

# Children's Service Committee

Committee Plan 2018/2021



## Welcome to the Committee Plan. In this plan you will find:

### Information about the Committee, what it wants to achieve and why

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## County Council Strategy

*Caring for our County: A vision for Norfolk in 2021* was approved by Members in February 2018 and outlines the Council's commitment to playing a leading role in:



Building **communities** we can be proud of



Installing **infrastructure** first



Building **new homes** to help young people get on the housing ladder



Developing the **skills of our people** through training and apprenticeships



Nurturing our growing **digital** economy



Making the most of our **heritage, culture and environment**

The Council's Strategy for 2018-2021 – Norfolk Futures – will provide the mechanism to enable these ambitions for the County across all of its activities.

Norfolk Futures will deliver these transformational commitments in a context where demand for our services is driven both by demographic and social trends, and where increasingly complex and more expensive forms of provision are increasingly prevalent.

Norfolk Futures is guided by four core principles that will frame the transformation we will lead across all our work:



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



Being business like and making best use of **digital technology** to ensure value for money



Using **evidence and data** to target our work where it can make the most difference

Under the banner of Norfolk Futures we will deliver sustainable and affordable services for the people who need them most. The whole Council needs to change to keep up with increasing demands and ever better ways of working.

These principles frame the transformation that we must lead across all our services and activities. This is all underpinned by evidence and political support, to change how the Council works and how we work with the people of Norfolk.

By 2021 the strategy and these underpinning Service Plans will have moved the Council towards a more sustainable future with affordable, effective services. This means that we will have radically changed the ways we do some things. We will know our citizens and manage their needs effectively using the best evidence to enable the most appropriate outcomes. We will be working jointly across the Council on our biggest challenges by default, and changing the way we work to reflect new technology and ways of working. This will enable us to work smarter, better and plan long term to become the council the County needs.

## **The Context of Children's Service in Norfolk**

Children's services are both statutory and universal in that there are services available that parents and carers can elect to participate in and others that have a statutory function to keep children and young people safe and protected from harm.

There are some key demographic factors to take into account when considering the Children's Service Committee.

### **About our County**

Norfolk's population is around 885,500, with more people living in King's Lynn & West Norfolk and Norwich and fewer people living in Great Yarmouth and North Norfolk. This make-up is characterised by a predominantly White population (92.9%). The most ethnically diverse district is Norwich.

There are around 130 languages spoken in Norfolk. English is not the first language of around 7,800 school children in the county. Norfolk's population could rise by an estimated 60,100 over the decade to 2027 - this is an increase of 6.7%. South Norfolk, Norwich and Breckland are projected to be the fastest growing districts in the county.

Norfolk is a large county (549,751 hectares) with around 372,100 households. Norwich is the only city in the county and there are also three large towns – Great Yarmouth, King's Lynn and Thetford. Around 40% of Norfolk's population live in these four urban areas. The other significant urban areas in the county consist mainly of small market towns with typical populations of around 6,000 to 12,000 people. There are also many small and medium size villages scattered across the county.

IMD 2015 is the most recent national analysis of relative deprivation. Compared to 2010 Norfolk has experienced an increase in relative deprivation from the 97th most deprived upper tier local authority to 88th most deprived.

Currently more than 120,000 people in Norfolk live in areas categorised as the most deprived 20% in England. These are mainly located in the urban areas of Norwich, Great Yarmouth, Thetford and King's Lynn together with some identified pockets of deprivation in rural areas, coastal villages and market towns. However, some of the smaller areas of rural deprivation, which make delivery of services more difficult and reduce accessibility for the population, remain hidden.

### **About our children**

Norfolk is a good place to grow up due to its comparable low crime rates and rural setting, providing most children and young people with the potential to fulfil their aspirations, living within a nurturing environment and accessing a wide variety of universal services. Sadly, not every child or young person will be able to achieve this without additional support and intervention.

- Approximately 169,296 children and young people under the age of 18 years live in Norfolk. This is 19% of the total population in the area.
- 18% of the local authority's children aged under 16 years are living in low-income families. The proportion of children entitled to free school meals:
  - In primary schools is 13% (the national average is 15%)
  - In secondary schools is 11% (the national average is 13%).
- Children and young people from minority ethnic groups account for 7% of all children living in the area, compared with 21% in the country as a whole.
- The largest minority ethnic groups of children and young people in the area are Mixed/multiple ethnic group and Asian/Asian British.
- The proportion of children with English as an additional language:
  - In primary schools is 10% (the national average is 20%)
  - In secondary schools is 7% (the national average is 16%).
- The percentage of under-19s claiming Jobseeker's Allowance is lower in Norfolk (1.9%) compared with the East of England and England averages (both 2.1%)
- The rate of teenage conceptions in Norfolk of 21.3 per 1,000 women is higher than that seen in the Eastern Region & across England (18.8 & 20.8 per 1,000 women respectively).
- 19% of Norfolk's population is aged 0-17 lower than proportions seen across the Eastern Region (21.4%) and England (21.3%).
- There are 1,165 children in care, 607 children have a child protection plan and 2,103 children have been identified as being children in need. Our early help services (Family Focus) work with 1,502 children.
- About 13,300 children aged under 18 live in areas of Norfolk classified as the most deprived 10% in the country compared to about 10,400 children who live in areas of Norfolk classified as the 10% least deprived areas in the country.
- Deprivation is associated with poorer health and wellbeing, low income and lower life expectancy. Across Norfolk a male child born in the 10% most deprived areas can expect to live 6.2 years less than a male child born in the least 10% deprived areas. For females the gap is 3.2 years.
- Norfolk's level of childhood obesity has been below the national average since 2012/13 and has not changed since, with around one in three in year 6 being classed as overweight or obese

## Children's Service in Norfolk

Children's Service has a statutory duty to safeguard and promote the welfare of children and young people in Norfolk. At the centre of our approach is a commitment to the engagement of all children and young people in the process of improving services to transform lives.

While we see ourselves as one Children's service, the department is focused on the following key areas of work:

### Education

Our Education service works to ensure every child has access to high quality education and training that meets their needs, stimulates a passion for lifelong learning and enables them to achieve well, so that they live fulfilling, independent and economically viable lives. We want to see:

- All children are safe from harm.
- Outcomes for children in line with high performing local authorities.
- An inclusive education system where no child is excluded.
- All children attending a good or better school, alternative or specialist provision.
- Education Health and Care Plans and PEPs – high quality, meet needs and in timescale.
- Increase take up of 2 year old and 3 /4 year old universal early education in high quality provision.
- More provision at post 16 which enables a positive sustained destination for all.
- Strong leaders and governors are involved in supporting other providers as part of coherent system leadership arrangements.
- Better take up of apprenticeships – especially for care leavers.
- All education providers in sustainably strong collaborations.

