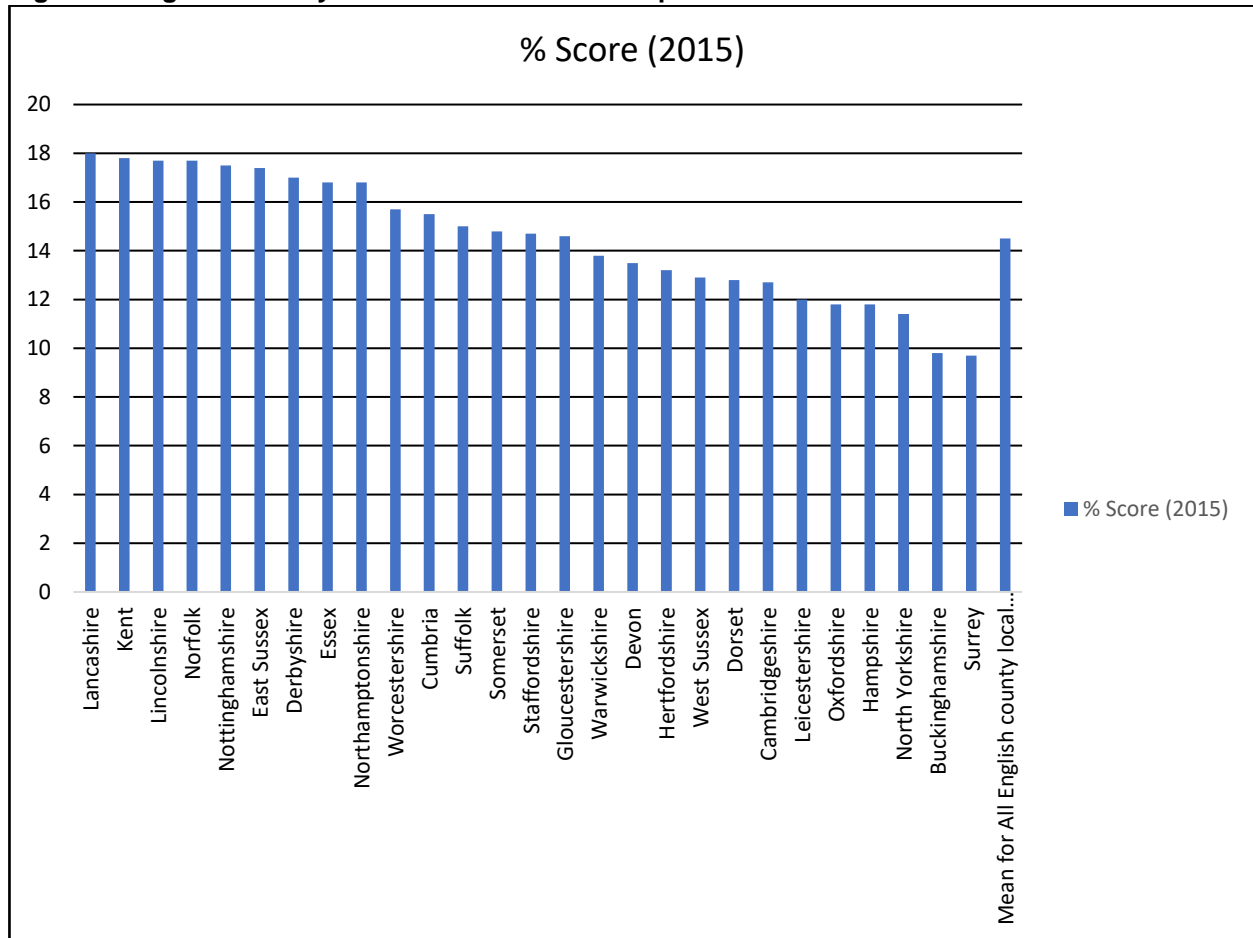
NCC Norfolk Insight, 2011 Census

5.12 There are around 130 languages spoken in Norfolk. English is not the first language of around 7,800 school children in the county and of these around a fifth are aged 0 to 5 years. Polish is the most widely spoken first language other than English across Norfolk’s school children, with Portuguese being the second and Lithuanian the third

5.13 The Indices of Deprivation 2015 show that Norfolk has experienced an increase in relative deprivation compared with 2010. The Income Deprivation Affecting

Children Index (IDACI) indicates Norfolk had the fourth highest score of the county councils in England in 2015

Figure 7. England County Council IDACI score comparisons



Department for Communities and Local Government (DCLG), Indices of deprivation

- 5.14 Around 68,200 Norfolk residents live in areas which have been classified as being among the 10% most deprived in England. The most deprived areas in Norfolk are still concentrated in the urban areas of Great Yarmouth, Norwich, King's Lynn and Thetford.
- 5.15 The labour market profile comparison between Norfolk, East of England and Great Britain shows Norfolk is performing better than nationally for being economically active but falls behind the Eastern average. Norfolk has a higher percentage of unemployed people than both the regional and national average.

Figure 8. Number of 16-64's and percentage of population

Area	Economically Active	In employment	Employees	Self-employed	Unemployed
Norfolk	78.9%	78.9%	62.7%	12%	4.7%
East	81.1%	78.2%	66.3%	11.6%	3.6%
Great Britain	78.4%	79.7%	64.2%	10.6%	4.2%

NOMIS Jul 2017-Jun 2018

6. Projected Housing Growth

- 6.1 There are several major growth areas in Norfolk which will see future economic expansion, new housing, new schools and other infrastructure planning and investment. These are detailed in NCC's 2018 Local Growth and Investment Plan. New housing will attract the need for childcare provision that may be above the supply level of existing local provision.

Figure 9. Number of children aged 3 and 4 living in new housing

District	LGIP Projected Housing	Number of additional 3-4 year olds
Breckland	10,400	1,008
Broadland	14,700	1,426
Great Yarmouth	1,000	97
King's Lynn & West Norfolk	5,400	524
North Norfolk	600	59
Norwich	1,000	97
South Norfolk	9,850	956
Total	42,950	4,167

NCC LGIP 2018

- 6.2 The new housing is predominantly centered around the Greater Norwich Growth Triangle to the north and east of the city and growth in the urban areas along the A11 corridor towards Suffolk and Cambridgeshire
- 6.3 The NCC Place Planning Team comment weekly on infrastructure requirements for new planning applications received by the districts and county planning officers for sites over 20 mixed-bed dwellings. The district planning targets for housing growth are reported on within the 36 Area Childcare Sufficiency Profiles, available at <https://www.norfolk.gov.uk/children-and-families/childcare-and-early-learning/childcare-advice-and-guidance/childcare-sufficiency>

7. Sufficiency of childcare places

- 7.1 Norfolk currently has 905 childcare providers across the county. Several providers operate more than one type of childcare, such as a school having a nursery class alongside a pre-school or EYFS Unit, reflecting that there are 916 provider types for December 2018 shown in Figure 10

Figure 10. Childcare provision in Norfolk

Childcare Provider Type	Sept 17	Dec 18	Difference
Day Nursery	137	135	-2
Pre-school Playgroup	180	166	-14
Childminder and Childcare - Domestic	534	486	-48
Nursery Units of Independent Schools	12	12	0
School Run (Nursery School, Nursery Class, Day Nursery, Pre-school & EYFS Unit)	110	117	+7
Total	973	916	-57

NCC Synergy Education Live December 2018

- 7.2 The number of early years and childcare provider types in the county continues to reduce marginally each year. In the 2017 Childcare Sufficiency Assessment the numbers of pre-schools, childminders, nursery classes, nursery schools and day nurseries were 984, this dropped to 973 (99%) in September 2017. From September 2017 to December 2018 numbers dropped again to 916 (94%). Childminders dropped 9% in the latter period.
- 7.3 Not all childcare providers offer the funded early education entitlement. Figure 11 shows the number of childcare providers offering free early education entitlement in both the private, voluntary and independent (PIV) sector and those run by local authority-maintained schools and academies sector, by District Council area.

