

Scrutiny Committee

Date: **Monday 14 December 2020**
Time: **2 pm (note this is an afternoon meeting)**
Venue: **Virtual Meeting**

Pursuant to The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority Police and Crime Panel Meetings) (England and Wales) Regulations 2020, this meeting will be held using video conferencing.

The Scrutiny meeting will be broadcast live via this link

<https://youtu.be/hGMgBQe-pBA>

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

Membership:

Cllr Steve Morpew (Chair)	
Cllr Alison Thomas (Vice-Chair)	
Cllr Steffan Aquarone	
Cllr Roy Brame	Cllr Joe Mooney
Cllr Emma Corlett	Cllr Judy Oliver
Cllr Phillip Duigan	Cllr Richard Price
Cllr Ron Hanton	Cllr John Timewell
Cllr Chris Jones	Cllr Haydn Thirtle

Parent Governor Representatives

Mr Giles Hankinson
Vacancy

Church Representatives

Mrs Julie O'Connor
Mr Paul Dunning

A g e n d a

1 To receive apologies and details of any substitute members attending

2. Minutes

(Page 5)

To confirm the minutes of the meeting held on 18 November 2020

3. Members to Declare any Interests

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

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

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

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an **Other Interest** in a matter to be discussed if it affects, 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 To receive any items of business which the Chair decides should be considered as a matter of urgency

5 Public Question Time

Fifteen minutes for questions from members of the public of which due notice has been given. Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm on Wednesday 9 December 2020**. For guidance on

submitting a public question, please visit
<https://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/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 Wednesday 9 December 2020**

7 Early Childhood and Family Service (Page 13)

Report by Executive Director of Children's Services

8 Report of the Norfolk County Community Safety Partnership Scrutiny Sub Panel (Page 61)

9 Scrutiny Committee Forward Work Plan (Page 67)

Report by Executive Director of Strategy and Governance

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

Date Agenda Published: 4 December 2020



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Scrutiny Committee

Minutes of the Meeting Held on 18 November 2020
at 10:00 as a virtual teams meeting

Present:

Cllr Steve Morphew (Chair)
Cllr Alison Thomas (Vice-Chair)

Cllr Steffan Aquarone
Cllr Roy Brame
Cllr Emma Corlett
Cllr Phillip Duigan
Cllr Ron Hanton

Cllr Joe Mooney
Cllr Judy Oliver
Cllr Richard Price
Cllr Dan Roper
Cllr Haydn Thirtle

Substitute Members present:

Cllr Terry Jermy for Cllr Chris Jones

Parent Governor Representative

Mr Giles Hankinson

Also present (who took a part in the meeting):

Cllr Bill Borrett	Cabinet Member for Adult Social Care, Public Health and Prevention
Cllr John Fisher	Cabinet Member for Children's Services
Cllr Andrew Jamieson	Cabinet Member for Finance
Cllr Graham Plant	Deputy Leader
Tom McCabe	Head of Paid Service
Sara Tough	Executive Director, Children's Services
Fiona McDiarmid	Executive Director of Strategy and Governance
Simon George	Executive Director of Finance and Commercial Services
James Bullion	Executive Director of Adult Social Services
Vince Muspratt	Director of Growth and Development
Simon Hughes	Director of Property
Chris Snudden	Director of Learning and Inclusion, Children's Services
Chris Starkie	Chief Executive of the Local Enterprise Partnership
Louise Smith	Director of Public Health
Niki Park	Head of Passenger Transport
Katrina Hulatt	Head of Legal Services
Dawn Filtness	Finance Business Partner (Children's Services)
Caroline Clarke	Head of Governance and Regulatory Services
Karen Haywood	Democratic Support and Scrutiny Manager

1. Apologies for Absence

- 1.1 Apologies were received from Cllr Chris Jones (Cllr Terry Jermy substituting), Mrs Julie O" Connor (Church Representative) and Mr Paul Dunning (Church Representative).

2 Minutes

- 2.1 The minutes of the meetings held on 21 October 2020 were confirmed as an accurate record and signed by the Chair.

3. Declarations of Interest

- 3.1 Cllr Steffan Aquarone, Cllr Emma Corlett and Cllr Dan Roper declared an "other interest" because they had signed a petition in respect of Holt Hall (mentioned at item 11 on the agenda).
- 3.2 Cllr Haydn Thirtle declared an "other interest" because he sat independently on the development committee of Centre 81 in Great Yarmouth who had received an offer from the LEP of new premises.

4 Urgent Business

- 4.1 No urgent business was discussed

5. Public Question Time

- 5.1 There were no public questions.

6. Local Member Issues/Questions

- 6.1 There were no was local member questions.

7. Call in

- 7.1 The Committee noted that there were no call-in items.

8 COVID 19 – Norfolk economy and support for businesses

- 8.1 The Committee received a report from Tom McCabe, Executive Director Community and Environmental Services that provided an update on the work that the Local Enterprise Partnership (LEP) undertook in collaboration with the County Council.
- 8.2 The Committee explored areas of joint response to the current Covid-19 pandemic with Tom McCabe, Executive Director Community and Environmental Services, Chris Starkie, the CEO of the LEP, and Vince Muspratt, the Council's Director of Growth and Development.

The following areas of work were discussed:

- The impact of Covid19 on the Norfolk economy over the last six months
- Support for local jobs and the local economy
- Transport issues
- Lessons learnt
- Plans in place for the Norfolk economy

8.3 During discussion the following key issues were raised:

- The County Council had worked closely with New Anglia Local Enterprise Partnership (LEP) and district colleagues from the outset of the pandemic response.
- Councillors asked how close the Covid-19 pandemic was taking Norfolk to a point of no return for the survival of public transport. In reply it was pointed out that the “tipping point” would be if passenger numbers remained at anything less than 80% of pre-Covid-19 levels at which point commercial bus operators might look to withdraw some services. The Council's budget for bus services was fully committed and new sources of funding would be required to maintain essential public transport services.
- In reply to further questions it was pointed out that there had been a significant reduction in the use of public transport, particularly in coastal areas, however, the support available to transport operators meant that services were being maintained at pre-Covid-19 levels.
- The Norfolk and Suffolk Covid-19 Economic Recovery Restart Plan had brought together commitments and actions from local authorities, the private sector and other organisations to outline the key activities in place to help the region's economy restart after the Covid-19 pandemic. The Norfolk commitment was contained in a separate Norfolk Delivery Plan.
- The success of the Norfolk Delivery Plan would only be known when it became possible to make regional comparisons with elsewhere in the country.
- Councillors stressed the importance that the Norfolk Delivery Plan placed on local markets and supply chains which had provided invaluable support to the local economy, particularly during the early stages of the pandemic.
- As part of a collaborative approach to Covid-19, the LEP had worked with Local Authorities, the Chamber of Commerce, the Federation of Small Businesses, Public Health Norfolk and the Norfolk CCGs to create a business support script (from Government supplied information) that supported local businesses throughout the pandemic and assisted people to return to places of work that had been impacted by the pandemic. The business support script was regularly updated.
- There was no shortage of funding available to local businesses that wanted to adapt their business model as a result of the pandemic.
- It was pointed out that tourism areas of Norfolk had reported increased numbers of visitors at this time of year, as people took delayed holidays and looked to less crowded destinations.
- The County Council was working alongside the LEP, the Department for Work and Pensions and other stakeholders to explore how the new Kickstart Scheme might best operate strategically across the region to provide high quality work placements for those aged 16 to 24.
- In reply to questions, Councillors were informed about progress with the

local industrial strategy that was based on inclusive growth and driving up the average wage and investing in supporting industries and businesses where high value wages were paid. Work continued to help develop the offshore wind industry sector, the Agri-food sector and the digital economy.

- It was pointed out that Norfolk had been successful in bidding for additional funds for mobile phone telephony and continued to support local businesses to digitise.
- In reply to questions Councillors were informed that prior to the pandemic a significant work programme was put in place to support the social care work force across Norfolk and Suffolk and that this work continued. There were estimated to be 27,000 social care jobs in Norfolk, and it was important to raise the status of the social care work force.
- A £8m social care work force project that ran across both counties was being used to upskill those working in the social care sector, led by colleagues in adult social care in Suffolk.
- In response to the pandemic, representatives from the public and private care sectors and from the Norfolk CCGs were invited to meetings with local business leaders to share experiences and discuss how to improve business practices.
- Councillors spoke about how the opportunities and risks from the pandemic were not shared equally across all parts of society, particularly in relation to the impact of the pandemic on local housing provision. This was an area that the Committee might wish to consider further at a future meeting.
- In reply it was said that the availability and affordability of local housing was addressed through local development plans with support from the County Council in terms of local infrastructure developments.