### Early Help and Prevention

Our Early Help and Prevention services work wherever possible to enable people to access the support that they need from their family and the community in which they live. We recognise that some individuals and families will need additional help at different times. Our more targeted early help services focus on working with children, young people, families and adults who need support to prevent their trajectory into requiring intervention from statutory services. We want our early help offer to be supporting individuals and families to easily access the right help at the right time, so that their needs are being met as early as possible. We want to see:

- All children, young people and their families to be safe, healthy and resilient.



- Children have the confidence and skills to thrive and achieve their full potential.
- Resilient and connected families and communities who help each other and themselves to recognise when early help might be needed.
- Ensure there is strength and capacity to help vulnerable individuals and families to help themselves wherever possible.

### **Social Work**

Our Social Work service has a statutory responsibility for the protection and promotion of welfare and well-being of children and families. The service works closely with both internal and external partners and has a range of responsibilities including providing services and support to individuals with assessed needs to achieve their best possible outcomes. We want to see:

- We only work with those children and young people who have been assessed as being at risk of harm or a child in need. We will not over intervene in family life.
- Children and young people will be supported to stay at home with their families unless their safety and wellbeing is compromised by doing so.
- To achieve permanence without delay if children cannot stay with their family.
- Our children and young people in Norfolk to thrive and be safe from harm and know how to get help when they need it.
- Be confident to influence their futures and decisions made about them
- Make sound and safe choices.
- Be healthy and encouraged to have a healthy lifestyle.
- To work directly with parents.
- For care leavers to have a clear offer of support.

### **Performance, Planning and Quality Assurance**

It is vital for children and families living in Norfolk that they receive services that meet their needs and achieve the best outcomes and we have a role in performance, planning and quality assurance. We want to see:

- Children and young people want to participate and contribute to decisions that are made about them.
- There is an embedded QA framework that underpins our engagement with and scrutiny of intervention with children and their families.
- There is accurate performance reporting that allows for trends to be identified and targets to be clearly set.
- The workforce have resources and infrastructure that allows them to make positive change to children's lives – ensuring it is safe for them to remain with their families wherever possible.



## **Commissioning**

We are moving towards an integrated approach to commissioning that is driven by detailed analyses of need, taking account of national and local policy requirements, business intelligence including the knowledge of those delivering services and above all, the views of service users. Taking this commissioning approach we aim to see:

- We assess the sufficiency of services, based on understanding the gaps, current performance, and opportunities for further development.
- We work with other commissioners, providers and service users to ensure we invest resources well and in ways that enable us to secure our shared ambition for children and young people.

## **Partnerships**

In addition to the services directly provided by Norfolk County Council we work closely with many partners as part of a whole system of support and services for children, young people and families in Norfolk.

The Council also supports or leads a number of different partnerships which are concerned with services for children and families, including the Norfolk Children and Young People Partnership Board. The Norfolk Safeguarding Children Board (NSCB) oversees the work of all partners to ensure that they are meeting their statutory duties to safeguarding vulnerable children and young people.

A number of partners have also adopted a locality model, with the aim to develop and support collaborative working through multi-agency early help hubs in each district area. Hubs are providing opportunities for staff from district councils, housing teams, police, health services, voluntary and community sector organisations, youth advisory boards, adult and children's services to co-locate and collaborate in responding to individual, family and community needs.

We are also committed to align further our links with the geography of the developing GP hubs in market towns as part of the NHS Sustainability and Transformation Plan.

## **Our vision for the future of Children's Service**

### **Introduction**

This section outlines our ambition to improve outcomes for Children & Young People, while seeking to address issues of rising demand and cost.

### **The Context**

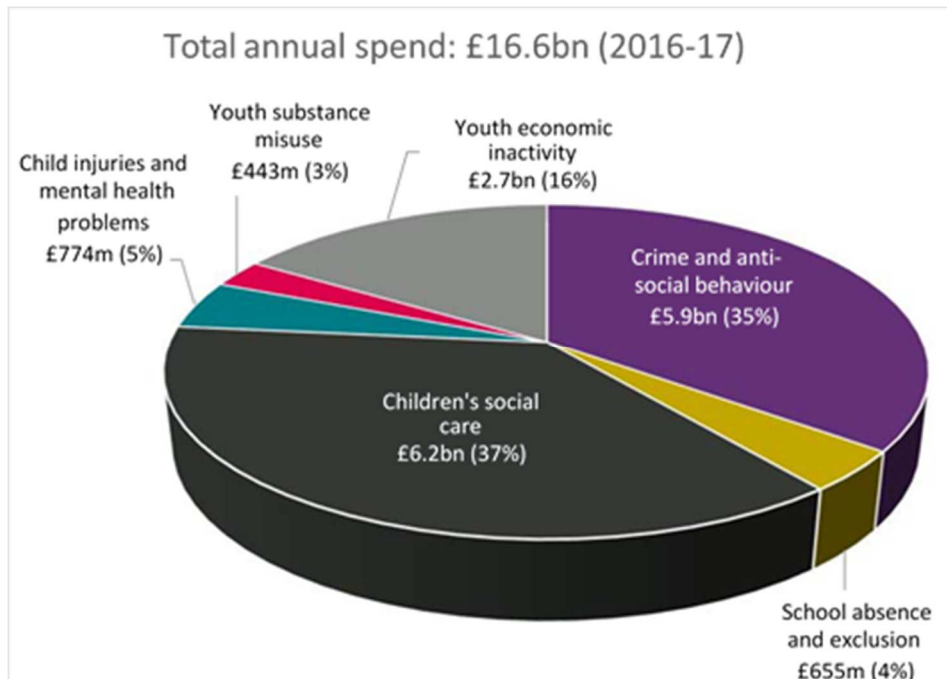
Our services to children face a number of very specific challenges which are set out later in the report. All of these challenges relate to rising demand and our ability as a service and as a system to respond at the right time with the right people at the right cost. The consequences of this demand often can force us to use resources that tackle only those areas that are most critical. However, we know from national research undertaken by the early intervention foundation that the cost to the public sector of late intervention is almost £17bn per year across England and Wales (see diagram 1 below.) This cost is spread across different areas of the public sector, but almost 40% of this total (around £6.5bn) is borne by local authorities.

The meaning of late intervention is those acute, statutory and essential services that are required when children and young people experience significant difficulties in life. If we are serious about reducing the risk of social exclusion (central to the Children Act 2004) and increasing social mobility for children and families, (which we also know for Norfolk is a real challenge) using our resources differently and investing in effective early intervention should be targeted in particular on those areas where spending on late intervention is high.

This of course is only the fiscal cost, which ignores the impact on children, families and society at large.