Figure 11. Number of childcare providers offering funded places by District Council

District	Private, voluntary and independent				School run provision	Total
	Day nursery	Pre-school playgroup	Childminder and childcare - domestic	Nursery units of independent schools		
Breckland	23	27	45	3	15	113
Broadland	14	29	55	1	8	107
Great Yarmouth	14	7	24	0	12	57
King's Lynn & West Norfolk	23	28	51	1	29	132
North Norfolk	15	15	22	2	13	67
Norwich	16	18	25	4	22	85
South Norfolk	28	37	58	1	38	162
Norfolk Total	133	161	280	12	137	723

NCC Synergy Education Live December 2018

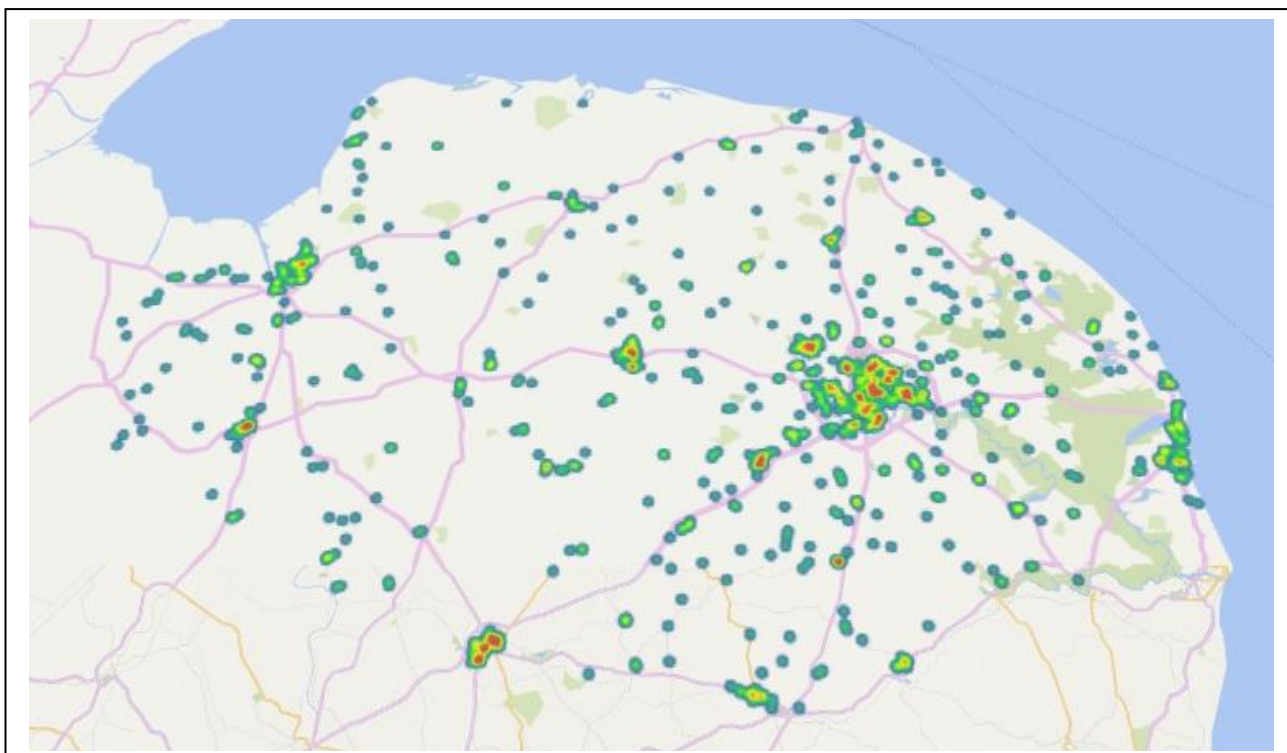
7.4 The number and distribution of funded childcare places being offered by childcare providers varies between each district, with most places located within urban areas. Whilst the overall number of places across the county meets need, for families living in rural areas the choice of type of provision is more limited.

Figure 12. Number of funded places available for 2, 3 & 4 year olds by District

District	Day nursery		Pre-school playgroup		Childminder and childcare - domestic		Nursery units of independent schools		School run provision		Total
	3 & 4's	2YO's	3 & 4's	2YO's	3 & 4's	2YO's	3 & 4's	2YO's	3 & 4's	2YO's	
Breckland	1,044	342	975	254	215	53	88	0	660	28	3659
Broadland	588	232	1,126	294	265	55	45	0	449	50	3,104
Great Yarmouth	1,183	497	328	116	113	29	0	0	684	92	3,042
King's Lynn & West Norfolk	1,193	412	868	386	227	48	48	12	665	68	3,927
North Norfolk	557	207	498	176	116	22	56	0	490	84	2,206
Norwich	700	229	734	255	121	32	244	0	919	170	3404
South Norfolk	952	283	1,106	384	266	60	80	0	474	8	3,613
Total	6,217	2,202	5,635	1,865	1,323	299	561	12	4,341	500	22,955

NCC Synergy Education Live December 2018

Figure 13. Location of childcare providers offering funded places



NCC Synergy Education Live December 2018

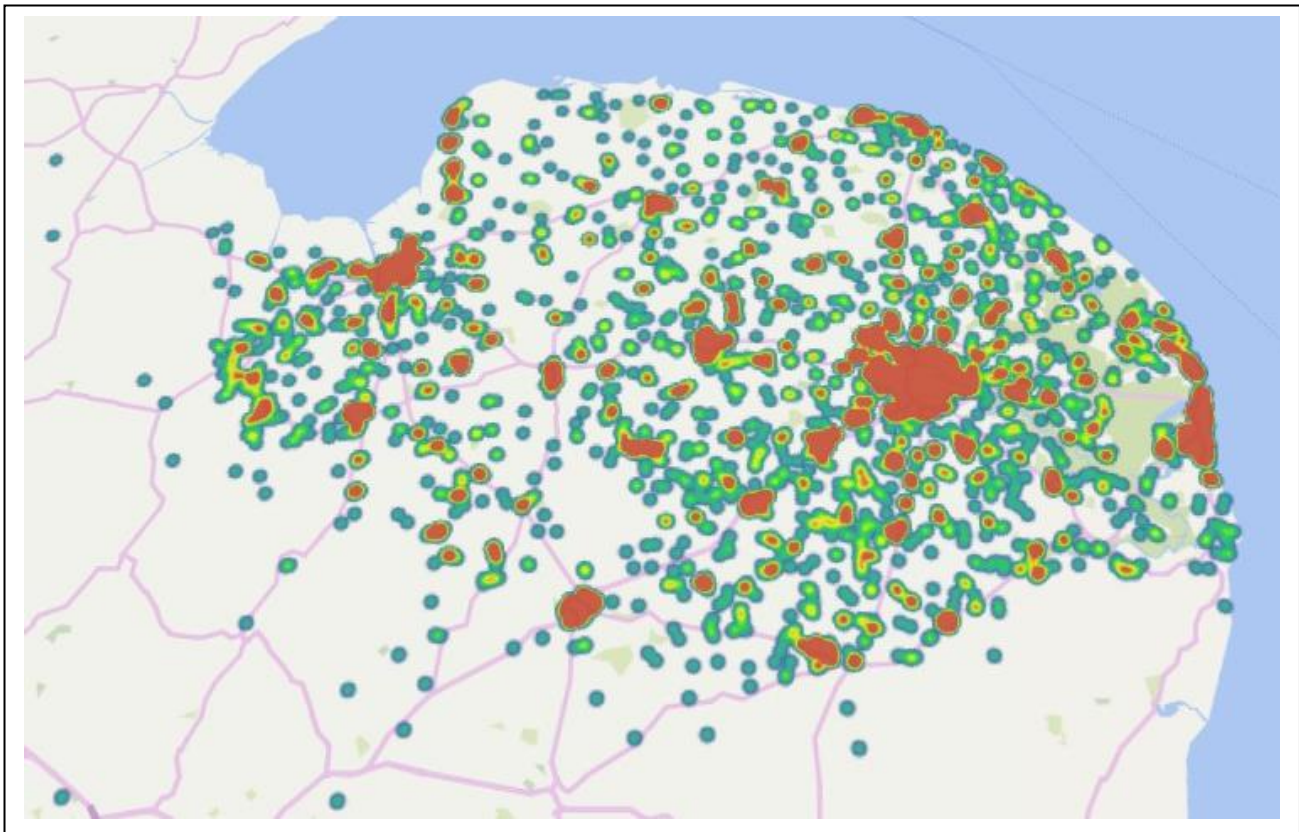
7.5 Take up of the 15 hour universal entitlement for 3 and 4 year olds is high across all areas of the county, the lowest take up being in Norwich. As part of the Norwich Opportunity Area strategy, take up is being encouraged through the provision of information provided to parents, and encouraging partnership working between different types of providers

Figure 14. Supply and demand for 15 hour funded places for 3 & 4 year olds by district