8.4 **RESOLVED**

1. **That Scrutiny Committee note the report and place on record thanks to Chris Starkie, Chief Executive of the Local Enterprise Partnership and those County Council officers who attended today's meeting for their help and support in answering Councillors questions.**
2. **That the Scrutiny Committee look to receive a further update on the work that the Local Enterprise Partnership (LEP) undertakes in collaboration with the County Council at a future meeting.**

9 **NCC response to Covid-19 – initial lessons learned – progress update**

9.1 The annexed report (9) by Tom McCabe (Head of Paid Service) was received .

9.2 During discussion the following key issues were raised:

- In reply to questions about an outbreak in the community at a market town in south Norfolk, Cllr Bill Borrett, Cabinet Member for Adult Social Care, Public Health and Prevention said that evidence showed that social control measures were essential in reducing the rate at which cases increased.
- The Director of Public Health updated the Committee on the current situation across the county.
- There had been a rapid increase in the number of cases since the lockdown began on 6 November 2020. High numbers of cases were expected

throughout the winter and case numbers were expected to be near to NMS capacity.

- The County and District Councils continued to produce updated communications messages about how people could protect themselves and others from Covid-19.
- Each local authority had its own action plan although they were broadly similar.
- Infection rates were different in different areas of the county and varied between 52 cases per 100,000 people in North Norfolk to 250 people per 100,000 people in Great Yarmouth.
- Areas of Norfolk with lower case numbers were showing the largest rises.
- The cases of over 60s were being carefully monitored because of the implications for hospital admissions.
- Dealing with outbreaks in meat processing factories remained one of the highest priorities for Norfolk. It was hoped to obtain government approval to put in place a pilot scheme that provided for this issue to be addressed locally. The County Council welcomed the continued support of the food processor companies in dealing with the issue.
- The size of outbreaks in the community had increased and there were recorded outbreaks in care homes and in educational establishments.
- Most outbreaks in schools were small.
- It was not possible to say if school outbreaks were driving up the number of outbreaks in the community at large but steps were being taken to increase the use of Covid-19 marshals at the school gate.
- Steps to support the wellbeing of all staff working for the County Council remained a priority.
- The County Council had put in place a mechanism to identify those carers who were most at risk as a result of the pandemic and to provide them with the support they needed.
- The County Council had also put in place steps to provide additional mental health support for those children that needed it.
- The Executive Director of Finance and Commercial Services said that he would provide the Committee at its next meeting with information to show how long it was taking to deal with applications for assistance from the Norfolk Hardship Fund.
- The Chair asked to see at a future meeting a report that set out the lessons that were learnt from the pandemic on specific issues such as local food supply and the delivery of PPE.

9.3 **RESOLVED**

That Scrutiny Committee note the report and consider further updates at future meetings on the specific lessons that have been learnt from the approach taken in Norfolk to deal with the pandemic.

10 **Strategic and Financial Planning 2021-22**

- 10.1 The Committee received a report by the Executive Director of Finance and Commercial Services and the Executive Director of Strategy and Governance about the development of the 2021-22 Budget. The report (which was adjourned from the previous meeting) supported the Committee's scrutiny of the Council's process for

developing the 2021-22 Budget, and in particular represented an opportunity for the Committee to consider the new budget proposals identified to date, the approach to public consultation, and the further actions required to deliver a balanced budget for the year. The report and appendix provided for this meeting included one amendment to section 7.6 of the report to provide additional clarification about information requested by the Chair.

10.2 Cllr Andrew Jamieson (Cabinet Member for Finance) in introducing the report said that the outcome of the Government's comprehensive saving review was expected at the end of November 2020.

10.3 The issues that were discussed included the following:

- The Chair had requested additional information pertaining to the "Budget Challenge Process" that had led to the savings presented in the Cabinet report. The Executive Director of Finance and Commercial Services considered that these meetings were policy development meetings (and very clearly not decision-making meetings) and as such was of the view that the said information was not appropriate for a Scrutiny report.
- ASS001 was about supporting more people to move into independent housing, reducing the reliance on residential care. It needed to be considered in the context of the whole programme over several years and was a positive move as well as a cost saving measure.
- ASS003 was about revising the short term out of hospital offer. This involved working with CCG colleagues on a different joint approach to reablement services and was dependent on an agreement with the NHS.
- ASS013 involved a contract renegotiation with Norse Care and was an ambitious plan.
- CES019: was about a reduction in grass cutting which would not compromise driver safety at road junctions and dangerous locations. Parish Councils were expressing different views on this matter which was part of the formal consultation process.
- Councillors discussed the responses which were received to date to the consultation process.
- The Cabinet Member for Finance explained how he was going about explaining the budget setting process to the Parish and Town Councils. The Administration was using savings from technology to transform the way in which the Council met its savings targets. The scale of the budget gap to be closed remained subject to considerable uncertainty and Covid-19 was only one of the significant costs in the next financial year that would have long term implications.
- The Chair said that he would have liked to have seen the Council explain the budget setting process more clearly and to have provided evidence to show the means by which it would meet its budget targets. The Chair questioned whether the Administration was being challenging enough of senior officers in its approach to finding savings.
- The Cabinet Member for Adult Social Care, Public Health and Prevention said that the outcomes to be delivered as part of the budget setting process would support service users independence at the most efficient cost that such services could be provided.
- Councillors asked for details regarding staffing implications of the savings proposals to be brought to the Committee, The Cabinet Member for Finance

said he would ask officers to provide such details.

10.4 RESOLVED

That the Committee note the report and that the Cabinet Member for Finance would provide details regarding the staffing implications of the budget proposals.

11 **Outdoor Learning: A change of service, based at Holt Hall**

11.1 The Committee received a report by the Executive Director of Children's Services that set out the process for a potential change of service based at Holt Hall following the outcome of a service review.

11.2 The issues that were discussed included the following:

- The Executive Director of Children's Services explained the review process which had begun in November 2019 and recommenced in July 2020 after the lockdown.
- The process had begun in earnest in September and included: talking with staff and volunteers; engaging with schools; engaging with Friends of Holt Hall and engaging with North Norfolk District Council.
- It was noted that a petition had been received from the Friends of Holt Hall and would be taken into consideration.
- The consultation process had involved staff and their feedback together with that of others would be reported to the Cabinet.
- Some Councillors spoke about how Holt Hall was a valuable resource for young people in Norfolk and about how any loss of service would be a huge loss to them, especially more vulnerable and disadvantaged youngsters and those with Special Needs. They were of the opinion that no decision on the provision of outdoor learning from Holt Hall should be taken without the opportunity for Councillors in all areas of the county to be fully involved, and not just briefed in accordance with the Local Member Protocol.
- The Cabinet Member said that it was never his intention to predetermine the outcome of Holt Hall. The final service level decision was originally delegated to the Executive Director for Children's Services but following the staff consultation, and a full review of all the outcomes from the process, a recommendation on whether to cease the delivery of the service would now be taken to Cabinet in December 2020.

11.3 After further discussion, the Chair moved, seconded by Cllr Dan Roper

That without any form of pre-judgement in this matter, the decision making process continues to be kept under review to ensure that it meets the requirements of the constitution, that there is proper consultation and is robust before the Cabinet is asked to make a decision.

11.4 On being put to the vote the motion was agreed unanimously and it was

RESLOVED

Accordingly.

12. Scrutiny Committee Forward Work Programme

12.1 The Committee received a draft of the forward work programme.

12.2 RESOLVED

That the Scrutiny Committee agree the forward work programme as set out in a report by the Executive Director of Strategy and Governance subject to the following:

- **Further updates on the NCC response to Covid-19 and the lessons learned when this is considered appropriate.**
- **Strategic and Financial Planning 2021-22.**
- **A long-term review of County Council wholly owned companies (Norse and Repton) that explains their purpose, how they serve the Council's interests and where their future lies.**
- **The work of the Corporate Board.**

The meeting concluded at 14:20

Chair

Report title:	Early Childhood and Family Service
Date of meeting:	14 December 2020
Responsible Cabinet Member:	Cllr John Fisher (Cabinet Member for Children's Services)
Responsible Director:	Sara Tough

Introduction

We know that the support provided to families with children aged 0-5 years from a wide range of partners and local communities makes a critical difference to children's outcomes as they develop and into adult life. I am therefore pleased to present the attached paper to the Scrutiny Committee outlining the progress made in mobilising the new Early Childhood and Family Service, and to invite oversight and discussion. This has been a significant project, focused on transforming the support available for families with young children, culminating in the launch of the new Early Childhood and Family Service in October 2019.