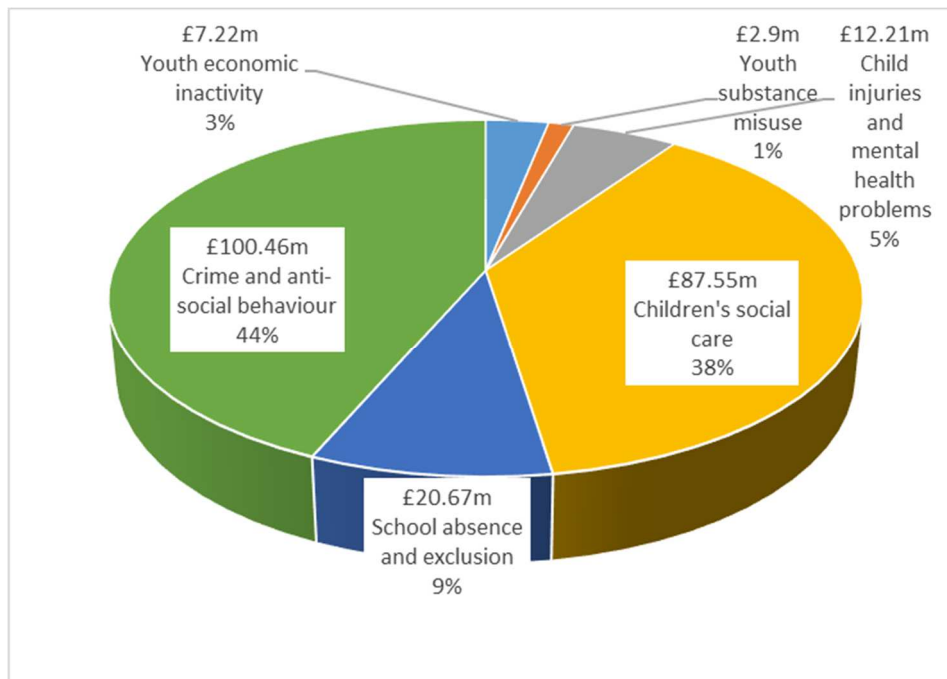
The following chart shows a breakdown of spending on late intervention:

#### **Late Intervention Spend on Each Social Issue – National (EIF)**



Analysis of Norfolk data for 2016/17 reveals that the cost of late intervention within the county totalled almost one quarter of a billion pounds (£231m) across the public sector, equating to roughly £262 per person, diagram 2 below shows the breakdown by social issue:

#### Late Intervention Spend on Each Social Issue – Norfolk



Comparing the national and Norfolk charts shows an overall similar picture, with children's social care and crime and anti-social behaviour accounting for over 80% of

the total cost, equivalent to almost £190m. Norfolk does however have comparatively lower costs relating to youth economic activity and substance misuse than is seen nationally, but a proportionally higher spend relating to persistent school absence and exclusion.

The highest costs of late intervention in Norfolk are as follows:

- Domestic Abuse – Crimes and Incidents £88m
- Spend on Looked-After Children £74m
- Persistent Absenteeism £20m
- Services for children in need £9m
- Anti-Social Behaviour £8m
- Children admitted to hospitals for mental health issues £5.5m

### **Our Vision**

To meet these challenges, we have high aspirations for Norfolk.

*Our vision for Norfolk children and young people is that they will be safe and live with resourceful and resilient families. They will live in inclusive and supportive communities, have access to high quality education and training and have opportunities to thrive in adulthood.*

We want and need to be open to change, better at evaluating what works well, and adapting to the changing needs of children young people and families.

The council despite the financial challenges has been investing in our children's services so we can take measured approaches based on evidence informed practice to both improve our use of existing resources and to introduce new and innovative practice. Therefore we want to adopt a more proactive and targeted model of working to 'nip in the bud' problems which, if not addressed, can result in high risk and high cost for children's outcomes.

This means we must always do the basics well, alongside transforming the way that we work, which positions our change for children programme (Safe Children and Resilient Families) at the centre of our work over the next four years.

We want to develop a more mature 'whole system' 'whole family' approach to help design greater and more relevant provision in local communities for children young people and families. This means not just thinking about the services we are responsible for as a county council, but also those delivered by our partners,

communities and other stakeholders. How we work together to deliver those services will define our success in the future.

We want our children and young people to experience the best possible start in life. Access to support during the early years, which will include the Children's Centre redesign and excellent learning opportunities, helping them to tackle a changing world with the necessary emotional resilience to achieve economic well-being.

We must intervene without fear or favour where educational provision and outcomes are poor, and act as champion for children and young people with special educational needs and disabilities, those Looked After and other vulnerable groups. We need to work with education providers and the DFE to ensure there are enough good places, in the right places, for children to access early learning and statutory school education.

We must respond pro-actively and to the ever-changing education landscape to ensure that wherever children go to school, whatever the type, however it is maintained we will intervene, challenge and support in inverse proportion to success on behalf of children and families.

We want to create, with our partners, a model of delivery that is better at sign-posting support to families, that provides support to those families earlier that focuses on support that is practical and helps families to build on their strengths and increases their capacity to keep their children safe and healthy.

Our primary focus will always be on keeping families together and we will explore a wide range of models for doing this. We aim to be innovative in our approach.

This will involve us in working more closely with universal services such as schools and early year's providers who are integral to their local communities to ensure they are aware of the local professional networks, with good quality information and communication to provide those families with the support they need.

Where children have to come into care we will devote more resources to trying to return them home where it is safe and appropriate to do so. Where they can't return home we aim to provide more of them with family based care, reducing our reliance on residential care and will seek to find homes local to their communities.

To achieve these ambitions, we will focus, not just on systems and processes, but will look to better support the wider children's workforce, equipping them with the training and skills they will need to feel fully equipped to respond to any change required.

Our aim is to provide the highest quality social work and family support practice standards. We will use strengths based models and expect children young people and families experience continuity by freeing up time for our skilled practitioners to work directly with children and families using relationships to effect change and ensure we are consistently restorative in our practice.

We aim to deliver on these aspirations by not only adopting a prevention mind-set to all our work thereby stopping problems escalating, but also by becoming more efficient and effective in the way we work. This will involve us in making better use of our data translating it into intelligent information to inform resource allocation and assist our commissioning and service planning, so we are more able to work with those families who most need our support, reducing unnecessary duplication, seeking out what works and being relentless about outcomes.

We recognize that this is a challenging agenda, particularly in the context of the considerable and well-rehearsed position around resources and funding which are facing all councils across the country. However, we will rise to that challenge to make a difference to the lives of our children and young people in the county.

We will work closely with the committee to involve them with this work and involve them in the delivery details.

## **Our key actions for 2018/19**

There are a number of actions across the services reporting to Children's Services Committee and each service area has its own delivery plan. The following are the key actions being delivered this year that it is suggested the Committee may wish to monitor regularly.