District	No of 3 & 4 year old children	Places available in PVI sector	Places available in schools sector	Total places available	% of children accessing a place
Breckland	3,015	2,322	660	2,982	99%
Broadland	2,559	2,024	449	2,473	97%
Great Yarmouth	2,213	1,624	684	2,308	100%
King's Lynn & West Norfolk	3,277	2,336	665	3,001	92%
North Norfolk	1,690	1,227	490	1,717	100%
Norwich	3,241	1,799	919	2,718	84%
South Norfolk	3,027	2,404	474	2,878	95%
Total	19,022	13,736	4,341	18,077	95%

NCC CHIS, eligibility and take up figures for summer claim period 2018

Figure 15. Location of funded 3 & 4 year olds, Summer 2018



NCC CHIS, eligibility and take up figures for summer claim period 2018

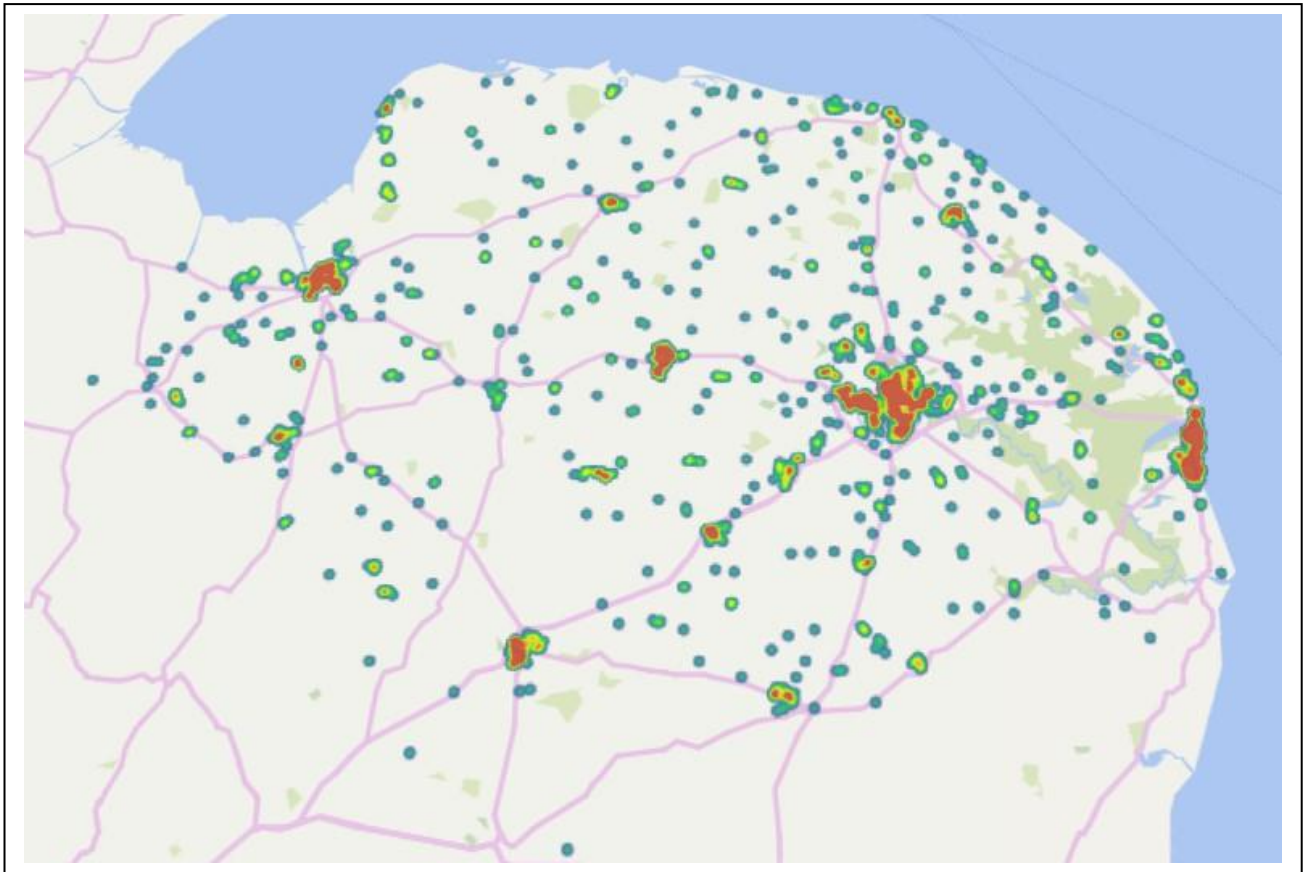
7.6 Analysis of the supply and demand of places for eligible funded 2 year olds shows that take up is lower than for the universal 3 and 4 year old entitlement. Take up rates are influenced by factors such as parental preference for keeping the child at home, which is particularly relevant for 2 year olds, not enough local childcare to meet parental preference and informal childcare being used instead.

Figure 16. Supply and demand for 15 hour funded places for 2YOs by district

District	Total 2YOs	No of eligible children	No eligible % of 2YO Population	total 2YOs accessing	% of children accessing a place
Breckland	1,421	418	29%	323	77%
Broadland	1,168	230	20%	190	83%
Great Yarmouth	1,131	258	23%	394	100%
King's Lynn & West Norfolk	1,620	534	33%	383	72%
North Norfolk	778	256	33%	235	92%
Norwich	1,727	648	38%	472	73%
South Norfolk	1,301	297	23%	239	80%
Total	9,146	2,641	29%	2,236	85%

NCC CHIS, eligibility and take up figures for summer claim period 2018

Figure 17. Location of funded 2 year olds, Summer 2018



NCC CHIS, eligibility and take up figures for summer claim period 2018

7.7 Nationally, the total number of children in a 30 hours place is equal to 94% of the eligibility codes issued to parents. In Norfolk, the number of children taking up the extended entitlement (30 hours) for the summer claim period 2018 is higher and equates to 97%.

Figure 18. Number accessing extended entitlement and take up of those eligible

District	verified validation codes	claiming extended hours	not claiming	% of eligible children accessing extended hours
Breckland	727	715	12	98%
Broadland	683	652	31	95%
Great Yarmouth	337	328	9	97%
King's Lynn & West Norfolk	746	729	17	98%
North Norfolk	429	422	7	98%
Norwich	441	427	14	97%
South Norfolk	741	713	28	96%
District unknown	130	126	4	97%
Total	4234	4112	122	97%

NCC Early Years Finance December 2018

7.8 Data regarding cost of childcare is gathered annually by via the Early Years Census in January and via provider portal updates. The current average costs of childcare will be a combination of these figures depending on when and if the provider updated their details with any changes.

Figure 19. Average costs per hour for early years childcare by type and district September 2018

District	Childminders and childcare -domestic	Day nursery (full daycare)	Pre-school playgroups (sessional)
Breckland	£3.74	£4.42	£3.84
Broadland	£4.10	£5.03	£4.06
Great Yarmouth	£3.79	£4.23	£3.63
King's Lynn & West Norfolk	£3.91	£4.43	£3.75
North Norfolk	£4.11	£4.73	£3.52
Norwich	£4.56	£4.65	£4.54
South Norfolk	£4.20	£5.09	£3.97
Norfolk average	£4.06	£4.65	£3.90

NCC Synergy Education Live, September 2018

7.9 Childcare for younger children is often the most expensive due to factors such as staff/child ratios etc. Most parents find that their childcare costs reduce as their child grows and all children are entitled to some form of funded nursery education from the age of three, meaning childcare fees for parents fall.

7.10 The average prices in Figure 19 have been compared to figures for September 2016 in Figure 20 below showing the percentage increase.