Executive Summary

Whilst inevitably impacted upon by Covid-19, this paper highlights that overall, there has been a successful mobilisation of the new service, supported by strengthening partnership working and wider system development.

Recommendations

1. To review, comment on, support and scrutinise our progress in implementing the new Early Childhood and Family Service and in developing partnership arrangements that are securing the impact and outcomes that we want for families with children aged 0-5 years.
2. Comment on the format of the report and supporting information in order to refine any future reporting to the Committee on this area of activity.

1. Background and Purpose

- 1.1. The intention of this paper is to give the Committee the opportunity to scrutinise, support and comment on the progress made to date in mobilising Norfolk's new Early Childhood and Family Service and in developing wider system working to support families with children aged 0-5 years. Throughout the report we have highlighted progress to date as well as identifying a number of areas that require further development. The detail on these aspects and what action is being taken is contained in section 3.8.

2. Current context

- 2.1.1 Within the current context of family and community life being significantly disrupted by the current pandemic, and with continuing uncertainty about how we will return to 'normal' life, it is essential that children and their families are able to continue to access the support they need, including from the Early Childhood and Family Service (ECFS).
- 2.1.2 Prior to the current Covid-19 restrictions which were implemented on 5 November 2020, Action for Children were increasing face to face contact with families as part of their package of targeted support. These contacts varied but included home visits, opportunities to meet staff within an ECFS base or to participate in local small group activities. During the latest period of restrictions, direct face to face contact has been maintained, but only where it has been assessed that this is essential to address safeguarding or wellbeing concerns.
- 2.1.3 Currently there are 622 families (870 children) receiving targeted casework support from Action for Children. During the first lockdown, due to government restrictions, only 2% of support was face to face with the rest either online (17%) or by telephone (81%). This changed during the easing of lockdown with 57% of families being supported face to face and 38% through telephone support, based on an assessment of their needs. As well as the families being directly supported, since the initial lockdown, the service has used the family support fund to support an additional 850 families with Covid-19 related aspects such as food packages, essential items, bills and support with travel. Action for Children have also provided an additional £9,700 to this funding from their central Emergency Fund for Covid-19
- 2.1.4 Whilst the expectation is that the targeted service might work with up to 1000 families at any one time through offering one-to-one support, group work or a mixture of both, the current restrictions of operating groups, has meant that the service has prioritised one-to-one support.
- 2.1.5 Prior to the most recent national restrictions, Action for Children were about to publish their latest ECFS programme, with the intention that 95% of targeted groups would be offered face to face, with the remaining 5% offered online. These programmes reflected a focus on enabling families to access group activity mainly within ECFS bases, given continued restrictions on the operation of many community venues due to the pandemic. ECFS bases were also being made available for partner agencies to deliver activity e.g. for midwifery appointments, Healthy Child Programme and self-service baby-weighing, all following Covid secure guidelines.
- 2.1.6 As a result of the current Covid-19 restrictions, only essential face to face groups are being delivered in the ECFS bases, with the aim that more will be offered in bases and local venues as these become operational again. In the current environment, with less opportunity to operate targeted groups in local community

venues, the family support fund is being used to enable service users to access transport so that they can travel to groups. Essential face to face group work is complemented by an open access offer available to all families online, with one online group session available each day of the week.

- 2.1.7 An area for development is to increase the number of families worked with and resume use of community venues as they become available and safe to do so - this is detailed within 3.8.

2.2 Summary of progress in mobilising new ECFS & wider system work

- 2.2.1 Following the commitment by Children's Services Committee in January 2019 to transform Norfolk's offer for families with children aged 0-5, a significant amount of work has been undertaken to secure a new Early Childhood and Family Service. Families can choose to access any of three linked elements:
- A commissioned preventative service, providing targeted support for families with children aged 0-5 and who need extra help.
 - Support for local community groups to develop local activities and provision for families with children aged 0-5.
 - An enhanced digital offer, including online and telephone support.
- 2.2.2 Norfolk's Early Childhood and Family Service (ECFS) was successfully launched on 1 October 2019.
- ## **2.3 Commissioned preventative service providing targeted support to families who need extra help**
- 2.3.1 The contract to deliver this element of activity was successfully awarded to Action for Children in April 2019, following a Council-led procurement process where we worked closely with key partners including district councils, Cambridge Community Services (Norfolk's Healthy Child Programme provider), Public Health, and the Library Service.
- 2.3.2 We successfully managed the transition of existing staff from nine provider organisations to Action for Children through a significant programme of early engagement and direct contact with staff and trade unions. As a result, 139 individual staff transferred into the new service on 1 October 2019.
- 2.3.3 We ran a series of community, stakeholder and family engagement events which enabled us to gain meaningful feedback about their ideas on how the new service should be developed. Themes from parental feedback highlighted:
- The importance that families placed on being able to access friendly staff
 - The need for information and timetables of events and links to activities in the community,

- The trust they had of NHS as a source of information and the need to link with NHS webpages (Just One Norfolk) rather than duplicate information elsewhere.

2.3.4 By 1 October 2019, as a result of detailed mobilisation planning, Action for Children were able to successfully deploy staff into seven district teams, each led by a district manager, reporting to a county operational head of service.

2.3.5 Action for Children have been able to exceed our expectation that at least 60% of the service budget would be used for frontline delivery. Their financial report for September 2020, provided as part of our performance monitoring arrangements, indicates that 64% of their budget is being used for frontline delivery.

2.3.6 In addition, as part of our expectation that the new service prioritised the delivery of targeted support for families with children aged 0-5, Action for Children have deployed 88% of staff into frontline delivery roles.

	No of FTE posts	%	Headcount
Total FTE establishment	110.53		142
Management & administration	13.23	12%	14
Frontline staff	97.30	88%	128

2.3.7 In order to provide a consistent service and deliver a range of interventions and support, Action for Children initiated a substantial training plan during the mobilisation phase prior to 1 October 2019 and in the following months. Their staff development programme continues to be rolled out across the service, increasing the skills and capability of the staff teams to deliver quality interventions to achieve the best possible outcomes for families. As a result of the mandatory and specialist training that staff have undertaken, families accessing groups and activities have been able to receive a consistent response in relation to managing children's behaviours, supporting child developmental milestones, parent and child mental health and wellbeing, parental conflict and domestic abuse and the impact on children's safety and wellbeing, speech, language and communication.

2.3.8 In the first six months, following the new service going live on 1 October 2019, Action for Children delivered a mixture of universal and targeted activities with 65% of the groups in outreach venues and over 600 families were offered one-to-one support in a variety of locations, including in families' own homes. Over 74 different outreach locations were used including community centres, village halls, church halls, Traveller sites, open spaces, repurposed children's centres and 32 libraries (see Appendix A for full list).

2.3.9 Feedback from an Information and Signposting Officer about their experience of transferring into the new service:

“As an Information & Signposting Officer, a new element of my role is about taking information to families at the groups they attend in their local communities and signposting them to appropriate support.... now I am taking my skills and knowledge out into the community to ensure families receive the right support, at the right time, by the right service.

“Prior to the transfer I was feeling really anxious as not only was I going to be employed by a new organisation, but my job role was going to change too. When recently asked how I would score out of 10 about how I was feeling about my role as an ISO (with 10 being really good and 1 being really bad), I responded that I would score as a 10! I really enjoy the role and meeting families in the community. Families really value someone taking information to them and the community groups appreciate the support too.”

2.4. Support for local community groups to develop local activities and provision for families with children aged 0-5

- 2.4.1 An important element of the transformation activity has been to enable families to access the support they need from a range of community groups and activities in their local area.
- 2.4.2 Joint working between ECFS and our communities and partnerships teams, early years, and members of the newly established Early Childhood Advisory Boards has enabled a stronger focus on supporting existing community groups as well as the development of new provision. This has been enabled by the annual allocation of £250,000 as community funding to facilitate setting up new community led activities and sustaining current group activity, alongside offering support, advice and training to individuals who have expressed an interest in developing local provision.
- 2.4.3 Between 1 October 2019 and 31 March 2020, we received 23 applications and in total £38,918 was awarded to parent and toddler groups via the early childhood community fund. These groups are providing a range of opportunities for learning, development and socialisation through activities such as: baby & toddler sessions, music, breastfeeding support and story & rhyme time. In addition, seven start-up resource bags (one per district) were purchased at approximately £1,000 each, containing suitable toys and equipment to start up new parent and toddler groups.
- 2.4.4 The advisory boards are working together to identify ways to target and support local organisations to expand their service delivery. This is especially important in the current context and the early childhood community fund will enable the boards to work with groups to identify the issues that Covid-19 is creating, supporting groups to re-open and adjust the support to meet families' needs.
- 2.4.5 Our community focus officers within Children's Services have been able to work with the early childhood advisory boards and local communities to set up and establish

groups, working with families and other community members to identify areas of greatest need. This activity has clearly been impacted by the pandemic, both in terms of the ability for community groups to meet, as well as the number of applications for funding that have been received. Continued Covid-19 restrictions are making this aspect challenging but this work is now being progressed, where it is safe to do so, and this is an area for further development (detail located in 3.8)

2.4.6 Feedback from a parent and toddler group, which has recently reopened:

"I just wanted to let you know that Friday could not have gone better! People were quite emotional, had lots of fun with their small people, and I think it was much needed for people's wellbeing. I've started a waiting list as the demand eclipsed the two sessions. I think I will be able to start an additional day (no more sessions) per week in spring, Covid guidelines willing. Thank you all so much, this would not have been possible without your support."