- The reduction of children in our care because they have received help at an early enough time to enable them to be cared for by their families.
- That when children have to come into our care there is sufficient choice of placement that meets children's needs.
- That the redesign of our front door arrangements enable referrers to have immediate consultation about children they may be worried about, that referrals are better informed and only those families identified as requiring assessment are subject to any form of statutory intervention.
- That required statutory consultations by the Education service come to Committee as detailed in the statutory timetable set out by the DfE.
- The redesign of Children Centres as part of the local service strategy and our prevention strategy to provide a relevant Early Years offer to support Children and Families most in need.
- The success of the implementation of a new Children's recording system. This replaces the system that has been used for many years. There has been a large investment into this and its projected success will mean that children's records are valid, accurate and up to date and performance information is immediately available.
- Development of a children's mental health strategy that builds on the five year forward view, local transformation plans and then gives a foundation for the children and young people's mental health redesign work.
- The planning and successful outcomes of external inspection scrutiny e.g. SEND inspection and focussed social care visits or Joint Targeted Area Inspections.
- That Children's Services continue to make the improvements set out in the Ofsted report and have a clear trajectory towards an overall good outcome at the next inspection.
- That the performance of all Children's Services areas continue to improve and ambitious targets are set.



## **The voices of people who use our services**

At the centre of our approach is a commitment to the engagement of all children and young people in the process of improving services to transform lives.

This is an area of work that requires coordination across all of children's services. There are some areas that have embedded systems in place for capturing the voices of children and young people whilst others require some concerted drive to ensure this is business as usual.

We will continue to look at ways we can seek and measure children and young people's voices to ensure services are shaped around their needs and experiences. We have included an example of how we are doing this based on feedback from looked after children in relation to their reviews.

We will investigate a range of ways children, young people and their families can routinely provide their feedback in a way that is accessible.

We have developed a set of principles to ensure we always involve children, young people, their families and their communities in the right way. These being:

1. We will make sure that no matter who you are, where you live, what abilities or disabilities you may have, or which services you may use, you will have the right to be involved in the work of children's services and the council on matters that affect you.
2. We will always tell you what actions have come from what you have said and how we have changed the plans or thoughts we have had as a result, if we cannot act on what you have said we will tell you why.
3. We will respect your ability to decide for yourself if a subject is appropriate for you to be involved in and we won't make assumptions for or about you.
4. We will use a variety of ways to involve you, and make sure meetings are held at times and places that are right for you.
5. We will always make sure that you can understand the ways that you can be involved so that you can choose the way that best suits you.
6. We will make sure that you will know all of the ways you can be involved and we will support you to be involved,
7. We will make sure that the Involvement Strategy is evaluated along with other work that we do and that you are offered opportunities to take part in this.

Our full Involvement Strategy can be read at Appendix A.



## Key Committee challenges

The Committee faces a range of challenges in achieving ambitions for Norfolk. These must be taken into account during decision-making

Challenge	Description
Managing demand – the numbers of children coming into care	A key focus as part of our Norfolk Futures work – Safe Children and Resilient Families is to have a greater focus on prevention at scale. By supporting families and communities at the right time in the right place we will reduce the number of children coming into care and high volume of contacts and referrals into our statutory services supporting better outcomes for children and families and reducing cost pressure on budgets.
Managing demand - High Needs (SEND)	A priority for us is to reduce demand both in terms of EHCP referral, and children excluded and is central to the Education Services Strategy to build expert capacity to target driving down demand and further improving inclusion in mainstream, maintained schools.
Green Paper on Mental Health	The Green Paper is about what the Government wants to do in relation to children and young people and their mental health. We are committed to an ambitious approach to helping all children and young people live happy and fulfilling lives and want to ensure we build in future priorities resulting from the Green Paper and have a more dynamic and outcomes based approach to joint funding and delivery.
Placement Choice for Looked after Children	Sufficiency of placements for children and young people that meet their needs and enable placement choice is a challenge both nationally and locally. We are working with other LA's in the Eastern Region to look at how we can approach this strategically. Locally we have refreshed our sufficiency strategy and using this to inform development of the right placement mix. The corporate priority Safe Children and Resilient Families is at the heart of this new approach.
Education and Childcare Sufficiency	The duty to ensure a sufficiency of high quality school places, and to stimulate the market for provision of pre-school leaving and childcare requires significant strategic alignment with county, district and national policy. The annual local growth and investment plan sets out the priorities and the work of the Capital Priorities Group is reported to indicate progress against capital priorities.

Market Shaping and Business Development	As a department we lack the capacity to be a leader in shaping the market and developing services informed by needs analysis to enable good quality evidence led services to improve outcomes. This capacity is recognised as vital and will be built into departmental planning for 2018.
Recruitment and Retention	The recruitment of sufficient numbers of high quality permanent social workers to the department is a priority to ensure there is the right capacity for those who are employed by us to fulfil their role and continuity of care for children and families. We are working with our HR business partner in identifying a number of creative solutions to this challenge and with our regional partners and nationally with The Association of Director of Childrens Services.
Health assessments	We are the second best performer in the Eastern Region in relation to both initial and review health assessments but we strive for better and ensure performance is consistent.
Social Mobility	The recent Social Mobility Commission's "State of the Nation 2017: Social Mobility in Great Britain" report (and accompanying Social mobility index) focuses on geography and the place- based divide relating to social mobility. Norfolk is cited in the foreword to the index as one of the least performing areas. The Children and Young People Partnership Board have identified social mobility as a key priority and are committed to developing an integrated approach to meet our shared goals for improved social mobility for children and families in Norfolk.
Financial management	The duty to be a diligent and dutiful corporate parents is one that we have at the forefront of all our decision making with regard to children and young people who cannot be cared for by their families. To this end we must be ever mindful of the inextricable link between sound financial management and ever constant demand on resources, sufficiency of choice and well matched placement.
Digital technology and workforce infrastructure	Digital technology is a corporate priority for the Council. We recognise we need to ensure that the children's workforce have the equipment they need to enable them to work effectively and efficiently and so that our families and communities are able to access the information and advice they need through a digital platform where appropriate. We are fully engaged in this key work stream to ensure it supports what our workforce and families need going forward.