Figure 20. Percentage price increase per hour across childcare types

	Childminders & childcare-domestic	Day nursery (full daycare)	Pre-school playgroups (sessional)
Average price September 2016	£3.93	£4.45	£3.55
Average Price September 2018	£4.06	£4.65	£3.90
Average % price increase	3.2%	4.3%	8.97%

NCC Synergy Education Live September 2018

7.11 The average UK inflation rate for the same periods referred to above indicate prices have increased above the rate of inflation

Figure 21. UK inflation rate

UK Inflation Rate	
Average inflation rate September 2015-16	0.27%
Average inflation rate September 2017-18	3%

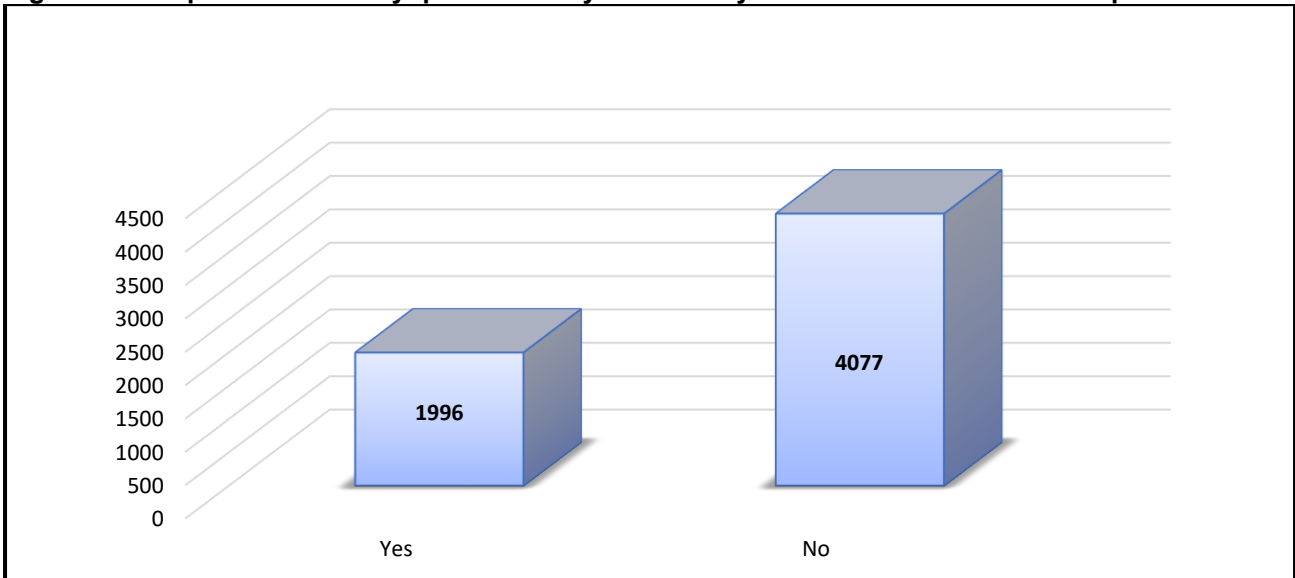
<https://www.rateinflation.com/inflation-rate/uk-historical-inflation-rate>

8. Consultation with parents

8.1 Consultation with parents and carers is an important part of establishing the demand for childcare. Parents were invited to complete a survey during autumn 2017 via the Children’s Centre Parental Satisfaction Survey. There was a 14% response rate (6,500 parents).

8.2 Figure 22 shows 6,073 parents replied to the question ‘Do you currently use a free/funded childcare place?’

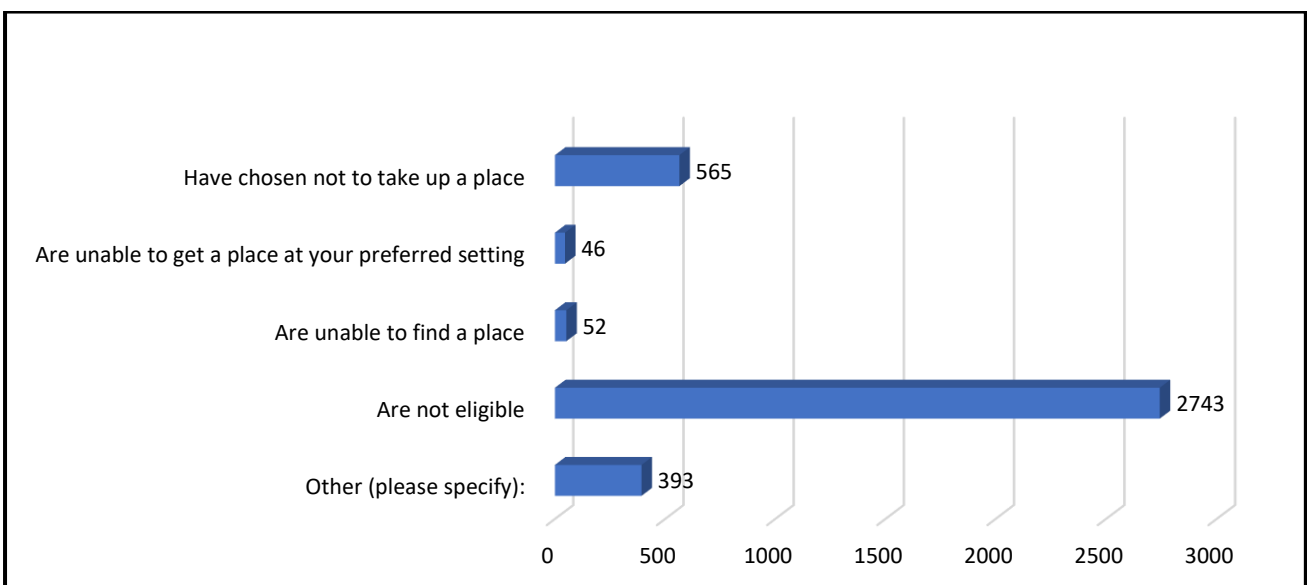
Figure 22. Responses to survey question ‘Do you currently use a free/funded childcare place?’



NCC Early Years Team Children’s Centre Parental Satisfaction Survey Autumn 2017

8.3 Figure 23 shows the responses of those not taking up a childcare place.

Figure 23. Responses to survey question ‘If no, is this because you...’



NCC Early Years Team Children’s Centre Parental Satisfaction Survey Autumn 2017

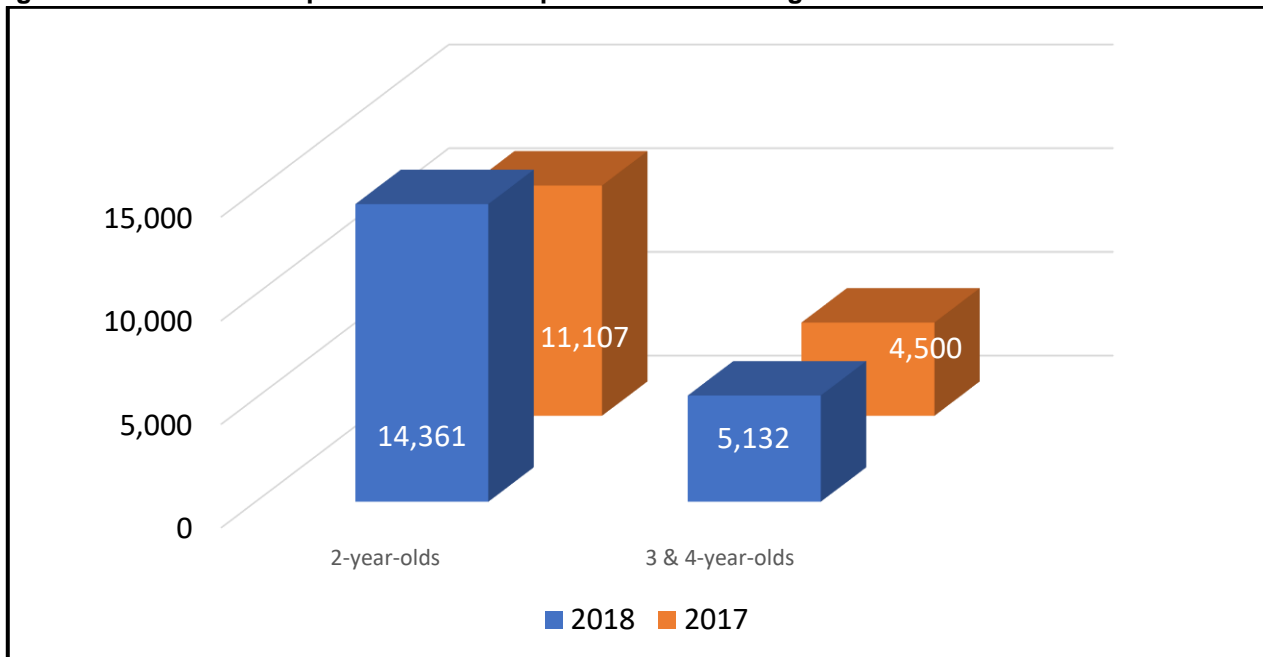
8.4 393 parents specified other reasons for not taking up a childcare place which were not captured by the survey options;

- Child too young
- The child is not born yet
- Don't know if we're eligible or not
- I don't need to work
- Don't have access to transport
- We have employed a nanny
- Grandparents support with childcare
- I am not sure if I am eligible plus I don't have enough information
- I'm a stay at home mum