2.5 An enhanced digital offer including online and telephone support

2.5.1 The implementation of the digital platform is contributing to the Council's ambition as outlined in Together for Norfolk (2019-2025), to develop an enhanced online and digital 'information, advice and guidance' offer. This was achieved in collaboration with partners, acting on families' feedback offering easy access, high quality and reliable information about services in their community. There are many ways in which families can contact the service which include by telephone, email, the website and through social media pages.

2.5.2 Norfolk County Council successfully launched the Early Childhood and Family Service web pages <http://www.norfolk.gov.uk/earlychildhood> prior to the new service going live. Up to 30 September 2020 there have been 13,100 visits to the Council's Early Childhood and Family Service webpage and a further 3,500 to the page where families are able to view the activities on offer across their district. The new webpages have clear and seamless links across to online self-care information, advice and resources created on the Healthy Child Programme's innovative 'Just One Norfolk' platform, as well as information about community activities and groups held in the Norfolk Community Directory. These digital platforms have made it easier for families to access the information they need.

2.5.3 Website analytics show that many visitors to the ECFS pages come to the page directly from 'Just One Norfolk' and the Norfolk Community Directory, and that they exit the ECFS page to visit these pages too. During the period 1 October 2019 - 30 September 2020 Just One Norfolk had a total of 547,040 page views.

2.5.4 Regular meetings involving ECFS, the Healthy Child Programme, the Library Service, Public Health and our Family Information Service have been established and these are enabling planning for shared digital messages, so families receive consistent information from a range of partners. This joint working was reflected in

the recent 'Talk and Play' campaign which featured on the NCC webpages and was enhanced by additional information and resources available on 'Just One Norfolk'.

2.5.5 As part of recognising that many families increasingly prefer digital platforms, an online form was developed on the webpage and, in the first year, this has enabled 713 individuals to request contact from the service, with 417 requesting additional support. Action for Children have set up email addresses for families and professionals as part of having a variety of contact methods available.

2.5.6 Feedback from a mother who self-referred online:

"I am really enjoying my children now – my child even took turns for the slide when I took them to the soft play, this has never happened before, and I was so proud. Now I understand why they do things; I know what to do and I can be confident I know what I'm doing." This mum also commented that people close to her had noticed a big change in her parenting ability and how much calmer the child has become as a result.

2.5.7 Calls for the Early Childhood and Family Service are received by the NCC Customer Service Centre (CSC) and where appropriate are handed over to the ECFS information hub. The success of the digital content has successfully reduced call volumes; between 1 October 2019 and 30 September 2020, 777 telephone calls were received, but the volume of overall contacts being made with the service by families has been high, with online contacts most frequently used, and telephone calls least frequently, indicating people have been able to access the information they need on our digital platform rather than needing to telephone. 74% of the total contacts have related to families seeking information, advice and guidance e.g. finding out what's on and how to book onto courses/groups. The remaining 26% were requests for targeted support.

2.5.8 A digital survey has recently been produced which will be circulated to gain user feedback regarding the accessibility of the service through the current contact routes, so that any areas for improvement can be identified.

2.5.9 In addition to the NCC telephone number, families can call 'Just One Number' which is a single point of access service for advice, health support, referrals and intervention for service users and professionals, operated as part of the Norfolk's Healthy Child Programme. 'Just One Number' staff work closely with ECFS teams.

2.5.10 Action for Children have created ECFS Facebook pages for each district as well as one central page for the service. Up until 30 September 2020, the district pages had a total of 4452 followers and the main page which was set up in June 2020 had 1233 followers. These pages are used to promote services available from ECFS and wider early years partners. Families can also engage in virtual sessions and video clips through the pages and find out what other activities are available to their family. Action for Children have also developed a mobile app which families can use

to access information about the service and activities available, there are currently 604 registered users.

- 2.5.11 Work to improve the join up of digital platforms is ongoing. Future plans include improving the efficiency of data feeds into the community directory, so that it includes more information to help parents to access services in their local area. In the future the JON Health Profiles will be expanded to include early years information. Overall, there are signs that families are accessing the information they require through the enhanced online and digital services. They value the opportunity to 'self-serve' in seeking out the information they need and that they can contact the service using a variety of methods.

2.6 Strengthening joint working and partnership arrangements as part of a whole system response in Norfolk to early childhood

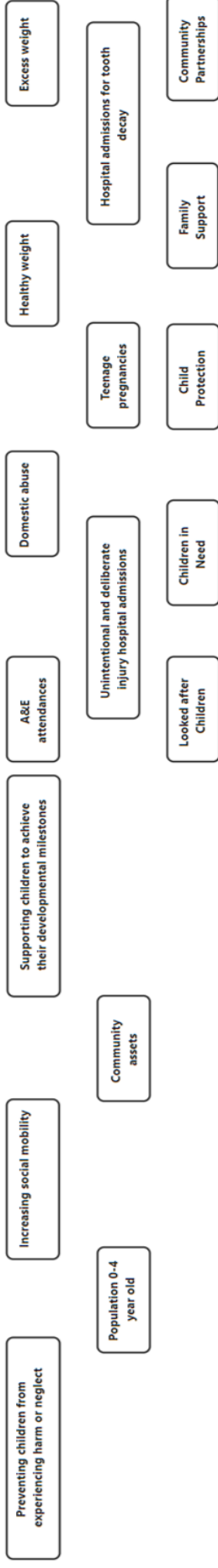
- 2.6.1 It has been consistently clear that the ambition to transform our maternity and early childhood services and secure the impact and outcomes needed for families and children will only be achieved through better and closer working as a whole system. ECFS is a single, but key, element of Norfolk's wider early childhood system response to families.
- 2.6.2 In February 2019, Children's Services successfully led a partnership bid for Norfolk to be part of a new national Early Years Transformation Academy (EYTA), facilitated by the Early Intervention Foundation. Norfolk's engagement in the EYTA programme has been helpful in strengthening our relationships as strategic partners and developing a system-wide approach to meeting the needs of families with children aged 0-5. We have used our engagement with the EYTA programme to develop and join up our strategic planning as well as practice on the ground.
- 2.6.3 This will mean that frontline practitioners work together more effectively to develop shared pathways for families, prioritising families in greatest need, at the earliest point, and recognises the importance of prevention and early intervention through an offer that spans universal engagement through to targeted and specialist support.
- 2.6.4 This has been reflected in the establishment of an Early Language Forum which has enabled partners to develop new joint referral pathways for children with speech, language and communication needs. This joint pathway means that children are able to have an early assessment of their needs undertaken by ECFS staff, and as a result the number of children needing to be referred for specialist support and intervention has reduced. This was praised by Ofsted in the recent Special Educational Needs and Disabilities (SEND) inspection. Staff are trained to deliver the intervention required for these children and this has enabled children to continue to receive the support they need despite the restrictions Covid-19 presented.