## Resources and budget

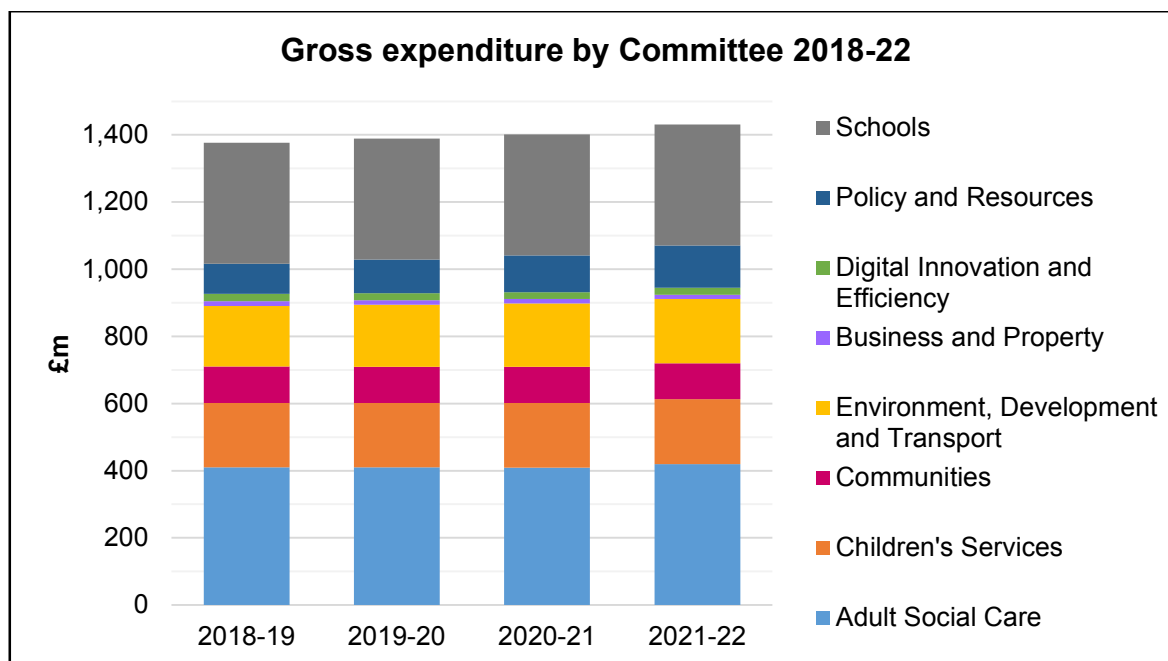
Local government faces ongoing reductions in funding over the period covered by this Plan. The two key financial tasks for all committees are to deliver their 2018-19 budget, and to plan their expenditure over the Medium Term Financial Strategy up to 2021-22. The scale of this challenge requires a new approach to service delivery, a wide range of options, and significant public consultation.

The following tables provide an overview of the County Council's budget position, and a detailed breakdown for the Service Committee following 2018-19 budget setting. Future year budgets will vary from the figures shown here as detailed budget setting work is undertaken and the budget is set by Members each year, however they provide an overall picture of the Council's finances.

### Norfolk County Council gross revenue budget 2018-19 to 2021-22

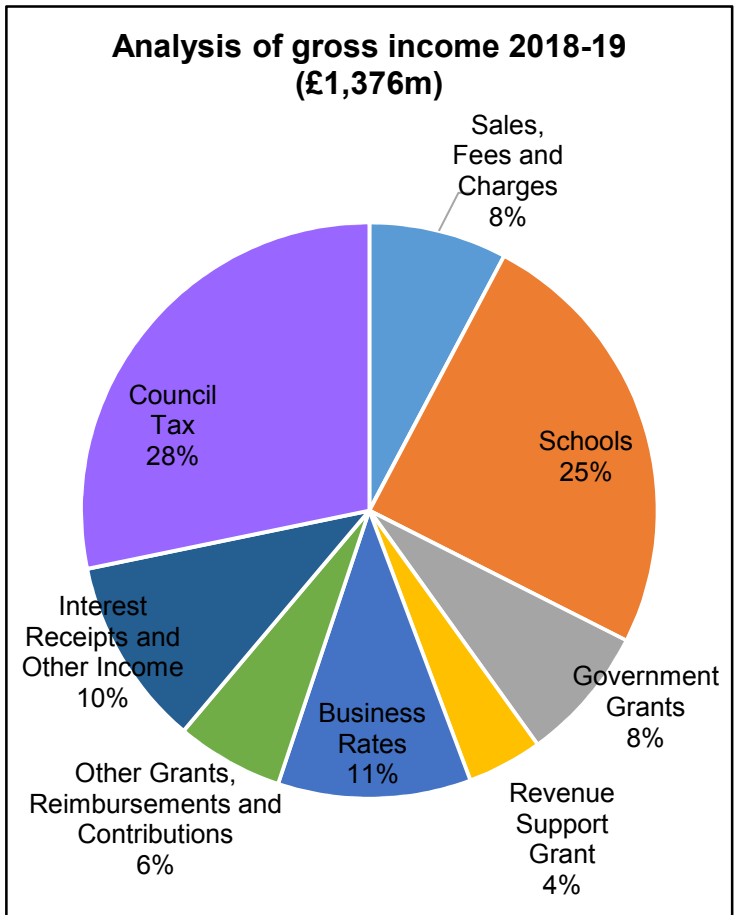
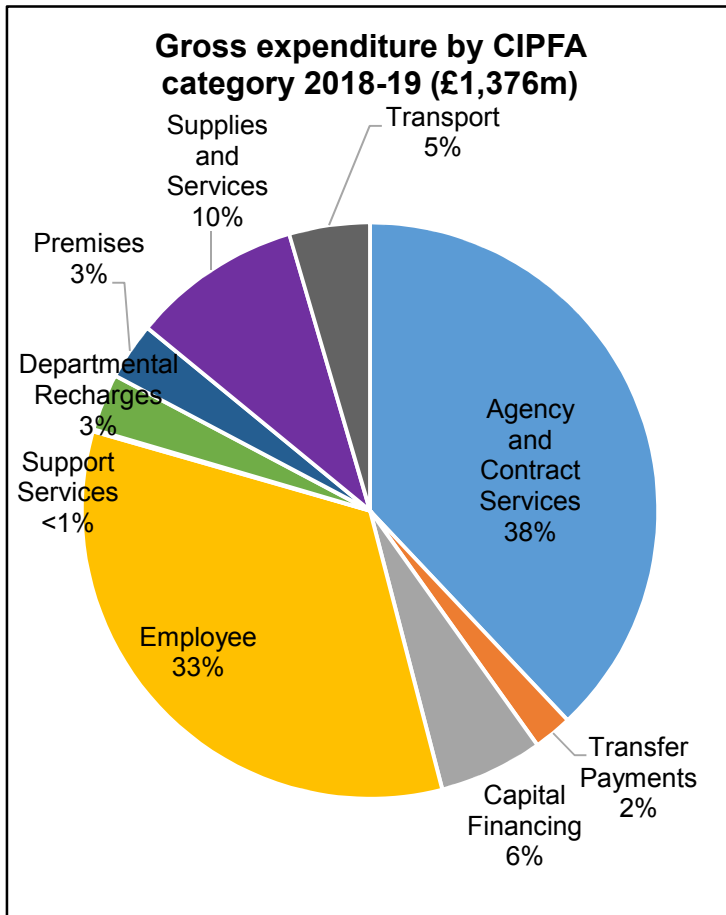
The chart below summarises the County Council's gross expenditure budget by Committee for the period covered by the Medium Term Financial Strategy 2018-19 to 2021-22. The **gross budget for 2018-19 is £1,376m**, this includes £360m which is passed directly to schools.

The **net budget for 2018-19 is £388.8m**.



**Note:** the gross expenditure shown above does not include the requirement for savings to close the forecast budget gap in future years 2019-20 to 2021-22.

The following charts provide an analysis of the County Council's gross income and expenditure for 2018-19, to show where the money comes from, and how it is spent.