9. Demand for childcare

- 9.1 Norfolk County Council's Customer Service Centre (CSC) takes initial enquires and provides general information to families while more complex enquiries are passed to Family Information, which is part of the Education and Early Years Achievement Service. This Service helps parents (particularly vulnerable families) to understand the benefits of high quality childcare and early learning for their children.
- 9.2 For the period 1st September 2017 – 31st August 2018, Family Information responded to 300 telephone enquiries handed over by CSC. The enquiry data showed that most of the customers were parents seeking clarification about funded early education and childcare, particularly 2-year-old funding.
- 9.3 Examples of handing-off from CSC to Family Information;
- 'Caller has made an online 2-year-old funding application which was successful for one of her twins but says she cannot input the same information twice to get a second reference number for the other twin as all the details are the same. How does she obtain a second reference number?' (CSA, October 2017)
 - 'R called today to see if she is eligible for the 2-year-old funding. R is on income support. Can someone get in touch with R to let her know about the funding code.' (CSA, April 2018)
 - 'S called today as she has lost her funding code letter - can we send a new one out please (CSC, August 2018)
- 9.4 Direct enquiries to CSC have decreased steadily over the last year, as more people are now using the Norfolk County Council childcare web pages and the Norfolk Community Directory to search for childcare and family support. In September 2017, the number of enquiries handed over by CSC to Family Information was 53 and in May 2018 the number was 16.
- 9.5 Most people are now accessing information about childcare online with most enquiries being received through email and Facebook. Family Information staff use social media to promote tax credits and to provide information relating to financial assistance for childcare. The top Facebook post in 2018 (ranked by engagement) reached 5.9k people, had 19 likes, 31 shares and 692 engagements. The second most engaging post about childcare reached 11.7k people, had 45 likes, 103 shares and 661 engagements.
- 9.6 The number of 'hits' to the NCC web pages about funded childcare have increased in the last 12 months and includes supporting information for parents and childcare professionals working with families.

Figure 24. Number of enquiries received September 2017 to August 2018



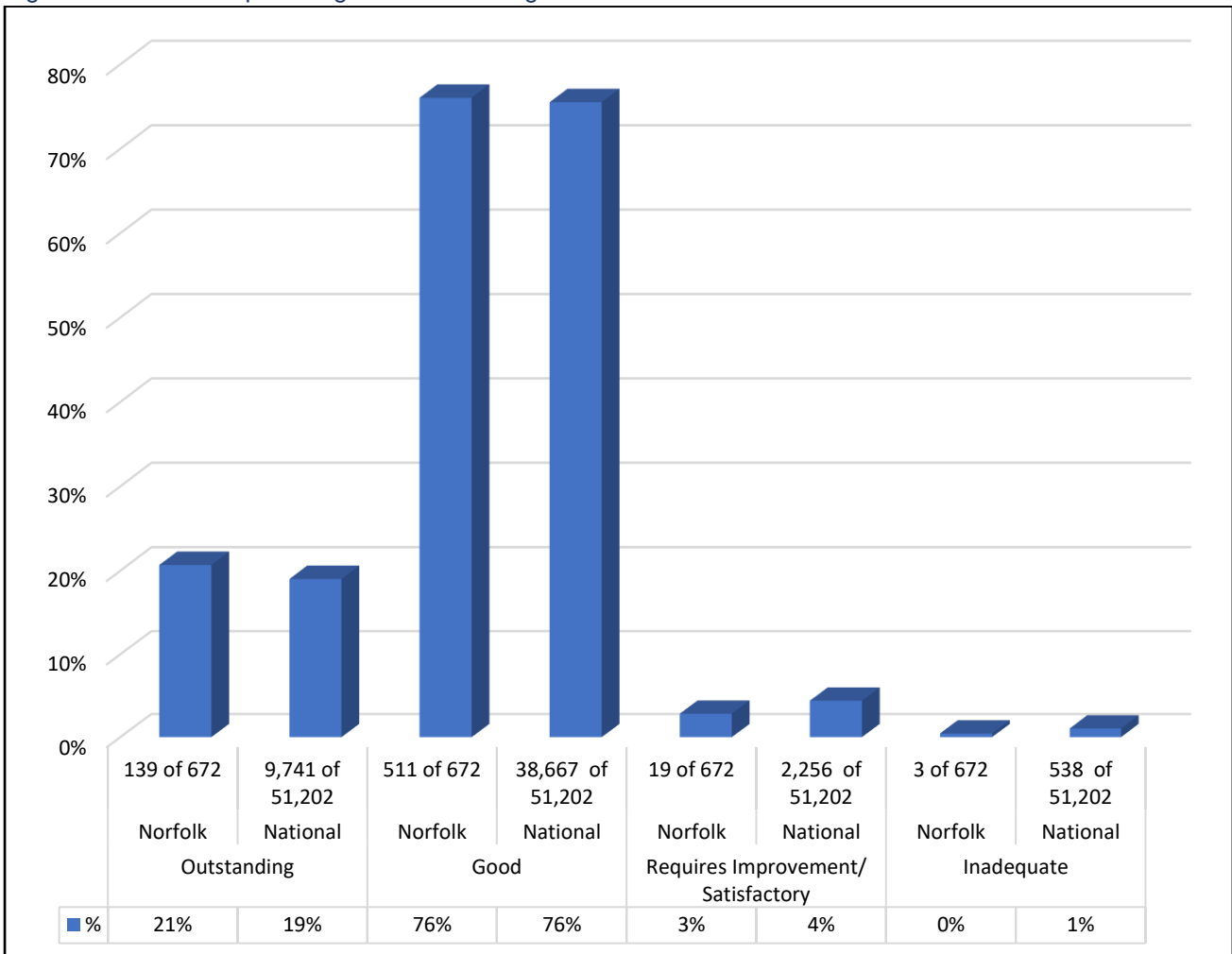
NCC Family Information December 2018

- 9.7 Family Information continue to develop innovative ways of communicating with parents to ensure up to date information is sent out to assist parents make informed choices regarding their childcare solutions.
- 9.10 Social media communication is being well responded to by parents seeking information though with the intermittent coverage of the broadband network it is recognised that web based communication doesn't suit many parents

10. Quality

- 10.1 Evidence shows that the quality of childcare is a significant factor affecting a child's future chances. High-quality early education improves children's school readiness and cognitive development, whilst poor-quality early education does very little to boost children's development. (2014 Joseph Roundtree Foundation, <https://www.jrf.org.uk/blog/30-hours-free-childcare-worth-fighting>).
- 10.2 The quality of early provision is measured through inspections undertaken by Ofsted (Office for Standards in Education). Ofsted is the sole arbiter of quality and through the inspection process, each setting will receive one of four grades (outstanding, good, requires improvement or inadequate) depending on the inspection findings.
- 10.3 Data on the inspection outcomes of Norfolk based registered early years and childcare providers at their most recent inspection compared to the national picture shows the quality of provision across Norfolk is higher than the national average.

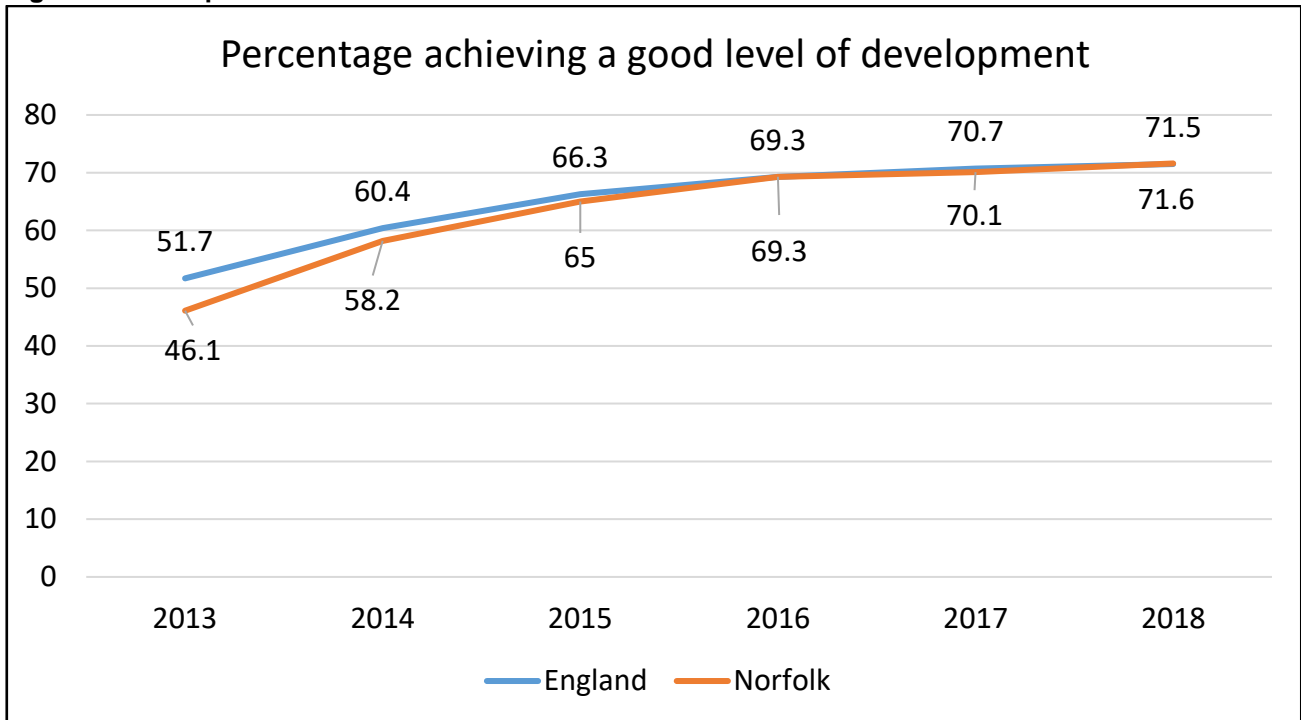
Figure 25. Ofsted inspection grades to 31st August 2018