- 2.6.5 The recent 'Talk and Play' campaign, as part of the partnership Covid-19 recovery plan being overseen by Norfolk's Safeguarding Children Partnership that focused on the impact of the pandemic on early language acquisition, is another example where partners have been able to work together effectively, supporting the development and distribution of 3000 resource packs to families.
- 2.6.6 Partner agencies operating as part of our early childhood system are attending early help collaboration and transfer meetings in districts, resulting in families being contacted and offered services in a timely manner. ECFS staff have worked with Children's Services colleagues to embed the family networking approach within their targeted family support work as part of ECFS.
- 2.6.7 *Appendix B case study North 007: Multi-agency approach and initiation of Family Support Plan to meet wide ranging needs.*
- 2.6.8 The Healthy Child Programme and ECFS have worked closely together to align their targeted provision. The service leads meet at least fortnightly to discuss operational delivery and any families of concern which enables a joint approach to supporting identified needs and avoids duplication for services. Staff from the Healthy Child Programme have used the ECFS bases, for example to enable families to self-weigh their babies where there is an identified clinical need. Due to Covid-19 restrictions where schools may have to close or children miss a session due to self-isolation, the CCS School-age Immunisation Service are planning to use the ECFS bases to carry out immunisations as part of the school-age flu programme.
- 2.6.9 Midwifery teams have been able to use a number of the ECFS bases to operate their clinics for expectant and new mothers, providing opportunities for discussions to take place regarding the needs of individual families and the support that can be offered by ECFS staff. This reflects the strengthening partnership between midwifery services and ECFS in relation to ante-natal support, through better and earlier identification of families who require additional support. A representative from the Local Maternity and Neonatal Service (LMNS) now attends the monthly early years system meetings which has enabled partners to join the working streams for the maternity transformation. ECFS, CCS and Maternity services meet regularly to review, plan and coordinate the ante-natal education offer for families across the County. During Covid-19 there has been a 93% increase in the use of the digital resource. Norfolk's innovative approach has also been shared with and is now being followed by a number of health trusts across the country.
- 2.6.10 Action for Children have made contact with early years providers within each district, attending briefings and network meetings to promote ECFS and highlight how settings can refer families to the service for targeted support. Their links with early years settings have led to better partnership responses for families with children with SEND and in supporting transitions into settings. Early years providers are making referrals to ECFS and for some families, the family support fund has enabled them to access additional sessions as part of a support plan. During

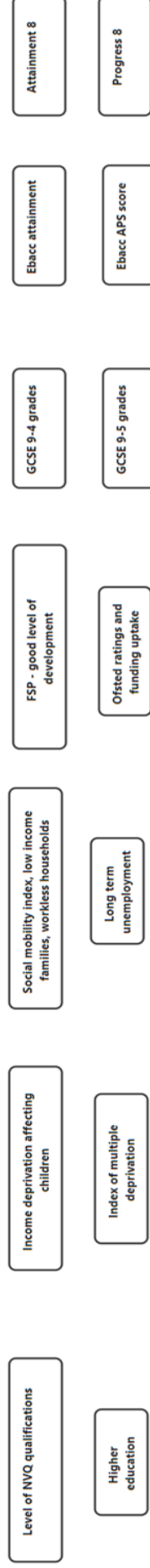
lockdown when visiting early years settings was not possible, ECFS staff kept in touch via telephone to remind settings that ECFS targeted support was still available. However, referrals from early years providers have been low, and this is an area that requires further development, see section 3.8 for detail on what action is being taken to address this.

- 2.6.11 The Library Service has refined and developed its early childhood offer, supporting their staff across the county to deliver a consistent and focused service to children aged 0-5 and their families. In advance of the introduction of ECFS, the Library Service updated their core collection of books about early years parenting. The service also started the 'Time for You' collection in August 2019 with the aim to encourage parents to read for pleasure. The Library Service, prior to Covid-19, played an active role in developing and promoting 'Talk and Play Every Day' activities. In addition, 'Bounce and Rhyme' or 'Stay and Chat' sessions were being held in all of Norfolk's 47 libraries. Through their developing partnership with Action for Children, the Library Service offered space for service delivery.
- 2.6.12 As part of strengthening partnership working and bringing practice together, we have established six locality early childhood advisory boards to provide a local forum for services and agencies focused on early childhood outcomes. The advisory boards' terms of reference are attached as Appendix C to this report. Advisory boards previously met in person on a regular basis from the start of 2020 up until lockdown was implemented. Boards now meet on a virtual basis as a result of Covid-19 restrictions.
- 2.6.13 To support the advisory boards, we have been working with information and analytics colleagues to develop a population level data dashboard. The dashboard has been created in order to support key local organisations and services develop joined-up approaches to delivering services and support to families with children aged 0-5.
- 2.6.14 Framed around the impact and outcomes detailed in our early childhood logic model (see Appendix D), the dashboard is a tool to support a shared understanding of needs and outcomes. It uses national datasets linked to measures associated with the outcomes we want to see for children and their families. The dashboard contains data that can be viewed at district and market town level where possible, using interactive geographical maps and data tables. The dashboard will continue to be developed and improved through use and feedback, including from the advisory boards.
- 2.6.15 An early childhood population data dashboard is under development linked to the impact and outcomes we want for children aged under 5.

Select a domain to see relevant outcomes



Increasing Social Mobility



Supporting children to achieve their developmental milestones

- 2.6.16 Advisory boards have started to use the dashboard data to agree actions needed to address local priorities, join up practice and work together to ensure there are more effective responses for families, but this is an area that requires further development, see section 3.8 for detail on what action is being taken to address this.

3. Impact and Outcomes to date

- 3.1.1 It needs to be recognised that the new ECFS only went live on 1 October 2019, reflecting a significant transformation of services and that it will take time for the impact and outcomes to be demonstrably realised at a population level. Covid-19 has significantly disrupted the lives of children and their families as well as the ability of the new service to mobilise in the way intended.
- 3.1.2 The current focus is on ensuring that ECFS is successfully reaching those families who need extra help, as part of an early childhood offer for all families, and that where families have accessed targeted support, that this has made a positive difference for them.

3.2 Performance management of the targeted support service

- 3.2.1 Prior to the service commencing we were able to work with Action for Children to agree and implement a comprehensive performance management framework that reflects the need to ensure their service delivery is focused on addressing the right determinants, in order to secure the impact and outcomes that we need to see over the coming years. The performance management framework is focused on:
- Outcomes and impact
 - Outputs and inputs
 - Quality
 - Service user feedback
- 3.2.2 It contains a mix of quantitative and qualitative key performance indicators and has been built alongside the development of 'Connect +', the new case management system to enable us to generate reports in real time and review the quality of case work when required. Quarterly contract performance meetings are held between Action for Children and commissioners, alongside very regular contact and communication between Action for Children and commissioners.
- 3.2.3 The latest dashboard report summarising Action for Children's performance is attached as Appendix E.

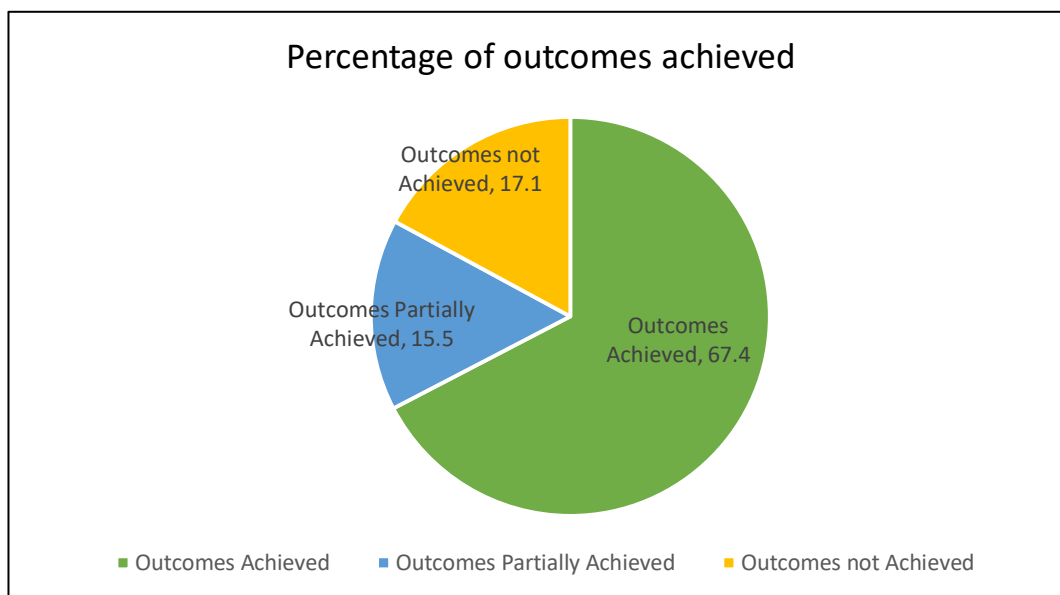
3.3 Outcomes for families

- 3.3.1 As part of providing targeted support for families, Action for Children practitioners undertake an assessment of need and co-produce a plan with the family using an 'Outcomes Star' that identifies areas for progress and measures achievement. The

practitioner agrees the plan with the family, using a range of evidence-based interventions (such as Solihull, Baby Massage and Freedom Programme). There are regular case management and decision making/review processes in place. Once completed outcome 'scores' are entered into the case management system and can be run as reports to give headline information on the impact of the service.