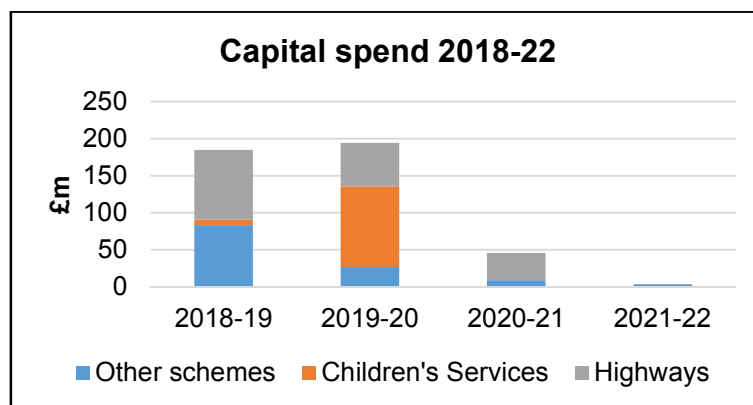
**Notes:**

Transfer Payments relate to direct payments to service users to enable them to commission their own services, such as domiciliary care and day care.

Interest Receipts and Other Income includes capital charges and depreciation and charges for transport services provided by CES department to others within the Council.

**Norfolk County Council Capital Programme 2018-19 to 2021-22**

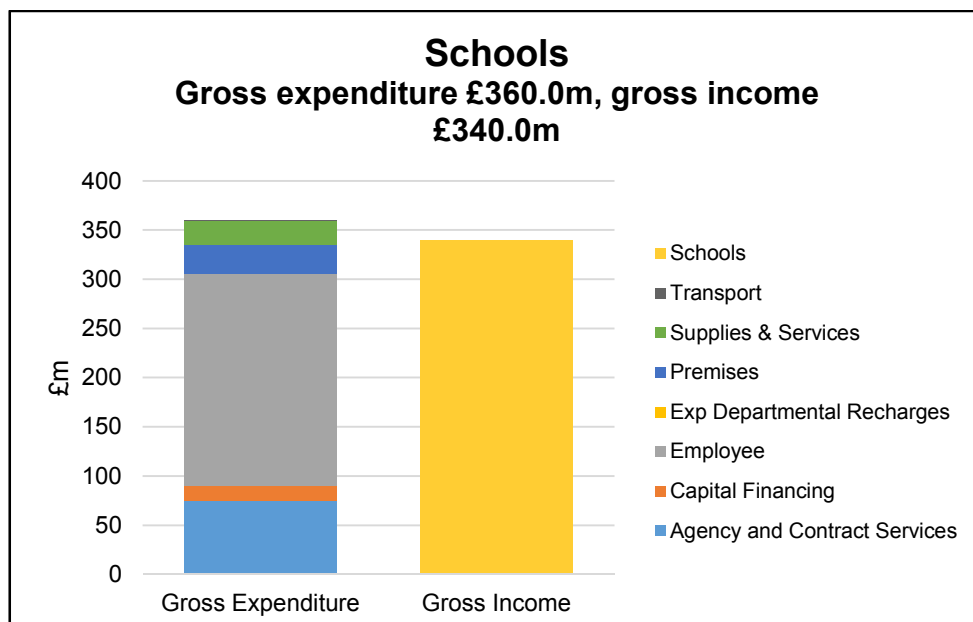
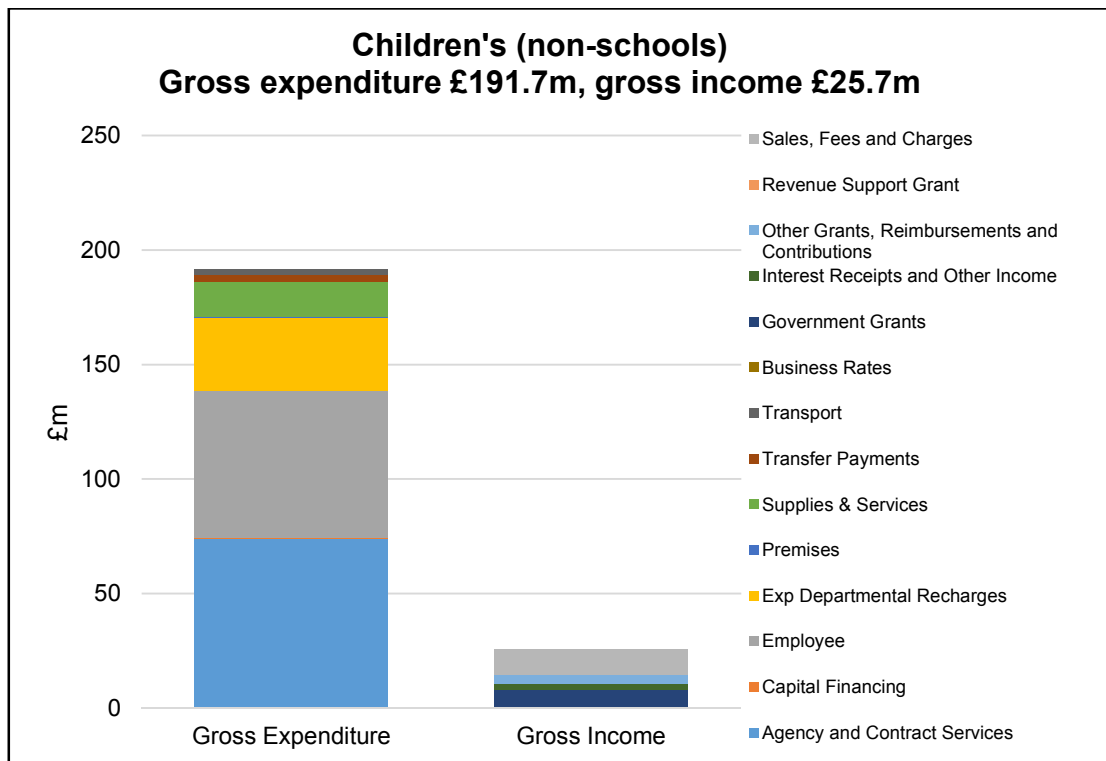
The chart below summarises the County Council's Capital Programme.



## Details of Children's Services Committee gross revenue budget 2018-19

The following charts provide details of this Committee's gross expenditure and gross income budgets.

The Committee's **net budget for 2018-19 is £185.9m**





## Norfolk Futures

Under the banner of Norfolk Futures we will deliver sustainable and affordable services for the people who need them most. The whole Council needs to change to keep up with increasing demands and ever better ways of working. Norfolk Futures is guided by four core principles that will frame the transformation we will lead across all our work. Seven initial corporate priorities have been identified which are:

- Safe children and resilient families
- Promoting independence for vulnerable adults
- Smarter information and advice
- Towards a housing strategy
- Digital Norfolk
- Local services strategy
- Commercialisation

The Children's Services Committee will be responsible for **safe children and resilient families**, and the oversight for the entire transformation programme will be provided by Policy and Resources Committee.