<https://www.gov.uk/government/statistics/childcare-providers-and-inspections-as-at-31-august-2018>

- 10.4 Support is available for providers to improve the quality of delivery and meet the requirements of the Early Years Foundation Stage (EYFS) and Ofsted. The quality of provision plays an important part in the sufficiency of places.
- 10.5 All new childminders are offered a subsidised place on the Professional Association for Childcare and Early Years' (PACEY) Level 3 Award in Home Based Childcare, covering every aspect of being a registered childminder. With the continued support offered through the registration process by the EAEYS most childminders and out of school providers achieve good or outstanding at their first Ofsted inspection.
- 10.6 In 2018, the percentage of children achieving a good level of development at the end of the Early Years Foundation Stage (EYFS) was 71.6%, an increase of 0.9% from the previous year continuing an improving trend.

Figure 26. Comparison of children's results at the EYFSP



DfE Early years foundation stage profile (EYFSP) results: 2018

- 10.7 The attainment of children eligible for FSM increased by 3 percentage points from 54% to 57%, compared to an increase for non-FSM pupils from 72% to 74%.
- 10.8 Norfolk County Council has a statutory duty in relation to provision of childcare training. The training programme delivered by the Achievement and Early Years Service aims to improve outcomes for children through the development of a highly skilled workforce. The training is available to practitioners working in any registered provision, as well as prospective childminders. Courses are subsidised for the private and voluntary sector.
- 10.9 Feedback from providers evidences that the training is needed and valued. Priority is given to providers who have received a 'Requires Improvement' or 'Inadequate' Ofsted grade to improve practice.

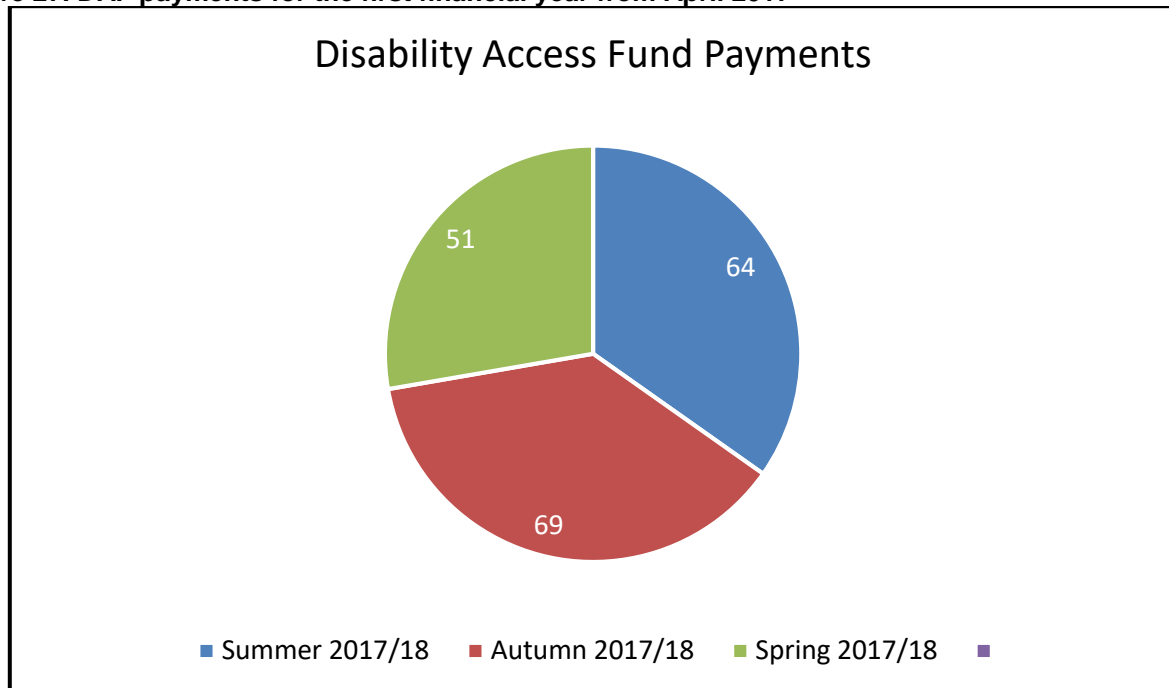
- 10.10 Recruitment of qualified and experienced practitioners remains a challenge for providers across the county, and this reflects a national issue. Norfolk County Council provides a recruitment website for use by providers to support the appointment and development of their workforce
- 10.11 The Early Years Service are developing a Peer Support Network, which is part of our approach to enable the variety of providers – private, voluntary, childminders, independent, maintained and academy, to work together to deliver sustained improvements. Currently there is a focus on support and development of leaders and this has been enabled through several leaders from outstanding provision accessing peer support/mentoring training. Further work to develop partnership working between settings and schools, and best practice sharing will commence in the coming year.

11. SEN&D

- 11.1 Local Authorities have a statutory duty to promote equality of opportunity for children with special educational needs and disability (SEN&D). Nationally it is recognised parents often find it difficult or challenging to access childcare, this may be due to parental confidence in the provider's ability to meet their child's individual needs.
- 11.2 All childcare settings are required to comply with the SEN&D Code of Practice and with the requirements of the Early Years Foundation Stage (EYFS). A wide range of activities and clubs for young people with a disability or additional needs across Norfolk are listed on the Norfolk Local Offer pages at www.norfolk.gov.uk/children-and-families/send-local-offer.
- 11.3 Research suggests some childcare providers may not be as confident in their own ability to meet the needs of children with high level medical need, particularly if they are a lone worker, such as a childminder. Norfolk County Council offers providers subsidised training, specialist equipment and access to advice and guidance to support the inclusion of all children.
- 11.4 Information on childcare is available to all parents online. Additional information is available to parents of children with SEN&D via the Norfolk SEN Local Offer. Other services also offer support to parents to gain access to the free early years entitlement.
- 11.5 Since April 2017 there is a statutory duty for all Local Authorities to provide an SEN Inclusion Fund. This funding is for early years providers to meet the individual needs of children with low level or emerging SEN Eligibility is children who are in receipt of 3 and 4-year-old Early Education. 491 Norfolk children were in receipt of this source of funding during the summer term 2018 and attended 90 different providers. Data sources evidence a slightly higher figure for spring term 2018 with 510 children across 125 providers.
- 11.6 For children with more complex need, additional funding support is provided via the High Needs Block. In Norfolk, complex need is determined by those that have an issued or agreed Education Health Care Plan. 81 Norfolk children were in receipt of this funding during the summer term 2018.
- 11.7 Although there is not a statutory duty to provide additional funding for children who are in receipt of 2-year-old Early Education, Norfolk does make provision for them. Requests for additional funding can be made if a child has an identified need that is "additional to and different from". As a comparison during the spring term 229 awards were made as opposed to 200 awards during the summer term 2018.
- 11.8 In April 2017, the Disability Access Fund (DAF) was introduced for early years providers to support children with SEN&D. Its purpose is to remove 'barriers' which prevent children from accessing their free early education entitlement. To attract DAF, children must be receiving Disability Living Allowance and be in receipt of the 3 and 4 year early education entitlement. This funding is paid annually to the provider nominated by the parent/carer. In the first financial year Norfolk made DAF payment for 184 children. Figure 26 shows the payments on a termly basis. 56 payments

have been made during the first part of this financial year making an overall total of 240.