3.3.2 Based on this reporting approximately 83% of families either fully or partly achieve their outcomes. Improved analysis is required of the remaining 17% of families who did not achieve their initial outcomes. We know that some families decided the service was not for them or no longer needed help. A number were 'stepped-up' to social care or specialist mental health, a small number moved out of county. Another reason for some families not achieving their initial planned outcomes was classed as 'Other'. Action for Children will remove this category from the recording system and ensure staff clearly identify why families do not complete the programme of support. This is an area that requires further development, see section 3.8 for detail on what action is being taken to address this.

3.3.3 *Appendix F Case study West 003: Step down from social care to multi-agency family support plan, demonstration of impact of intervention from ECFS service and journey of the family.*

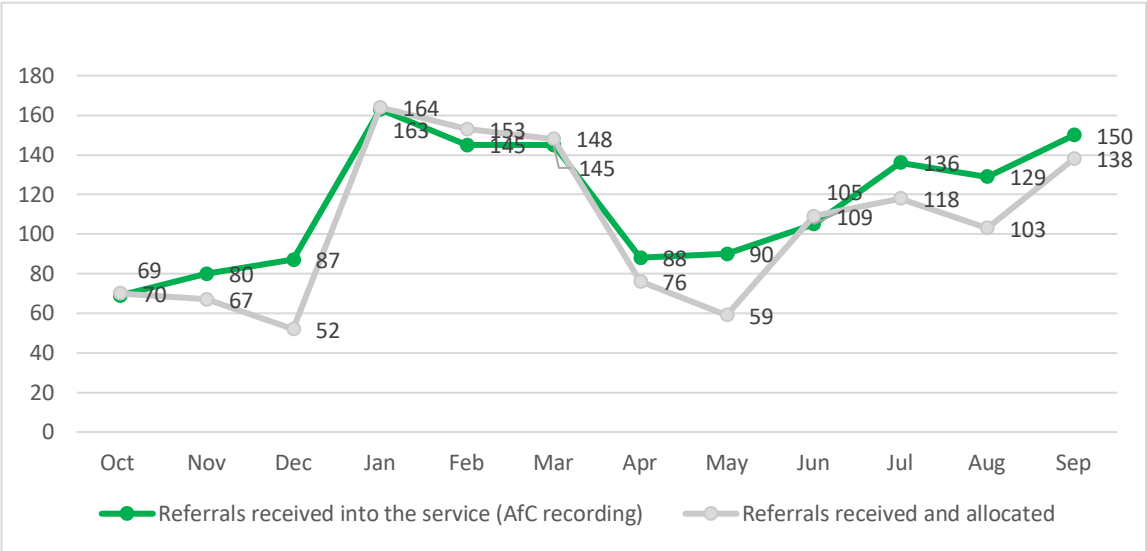


3.4 Outputs and volumes (accessing support)

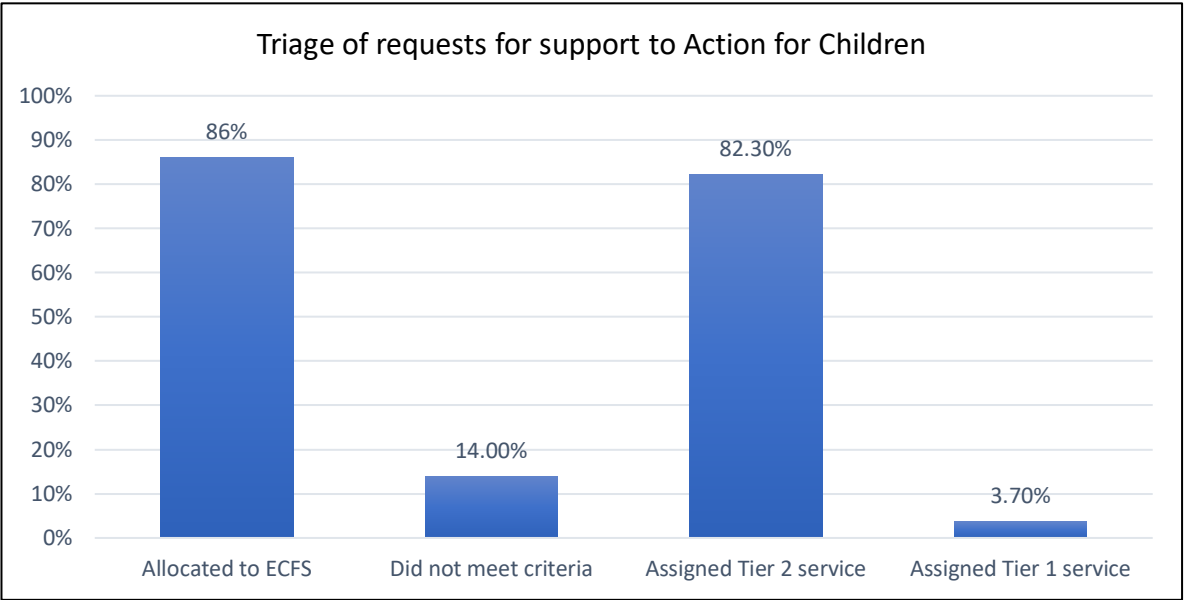
3.4.1 The pathway into ECFS as a service was jointly developed with colleagues from the Children's Advice and Duty Service (CADS), the Council's Customer Service Centre and Norfolk's Healthy Child Programme to ensure co-ordination and effective targeting of the service. The pathway is reviewed regularly so that we are confident that families who can benefit most receive a service.

3.4.2 The overwhelming majority of the families referred to Action for Children for a targeted service meet the criteria for this service, as evidenced by data reporting from the 'Connect +' case management system. In the first year of the service, from 1 October 2019 up to 30 September 2020, ECFS received 1460 referrals (involving 1737 children) for targeted support.

Table below shows referrals received and allocated 01/10/19 – 30/09/20



3.4.3 Referrals are all assessed as part of a triage process and of the 1460 received, 1257 (86.1%) were assessed to meet the threshold for ECFS and were allocated to ECFS teams, either to provide one-to-one, or group, targeted support to the family. Of these, 1202 (82.3%) of children and their families were assessed as needing a targeted service and 55 (3.7%) were supported to access a universal service.



- 3.4.4 We are confident that the right families are accessing the service, however the volume of referrals suggests that there are still a number of families who would benefit from this support currently not accessing the service, this is an area that requires further development, see section 3.8 for detail on what action is being taken to address this.
- 3.4.5 We know that neglect and harm and failure to reach developmental milestones are huge obstacles for children reaching their full potential in later life. Nearly 59% of presenting issues relate to neglect and harm, particularly around parenting skills and attachment. Children not reaching their developmental milestones accounts for 31% of referrals, with a third of those concerning speech and language. Lack of social mobility (housing, employment and money issues) accounts for 10% of referrals to ECFS. As the impact of Covid-19 inevitably leads to greater barriers to social mobility, the ECFS targeted service will be a key system partner in supporting families, working with services best able to support finance, employment and housing issues, while maintaining the focus on the consequent impacts of neglect, harm and a good level of development.
- 3.4.6 *Families accessing support from the service often show improvement on impact and outcomes from across the logic model with support and input for multiple determinants. Case Study S007 demonstrates this as an example (see Appendix G).*

3.5 Quality

- 3.5.1 Working with Action for Children, we have co-produced a casework review process and tools to ensure there is good quality practice, and that casework is accurately reflected in the information held on the case management system. We have worked with Action for Children to review approximately 500 case records over the past year. These reviews have highlighted the need to further improve:
- Accuracy of case recording
 - Quality of case records
 - Training and development
- 3.5.1 This is an area that requires further development, see section 3.8 for detail on what action is being taken to address this.
- 3.5.2 In addition, Action for Children have undertaken 90 safeguarding audits, using their own agency's approved tool. These have evidenced that overall, there is good management oversight of the case records and safeguarding concerns are being appropriately responded to.

3.6 Service User Feedback

- 3.6.1 At the outset of the service Action for Children were set a benchmark 75% of service users being 'satisfied' with the service. Responses to service exit questionnaires (477 responses) show that 95.9% would recommend the service to other families, with 79.4% reporting that the service got involved at the right time. We know that families see the relationship with staff as being important and 97% found the workers 'helpful' with 86%

feeling they were given all the support they needed. See section 3.8 for detail on how Action for Children will continue to improve the service.