Under this priority the key focus areas will be:

1. **Quality information, advice and guidance** with access to the right people at the right time and effective working of the Multi Agency Safeguarding Hub, including ensuring clarity of purpose and consistent application of thresholds by all partners.
2. **Prevention** - Strengthen our partnership arrangements to deliver a local and communities based early help offer, alongside targeted evidence based interventions.
3. **Supporting more children to stay at home** - This will involve a range of different working practices and models of interventions including partnerships with other organisations. We see the focus on supporting more children to stay at home as a golden thread through the Safe Children and Resilient Families programme.
4. **Placement choice** needs to be enhanced to ensure more in house carers are used, there is a better offer for semi independence for care leavers, and right placement mix to meet the needs of our children and young people.
5. **Workforce development** - To continue the implementation of signs of safety as a working model underpinned by the development of relationship based and restorative practices.

It is important to note that there is an interrelationship between each of the seven Corporate Priorities that support delivery of each other to achieve the transformational ambition of Children's Service and Norfolk Futures.

## Risks and Innovation

By identifying risks and opportunities we can make better decisions as to future activities and focus.

### Risks

As an organisation we have a risk management process which cuts across all of the departments and committees. The information below shows a snapshot in time and will be updated as the plan develops and monitored by the Children's Service Leadership Team and reported to Children's Service Committee.

Risk	How high is the risk? (As of January 2018)
SEND: The increasing demand for SEND coupled with the amount spent on home to school transport at significant variance to predicted best estimates	Red
Recruitment to the social work workforce: Overreliance on interim capacity in social worker teams leads to unsustainable performance improvement.	Amber
Rising LAC numbers: The Looked After Children's budget could result in significant overspends that will need to be funded from elsewhere within Children's Services or other parts of Norfolk County Council.	Red
Rising SEND/EHCP referrals: That Norfolk continues to over identify children and young people with SEND. Increasing demands for assessment will lead to increased pressure on resources to both assess and adequately meet the needs of children and young people with SEND.	Amber
Risk of failing to deliver Safe Children and Resilient Families change programme on time and in budget	Amber
If staff behaviour and practice changes are not achieved to deliver the Safe Children and Resilient Families change programme	Amber
Failure of market development of placement choice	Amber
Lack of capacity of IT systems	Amber

## Innovation

Reflecting our future challenges and priorities we are committed to service transformation that delivers new and exciting opportunities to secure our ambitions. Building on existing approaches that can evidence that they are effective, we intend:

- To make use of different ways to fund and commission services;
- To work with other teams, organisations and services to deliver differently;
- To be responsive to changing needs in how we invest in services.

Service Area	Innovation
<b>Education</b>	<p><b>Strategic partnerships</b> - to secure additional funding and opportunities. These include:</p> <ul style="list-style-type: none"> <li>• Working with Teaching Alliances and Multi-Academy Trusts to secure <i>School Improvement Funding</i> (SIF) to enhance teaching and learning.</li> <li>• Using <i>Norwich Opportunity Area (NOA) funding</i> to support new ways of working in relation to improving social mobility.</li> <li>• Taking <i>cutting edge approaches to curriculum development</i>, such as STEM and the use of robotics.</li> <li>• A School Diners Project – ‘<i>On Your Marks</i>’, aimed at raising young people’s aspirations and attainment. Working with Chef Mark Lloyd, the six week programme will culminate with 14-16 year old students opening, cooking and running their own <i>Pop Up Restaurant</i> for 70 guests.</li> <li>• Using <i>UEA academic research to test new educational psychology approaches</i> to enabling parents to have more confidence in SEND support.</li> <li>• Our <i>new virtual school for SEND</i>, enabling us to champion for children and promote inclusion from early years through to post 16.</li> </ul>
<b>Prevention and Commissioning</b>	<p><b>Norfolk Vulnerable Child Project</b> - We are leading the Council’s first Social Impact Bond: ‘Norfolk Vulnerable Child Project’, with an aim to reduce the number of children needing to enter care and enable more children to return home, including reducing the length of stay when children do come into care. Our use of a SIB will enable us to make use of external social investment to commission evidence-based</p>

	provision not currently on offer for families, with an emphasis on outcomes.
<b>Prevention</b>	<b>New Directions</b> - We have a new strategic partnership in place with Barnardo's (since June 17) aimed at supporting more children to remain at home with their families by providing timely support through building resilience within families.
<b>Prevention and Commissioning</b>	<p><b>Youth advisory boards (YABs)</b>, led by young commissioners and supported by youth &amp; community work contracted from the voluntary sector, provide a mechanism for young people to shape and influence local service delivery. For example YABs are being used by public health to deliver new approaches to smoking cessation targeted at young people.</p> <p>Recognised as one of twelve national youth innovation zones in 2013, Norfolk's YABs have continued to develop as an invaluable resource for agencies and organisations wanting to deliver services to young people, with YABs also directly commissioning some provision in response to locally identified needs.</p>
<b>Prevention and Commissioning</b>	<b>Norfolk's Boarding School Partnership</b> - Working as part of a collaboration led by the Department for Education, Norfolk's Boarding School Partnership is helping to keep children out of care through innovative use of boarding school placements. With around 100 children participating in Norfolk to date, the findings from an external evaluation of the project are being presented to a national audience in March.
<b>Prevention and Commissioning</b>	<b>Norfolk's Parent Infant Mental health Attachment Team (PIMHAT)</b> is working to provide direct therapeutic and mental health input to families where there are significant concerns that an infant (0-2) may go into care. Established initially as part of the DCLG's Innovation Programme, the project received a positive external evaluation by the University of Essex in 2016 and the team's input with families engaged with the project is enabling the majority of children to remain with their families, as well as reducing the safeguarding status for infants.
<b>Social Work and Commissioning</b>	<b>Compass Outreach Service</b> - Our partnership with the Norfolk and Suffolk Foundation Trust is enabling the provision of the Compass Outreach Service, which provides individualised and intensive therapeutic services for children looked after in Norfolk who need placement stabilisation or support with reunification. Initiated in 2015 as a Department