Figure 27. DAF payments for the first financial year from April 2017



NCC Early Years Finance Team

- 11.9 Since April 2015 childcare providers delivering the free nursery education entitlement for three and four year olds have been able to apply for additional funding of up to £300 per year, per eligible child, to support children from families on certain benefits. Children are also eligible if they are looked after by the local authority, adopted from care or have left care under a special guardianship or residence order.
- 11.10 During the summer 2018 term 14,109 three and four year olds claimed early education funding. EYPP payments were made for 2,297 children to childcare providers in both the PVI and maintained sectors across Norfolk. This represents 16.28% of the number of children claiming early years education funding. This represents a good level of take up.
- 11.11 The identification of eligible children relies upon parents making schools and settings aware so that they can apply for the funding. To ensure as many parents as possible talk with their childcare provider about possible eligibility, publicity work through the Family Information Team will continue to raise awareness and increase the take up rate. <https://www.norfolk.gov.uk/children-and-families/childcare-and-early-learning/free-childcare-and-learning/early-years-pupil-premium>

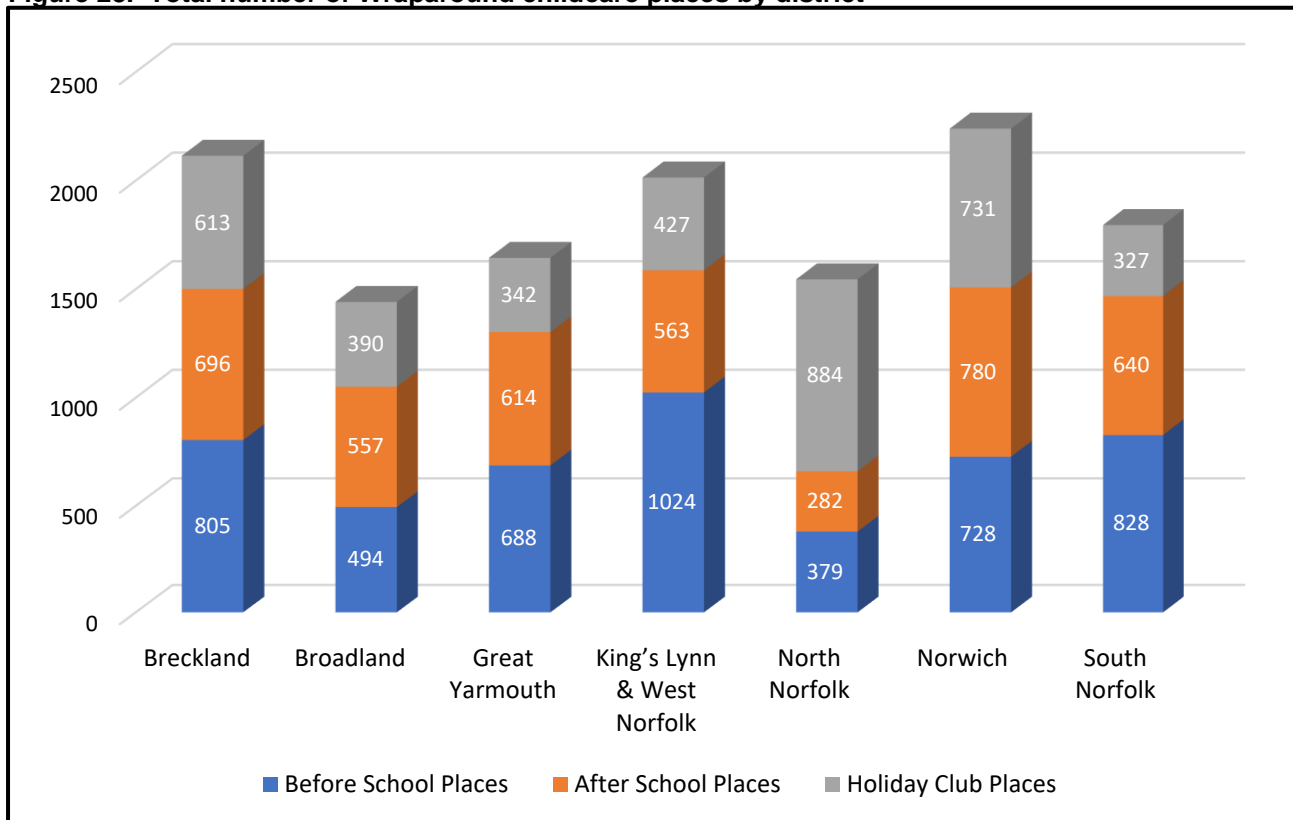
12. Looked after children

- 12.1 Looked after children are less likely than their peers to access early education.
- 12.2 In Norfolk 42 looked after children accessed a funded place with childcare providers during the 2018 summer term
- 12.3 Norfolk's Virtual School Looked After Children, Adoption and Special Guardianship Order Team is liaising closely with social workers and foster carers to promote the importance of accessing pre-school provision however it is acknowledged that childcare provision may not be suitable for all looked after young children.
- 12.4 From September 2018 some children in foster care have been able to be funded for the extended entitlement. In Norfolk, 2 children were funded under this criteria within the autumn term 2018.

13. Childcare for children over 5

- 13.1 Out of School childcare includes Breakfast clubs, After School clubs and Holiday Playschemes. This form of childcare can operate either on or off a school site and may be run by the school directly or by Private, Voluntary or Independent partners (PVI).
- 13.2 In addition, many schools provide extra-curricular after school activities such as sports clubs, gardening clubs, film clubs etc. Although these may not be formally classed as childcare they still provide a safe learning environment for children whilst parents/carers are at work or studying. However, these types of clubs may not operate consistently throughout the school year or may vary from term to term and are often only an hour in duration.
- 13.3 It is recognised that good quality Out of School childcare has a positive effect upon children's outcomes. Research has shown that this type of good quality childcare can improve a child's behavioural, social and emotional skills as well as impacting upon academic performance. Children from disadvantaged backgrounds that attended After School Clubs on average achieve a two points higher score in their Key Stage 2 assessment in English, Math's and Science than those who did not take part in After School clubs. (Wraparound and holiday childcare, Parent and childcare provider 'rights to request', Guidance for local authority maintained schools, academies and free schools, May 2016, p5, paragraphs 12 – 14)
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/525135/Rights_to_request_guidance.pdf
- 13.4 Dependent upon specific criteria, not all Wraparound provision has to be Ofsted registered and there is no legal requirement to inform the local authority of operation. A provider who only delivers to children age eight or over, or who does not operate for more than two hours a day or provides two activities or less is not legally required to register with Ofsted. A setting may however, choose to join the voluntary part of the childcare register to allow parents to claim childcare vouchers. In addition, providers do not have to meet specified child/adult ratios if they are caring solely for children over the age of eight.
- 13.5 It is, therefore, difficult to determine the exact number of places. Many non-registered holiday activities are run by local leisure centres or sport centres which may also not be represented in the figures. Figure 28 shows the numbers of places reportedly available by all registered providers in Norfolk, by district.

Figure 28. Total number of Wraparound childcare places by district



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- 13.6 It should be noted that demand for childcare will be significantly lower for young people of secondary school age (11 years and over) as many parents/carers feel their children are independent enough to not require childcare outside of school hours. Therefore, when calculating the number of places, the calculation has only considered the number of children in school aged 4 – 11 and 11 years plus with a disability.
- 13.7 Figure 28 shows the number of Wraparound childcare places across Norfolk is approximately 12,816. Norfolk has 96,609 children and young people aged 4 – 11 in the primary school phase and disabled young people aged 11 – 18 years, giving an overall figure of approximately 13 childcare places for every 100 children/young people.
- 13.8 Norwich has the highest number of wraparound childcare places across all Out of School provision than all other districts whilst Broadland has the fewest. Where provision in the maintained sector (schools) is high the PVI sector is generally low.
- 13.9 45% of schools in the primary phase run their own Breakfast Club on site and 44% of private, voluntary or independent breakfast clubs are located on school sites.
- 13.10 Approximately a quarter of schools in Norfolk provide an After School Club on their site where as a third of PVI run After-School Clubs are located on school sites. This data refers only to Ofsted registered childcare provision and does not consider extra-curricular after school activities such as gardening clubs, film clubs etc. which many schools also run after the end of the school day.