3.6.2 Examples of feedback include:

- *"Helpful advice, since lockdown I have made loads of changes and we are doing well, milestones, dummy gone, listens more and saying more."*
- *"XXX shares that she is grateful for all the support the ECFS has offered her and that our support has been 'amazing' and that everyone she has met has been lovely. She shares that she feels she has a good relationship with myself and XXX (HV) and feels that she can talk to us."*
- *"Hi XXX, just wanted to thank you for the recent email. :) the positive quotes really spoke to me. I'm going to do creative projects with them and stick them around the house for everyone to enjoy."*
- *"Thank you so much for your concern but we are okay she nearly 8 months now and she so amazing I'm really loving life and its some thanks to the support I got in the first place I'm glad you got back in contact so I could thank you personally for the experience you gave us."*

3.6.3 Action for Children have been looking at the response to the virtual offer that has been developed during the Covid-19 pandemic. They are embedding the most successful areas of the digital offer following parental feedback and evaluation.

3.6.4 Feedback from a service user:

"I was going through a very tough time and I started receiving help from [worker]. We did the freedom program and baby massage 1:1 at my home. I feel so much more confident and able to attend groups now. I feel like myself again. The services are amazing and helped us out so much. THANK YOU!!!"

3.7 ECFS performance during Covid-19 response

3.7.1 The Early Childhood and Family Service has been able to offer a resilient response during the Covid-19 pandemic. This was helped by the service design principles underpinning ECFS that included an enhanced online/digital offer for families, and a targeted service that was focused on operating as an outreach service, rather than expecting families to attend designated buildings to access the support they needed. Action for Children had mobilised the new service with these principles at heart which has meant that they had the technological and operational infrastructure necessary to remain functional as the Covid-19 outbreak developed, and they have been able to maintain contact with families.

3.7.2 As experienced across all services, contacts and referrals into CADS, including for ECFS, dropped at the start of the first national lockdown, however ECFS referrals continue to increase despite the new national restrictions implemented on 5 November 2020.

- 3.7.3 The strength of partnership working has meant that, as the Covid-19 restrictions have come into force, amended arrangements for targeted support have been agreed and implemented without delay, as part of the wider system's coordinated response to children and families.
- 3.7.4 Action for Children kept all cases open during the first national lockdown and contacted families on a regular basis. In addition, all cases that had recently closed were reviewed and families were contacted and offered support. As the first lockdown eased, cases were closed as appropriate. ECFS staff have recognised that many families' needs have changed or escalated because of the pandemic leading to isolation and reduced access to family networks, increased anxiety, increased risk of domestic abuse and increased financial challenges. Action for Children have sought to make use of the family support fund and their own charity's fundraising from their national appeal to deliver support directly to families.
- 3.7.5 *Appendix H Case study – East 0012: Partnership approach to domestic abuse support and resettlement in the midst of lockdown.*
- 3.7.6 The pandemic has inevitably led to a shift in how ECFS operates with more provision being delivered virtually. ECFS, Healthy Child Programme and the Library Service have shared their online resources across platforms and are beginning to co-produce some of the products. They have also improved access across their platforms to make it easier for families to find what they need. Some families have preferred the flexibility that access to online resources such as parenting programmes has given them. Other parents value the personal contact. The need for providing a mix of digital and online support, alongside face to face contact is a principle underpinning the ECFS and the learning from the experiences of families during the pandemic will help inform how this mix is developed going forward.
- 3.7.8 During the pandemic, Action for Children have developed virtual programmes and sessions such as: baby and toddler days, outdoor play, cook-along, and speech and language groups etc. These are available to families to watch via Facebook and YouTube. One-to-one contacts and targeted group work e.g. baby massage and Solihull have been carried out using video tools such as Zoom and WhatsApp.
- 3.7.9 The Healthy Child Programme have continued to expand their online platform 'Just One Norfolk' so that families can access information, advice and guidance on a wide range of topics and seek additional support if they have any concerns about their children's health, learning or development. During the pandemic, 'Just One Norfolk' has experienced a 300% increase in use. How the service responds to this growth in use and further develops the digital offer is being informed by feedback being gathered through online focus group sessions with families, facilitated by Healthy Child Programme staff. These sessions are providing families with the opportunity to be involved in sharing their experiences with their peers and helping to improve future services.

- 3.7.10 ECFS and Healthy Child Programme staff have worked together to raise awareness in their teams about the increase in non-accidental injuries during the pandemic. This has included raising awareness about the Norfolk Safeguarding Children Partnership's 'Protecting Babies' initiative, using contact with families to reassure parents that all babies cry, and providing support and advice on strategies to cope with the stress of crying. ECFS staff have also used opportunities during their 'Baby Days' groups, supported by health visitors, to explore these issues with families.
- 3.7.11 Prior to the pandemic, the Norwich Opportunity Area (NOA) was working directly with partners including ECFS and had co-located community communication champions in two of the Norwich ECFS Bases, with staff from both services co-facilitating drop-in groups. Whilst these had to cease during lockdown, there are plans to restart and expand this partnership work, once Covid-19 restrictions allow, into a new geographical area and the opening of the communication hub for 0-2yr olds will enable further opportunities for collaborative working.
- 3.7.12 The Library Service has moved their face to face sessions to virtual platforms, including 'Bounce and Rhyme', and 'Stay and Chat' which has moved to weekly online sessions. The Library Service have reported there were 76,000 views over the last 6 months, on average 2,500 each week. Adult Education have also been able to move their family learning programme to an online platform which has enabled families to access courses throughout the pandemic.

3.8 Next steps: areas for development and strengths to build on over the coming year

- 3.8.1 While overall, the mobilisation the Early Childhood and Family Service has been successful, there is inevitably, given the scale of transformation, still much to be done. Progress has clearly been impacted by the pandemic, and whilst there is continued uncertainty for families, local communities and service providers, there are aspects of ECFS that need to be a focus for further development over the coming months.

3.9 Areas for development

Area for development	Actions and next steps
Improve: <ul style="list-style-type: none"> • Accuracy of case recording • Quality of case records • Training and development 	<ul style="list-style-type: none"> • Action for Children to fully embed the implementation of practice standards and to quality assure cases to improve consistency, quality and performance by: <ul style="list-style-type: none"> ○ Providing training and development to staff on practice standards and case management system ○ Supervising and coaching staff • NCC and Action for Children need to agree and implement an audit process aimed at improving case quality.

Use of feedback to improve services	<ul style="list-style-type: none"> • Action for Children to follow up with all families who decide the service is not right for them, to capture their feedback and make improvements so that every family can have the opportunity to meet their desired outcomes. • Work with service user groups to develop the understanding of their experience and how they see the service developing in the future.
Increase the number of families worked with	<ul style="list-style-type: none"> • Develop and deliver a joint communications campaign. This will target areas and relevant demographics where referrals/engagement is lower e.g. early years organisations, families impacted by Covid-19 etc. • Action for Children to implement a plan of increasing delivery of 1:1 face to face sessions and small group work including parenting courses (as per government guidance) • Identify and support families who have had babies during Covid-19 alongside Healthy Child Programme colleagues. • Increase the number of targeted families seen whilst supporting them to establish a peer network • Children's Services officers to lead joint workshops between key staff in Action for Children and early years to improve partnership working.
Support development of community-led services	<ul style="list-style-type: none"> • Children's Services officers to make direct contact with community-led groups which were open prior to Covid-19 to determine barriers and support required to enable safe reopening where possible. • Children's Services officers to review community venues for their reopening/safety. • Early Childhood Advisory Boards to commission projects to meet identified need using funding strands as appropriate for the project e.g. Support groups for new parents who have been unable to go to other baby groups since giving birth due to Covid-19 restrictions and creating buggy walk routes and outdoor activity groups to support families to get outdoors in groups in line with government guidance and as Covid-19 restrictions allow.
Utilisation of the data dashboard	<ul style="list-style-type: none"> • Use the data dashboard to assist the Early Childhood Advisory Boards to assess local needs, map existing provision and identify local priorities for families with children aged 0-5 within the district area, and work collaboratively to address these.
Improving parental engagement	<ul style="list-style-type: none"> • Action for Children to engage with service users to gain insight into their experiences and how to reach families that may need our help.

	<ul style="list-style-type: none"> Action for Children to undertake further work to understand why a proportion of families decide the service is not for them, including evaluation techniques.
Impact of Covid-19 on families with children aged 0-5 years	<ul style="list-style-type: none"> Children's Services to engage the early years system in supporting a whole system approach to tackling potential economic disparities as a result of Covid-19, in impact areas of neglect and harm, developmental milestones and social mobility.