	for Education Innovations project, the outreach service has continued to develop and is now working with complex and high-risk cases requiring additional specialist evidenced based therapeutic mental health care interventions, to address issues such as developmental trauma and attachment difficulties.
<b>Social Work and Commissioning</b>	<p><b>DfE Innovation</b> - We are entering into a new partnership with Essex and Hertfordshire councils as part of engaging in two DfE Innovation Projects:</p> <ul style="list-style-type: none"> <li>• The first of these: '<b>Inside Out</b>' will test new approaches to improving outcomes and stability for looked after children in residential care, enabling them to return home or successfully 'step down' to less intensive care.</li> <li>• The second project: '<b>Staying Close-Staying Connected</b>' is focused working differently with semi-independent accommodation providers so that there are smoother transitions into adulthood. The project includes securing an additional 11 units to provide placements for up to 24 young people.</li> </ul>
<b>Social Work and HR</b>	<b>Norfolk Institute Of Practice Excellence (NIPE)</b> - 187 newly qualified social workers have joined as part of the NIPE scheme over three years. The scheme gives intensive support to newly qualified workers in their first year. The retention rate for newly qualified children's social workers in Norfolk is high at 83% and the NIPE scheme is helping to reduce some of the need for agency staff in Norfolk. The scheme was recognised as outstanding good practice by Ofsted in 2017.
<b>Participation</b>	<b>'Mind Of My Own' (MOMO)</b> - is an 'app' that enables children and young people and their workers to communicate better. Whilst initially focusing on our looked after children and care leavers, with members of our In Care Council part of the commissioning process, we intend that MOMO will be a wider participation resource for young people and workers across Children's Services. The 'app' enables children and young people to express their views, wishes and feelings and workers to evidence them.
<b>Social Work</b>	<b>Accommodation Transition Panel</b> - is enabling looked after young people or care leavers, supported by their social worker or personal adviser, to explore accommodations options post their 18 birthday. With a range of providers attending the panel, explaining their service provision, the approach is opening up choices and options for young people, through supporting young people to exercise their right to choices and decision making in an informal and supportive setting.

<b>Independent Statutory Services and Complaints Team</b>	<b>Looked after children complaints process</b> - following on from children who are looked after telling us that the complaints process is too long and complicated and they often don't understand the responses they get so give up and do not pursue their complaint. We have worked with the complaints team, restorative approaches co-ordinator and the advocacy service to design a restorative model of dealing with complaints to be piloted with looked after children.
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## Performance

The performance of each committee is measured through a tracker system. The detail of this is reported to the service committee and the high-level metrics highlighted will be reported to Policy and Resources.

We have introduced some new indicators for the children's committee vital signs which relate to the service plans. These will be supplemented by a wider performance data set to reflect all business areas across the children's service including those from public health that are relevant to services commissioned for children and young people.

The first full set of reports giving performance against the targets set out here will be available for committee in May.

Indicator	Performance				Target
	Oct 17	Nov 17	Dec 17	Jan 18	
<b>Monthly</b>					
Percentage of Referral into Early Help Services who have had a referral to EH in the Previous 12 months	6.8%	9.4%	10.2%	6.5%	20.0%
Percentage of Referrals into Section 17 CIN Services who have had a referral to S.17 CIN in the previous 12 months	23.7%	23.5%	23.8%	23.9%	< 20.0%
Percentage of Children Starting a Child Protection Plan who have previously been subject to a Child Protection Plan (in the last 2 years)	8.4%	8.3%	8.1%	8.1%	<15.0%
Percentage Child In Need (CIN) with up to date CIN plan	71.5%	64.7%	62.4%	58.9%	100%
Percentage of Children on Child Protection Plans seen within 20 working days	90.6%	80.9%	84.7%	82.7%	100%
Percentage of Looked After Children (LAC) with an up to date Care Plan	97.0%	95.3%	95.6%	94.3%	100%
Percentage of LAC with an up to date Health Assessment (HA)	79.1%	78.0%	76.2%	75.1%	100%
Percentage of Eligible Care Leavers with an up to date Pathway Plan	84.9%	83.5%	82.3%	83.1%	100%
Percentage of Relevant and Former Relevant Care Leavers in EET	62.8%	62.6%	61.2%	59.2%	70%
Percentage of all young people in EET				87.1%	92%



Indicator	Performance				Target
Quarterly	Mar 17	Jun 17	Sep 17	Dec 17	
LAC Rate per 10K Under-18s	65.5	65.7	66.2	66.5	<55.0
Percentage of Children Starting to be looked after who have previously been looked after	8.3%	7.0%	8.0%	5.3%	<15.0%
Percentage of LAC with an up to date Personal Education Plan (PEP)	84.2%	89.2%	89.4%	88.5%	100%
Increase the percentage of Educational Establishments judge Good or better by Ofsted	88.0%	89.0%	89.0%	not available	>86%
Percentage of Education, Health & Care Plans completed within timescale					
Termly	Autumn 16	Spring 17	Summer 17	Autumn 17	
Percentage of children subject to a Fixed Term Exclusion					
Annual (Academic)	14/15	15/16	16/17	17/18	
Percentage of children working at or exceeding the expected standard in Reading, Writing & Maths at KS2	N/A	50%	57%		
GCSE attainment	57%	61%*	63% **		
Early Years Foundation Stage Profile	65%	69%	70%		

Measures also reported to P& R are highlighted in blue

14/15 KS2 was reported using the previous levels system, the previous expectation of level 4 was much less demanding.

\*English included English Language or Literature for the first time. \*\* Reformed GCSEs i- grade 4 - 9, previous years Grade A\* - C

## **The Committee's Forward Plan**

Each committee has its own Forward Plan – a list of items that Members will need to consider or make a decision about in the year ahead. The plan is a key tool, allowing Member to ensure the implementation of their vision for each committee. In addition it:

- Ensures performance issues are continually addressed
- Prepares Members for the big decisions coming up allows them to talk to constituents or undertake research in advance of considering issues
- Ensures statutory reports are received in a timely way
- Ensures Members are not surprised by issues without warning
- Coordinates the work of the Council across committees
- Allows issues to be spotted that might be referred to a different committee to work on
- Identifies issues to be discussed at Full Council

The plans are updated regularly and available to view online here:

<http://norfolkcc.cmis.uk.com/norfolkcc/Committees.aspx>

Appendix B - Children's Services Committee Forward Plan

## Working with other committees

Every committee has set responsibilities which they must work towards achieving. However they will all have some areas of service where they need to work with other service Committees in order to achieve common goals.

The Policy and Resources Committee has a co-ordinating role, overseeing and leading development of the County Council Strategy and the Medium Term Financial Strategy. It has responsibility for enabling services such as ICT and HR, which help to support delivery at the front line of all Norfolk County Council's services. P&R Committee works hand in hand with each service committee, to maintain a whole council view and an efficient and effective organisation.

These are just some of the examples of areas where our committee is working with others.

Committee	Work being undertaken
Environment, Development and Transport	<ul style="list-style-type: none"> <li>Transport – home to school, SEND, Post 16</li> </ul>
Adults Social Care	<ul style="list-style-type: none"> <li>CWD and transitions emerging strategy. Whole Family Practice approach for children, parents and carers.</li> </ul>
Communities	<ul style="list-style-type: none"> <li>Joint work on local service strategy and voluntary sector infrastructure</li> </ul>
Business and Property	<ul style="list-style-type: none"> <li>Development of housing strategy for Care leavers</li> </ul>
Digital Innovation and Efficiency	<ul style="list-style-type: none"> <li>Local Growth Investment Plan – Education Capital Priorities</li> </ul>