13.11 A much smaller percentage of schools provide pupils with school run Holiday Playschemes on site (4.5%). PVI providers double this percentage to 9% of school site locations offering Holiday Playschemes in Norfolk. School sites account for 44% of the Holiday Playschemes offered to parents in Norfolk indicating that this area of childcare is provided in the main by PVI providers both on and off school sites.

13.12 In 2016 parents were given the ‘right to request’ that their child’s school should consider establishing wraparound childcare or allowing PVI providers to use the school facilities to deliver childcare at times when the school is not using them. Whilst it is not compulsory to offer wraparound childcare at parental request, schools should not refuse a request without reasonable justification.

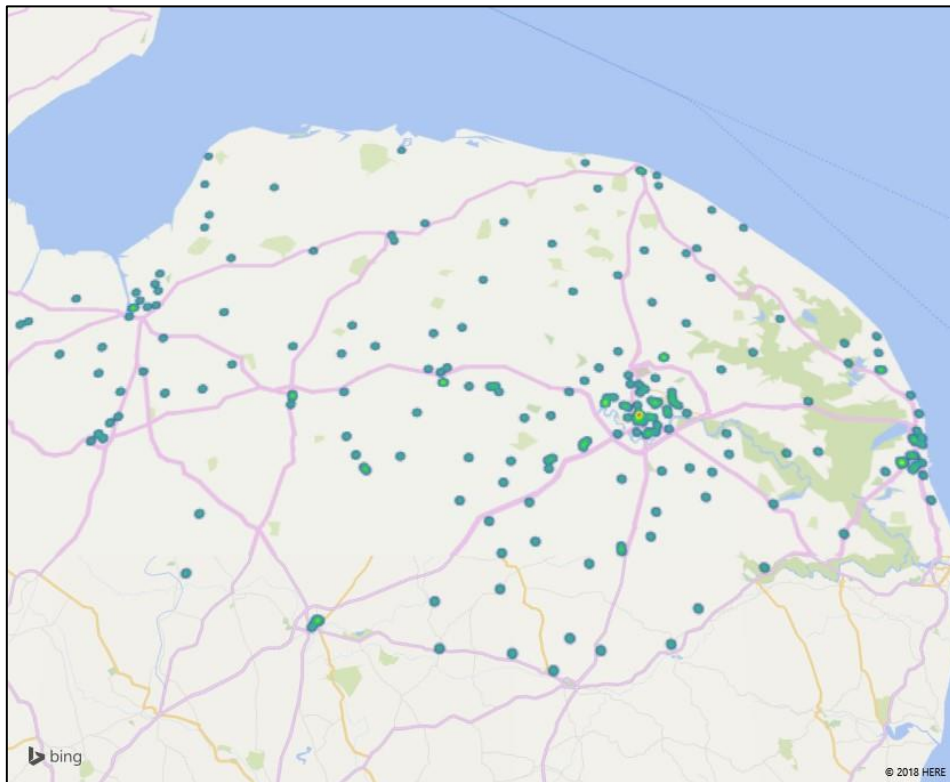
13.13 Figure 29 shows the current average costs of Out of School care for district and for the county.

Figure 29. Average costs for Out of School childcare by provider type and district

District	Breakfast Club Session (cost per hour)	After School Session (cost per hour)	Holiday Playscheme Session (cost per day)
Breckland	£3.39	£8.16	£25.82
Broadland	£3.43	£7.48	£24.31
Great Yarmouth	£2.44	£6.48	£29.90
King’s Lynn & West Norfolk	£2.53	£8.19	£32.87
North Norfolk	£2.94	£7.52	£26.16
Norwich	£2.24	£7.69	£26.65
South Norfolk	£3.68	£9.80	£25.61
Norfolk average	£2.95	£7.90	£27.33

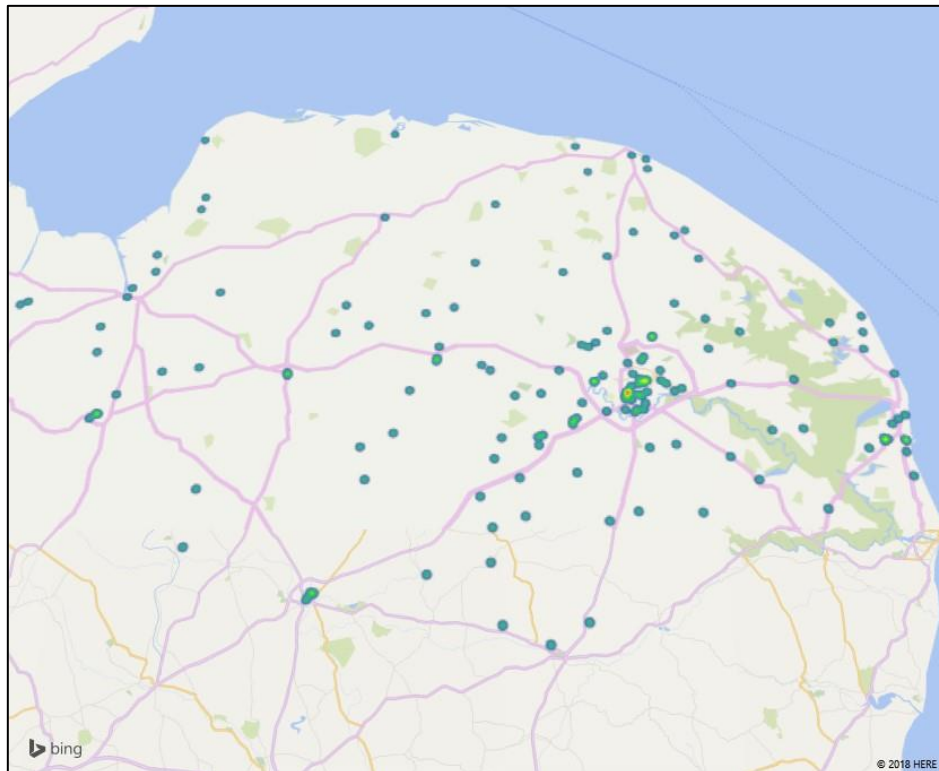
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Figure 30. Location of Breakfast Clubs



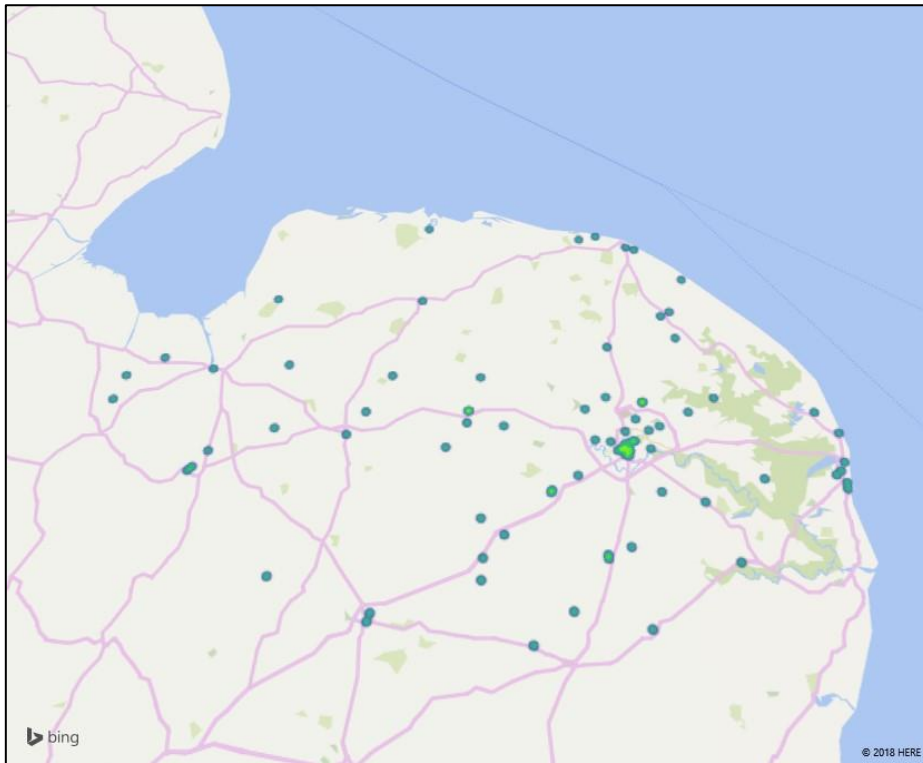
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Figure 31. Location of After School Clubs



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Figure 32. Location of Holiday Playschemes



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