3.10 Strengths to build on over the coming year

- 3.10.1 In addition to the areas we have identified as aspects that need further development, the progress made in mobilising the new Early Childhood and Family Service means that there are a number of areas of strength that we intend to build upon over the coming year. These include:
- Building on the success of the Early Years Speech, Language and Communication Needs pathways, we aim to extend these pathways to primary-age children
 - Using the improved system approach to develop joint pathways for mental health and wellbeing for 0-4-year-olds
 - Building on positive existing relationships with schools and early years providers to increase the number of referrals to ECFS
 - Continuing to improve the join up of digital platforms to increase the efficiency of data feeds into the Norfolk Community Directory, so that more information is available to families
 - Using feedback from families to retain and expand on the successful elements of the virtual offer
 - Using the recommendations of the digital survey to further improve our digital offer
 - Following the positive initial pilot on family networking, fully implementing the approach county-wide
 - Continuing to raise awareness of the ECFS offer to increase the number of families accessing the services they need
 - Continuing to build and strengthen partnership working across the early years system
 - Looking at research that is being undertaken during Covid-19 to learn from initiatives nationally, regionally and locally.

4. Evidence and Reasons for Decision

4.1. N/A

5. Financial Implications

5.1. N/A

6. Resource Implications

6.1. **Staff:** N/A

6.2. **Property:** N/A

6.3. **IT:** N/A

7. Other Implications

7.1. Legal Implications

N/A

7.2. Human Rights implications

N/A

7.3. Equality Impact Assessment (EqIA) (this must be included)

N/A

7.4. Health and Safety implications (where appropriate)

N/A

7.5. Sustainability implications (where appropriate)

N/A

7.6. Any other implications

N/A

8. Risk Implications/Assessment

8.1. N/A

9. Select Committee comments

9.1. N/A

10. Recommendations

- 10.1.
1. To review, comment on, support and scrutinise our progress in implementing the new Early Childhood and Family Service and developing partnership arrangements that are securing the impact and outcomes that we want for families with children aged 0-5 years.
 2. Comment on the format of the report and supporting information in order to refine any future reporting to the Committee on this area of activity.

11. Background Papers

1. Appendix A – Community Venues List

2. Appendix B – Case Study North 007
3. Appendix C – Early Childhood Advisory Board Terms of Reference
4. Appendix D – Early Childhood Logic Model
5. Appendix E – Performance Management report
6. Appendix F – Case Study West 003
7. Appendix G – Case Study South 007
8. Appendix H – Case Study South 0012
9. Appendix I – Case studies cross referencing

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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.

Appendix A: List of community venues in use by the ECFS

Location
Acle ECFS
Acle Library
Attleborough Library
Aylsham Library
Aylsham Recreation Ground
Beetley Village Hall
Blofield Library
Brundall Library
Caister Pavillion
Catton Park
CFM ECFS
Christ Church Centre
City & Eaton ECFS
Clover Hill Village Hall
Cromer Library
Dereham Library
Dersingham Infant & Nursery School
Dersingham Library
Diss ECFS Base
Downham Market ECFS
Downham Market Library
Drayton ECFS
Dussindale Community Centre
Earlham ECFS
Fairstead Community Centre
Fakenham ECFS Base
Fakenham Library
Gaywood Library
Gorleston Beach
Gorleston Library
Grapes Hill Community Gardens

Great Plumstead Village Hall
Great Yarmouth Library
Harford Road Community Centre
Harleston Library
Hellesdon Library
Holt Library
Hopton Primary Academy
Hunstanton First Steps
Hunstanton Library
Kings Centre
King's Lynn Library
King's Oak Academy
Lakenham Community Centre
Lingwood Village Hall
Long Stratton ECFS Base
Marshland Hall
Martham Academy & Nursery
Moorlands Primary Academy
Mundesley Library
NAR ECFS
Newtown Community Centre
North Walsham ECFS Base
North Walsham Library
Outwell Village Hall
Playland
Providence Street Community Centre
Quaker Church
Queen's Hill Community Centre
Robertson Barracks Army Camp

Sandringham Centre
Seagulls ECFS Base
Sheringham Library
Silver Rooms
Spixworth Village Hall
Sprowston Diamond Centre
Sprowston Library
St Augustine's Family Centre
St William's Way Library
St. Matthews Church
Stalham Library
Swaffham ECFS Base
Taverham Library
Terrington St Clement Methodist Church
Terrington St John Methodist Church Hall
The Annexe, Loddon Library
The Bircham Centre
The Hive
The Poppy Centre
Thetford ECFS Base
Thetford Library
Toftwood Infant School
Toftwood Scout Haven
Tuckswold Library
Virtual - Online
Watton Library
Watton Youth & Community Centre
Wells Library
Woodside Centre
Wroxham Library
Wymondham Library
Youngs Park



Appendix B: Case Study: North 007 – Multi-agency approach and initiation of Family Support Plan to meet wide ranging needs

Ref: NTH 007

District:	North
Age of child (if multiple children in family, record age of youngest child)	2 years

Referral

Referral received from: (state agency/organisation not individual)	HCP
ECFS service requested:	Family worker to help feel confident and secure in her new home
ECFS service provided following triage of referral:	1:1 family support 6 to 12 session support around feeling safe and secure in the home and managing the boys on her own. Support with budgeting in her new home with all the new bills etc that will come with this Leading to support in the community
Multi-agency intervention?	Yes
If yes, list agencies also supporting family:	Flagship Housing Early Help Partner Focus Leeway School Health visiting Spurgeons Norwich Connect (Consultation) Wellbeing service Harbour Centre
If FSP in place, state number of FSP meetings held during ECFS intervention during COVID-19	One FSP meeting held since end of April 2020 when Partner Focus Officer became involved.

Early Childhood Logic Model

Impact Statement	Outcomes	Determinants on outcomes
Supporting children to achieve their developmental milestones	Children develop in-line with expected milestones. Increasing parental confidence in caring for their own children.	Effective home learning environment
Preventing more children aged 0-5 from experiencing neglect or emotional harm	Families are well-equipped to care for themselves without the need for statutory intervention. Children are safer. Parents have better mental health and wellbeing.	Perinatal and parental mental health Domestic abuse ACEs & childhood trauma

Reference: NTH001



Increasing social mobility	Improved educational attainment. Fewer children are living in poverty.	Housing Being healthy (mentally & physically)
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Link case study to one or more of the outcomes and determinants on outcomes as listed in the Early Childhood Logic Model.

Delivery method

Venue & delivery method of intervention	Please tick as appropriate	Comment (please on use this if multiple venue & delivery methods have been selected).
1:1 by video conferencing		
1:1 by phone	Y	Phone support and doorstep visits to deliver resources moving to base visits this month
1:1 in ECFS base		
Emergency Food Parcel		
Activity Pack	Y	Home learning resources
Other (please list below):		
Family Support Fund	Y	Essential items for storage in new home

Intervention

Date at start of intervention:	03/04/20
Short description of intervention	<p>I have been giving Mum weekly phone calls to help build up her confidence and feel more secure in her new flat. Mum has ongoing mental health problems due to a history of domestic abuse and stalking by her ex-partner. S has also been affected by the domestic abuse and has a lot of anxieties of his own which has resulted in behaviour problems. I have been working with the agencies listed above to help the family receive the correct help and support they need to enable Mum to provide a safe and stable environment for the children with consistent care and routines. This has included ensuring repairs are completed to her home to make it safe in light of potential stalking and harassment from her abusive ex-partner and coordinating the multi-agency support to ensure such things as the barriers to Mum's access to mental health support were removed.</p> <p>S has also received specific books and sensory toys to help him process his anxieties, reduce their impact on his behaviour and engage in therapeutic play at home with Mum to help him make sense of his trauma experiences.</p>

Outcome & Impact

Short description of ECFS view of outcome and impact of service for child and family.	<p>Mum is now feeling more confident in her new flat, she has made friends with one of the neighbours who has a child and they have been spending time in the communal garden. Mum is receiving support and counselling for her mental health problems and the GP is in regular contact. Mum's increased confidence has led to her starting to take the children out on the bus to Cromer to spend some family time on the beach. This is enabling S to play in a stimulating but calm</p>
--	--



**Early
Childhood
and Family
Service**



	natural environment. An FSP has been started so that all the agencies can work together to give the appropriate support for S emotional needs and help him settle into his new school.
Parent feedback about the service and their view of outcome and impact of service for their child and their family.	Mum said she was happy with the support she has received from us and the Health visitor.

Next steps for family

Describe how ECFS will continue to support family during COVID-19 and/or access further specialist support where appropriate.	I will continue to give weekly phone calls to support Mum to ensure that the family are receiving the help and guidance needed. I have started to give one to one support in the base to help with S's anxieties, utilising resources and activities suggested by Spurgeons Norwich Connect.
--	--

Appendix C: District Early Childhood Advisory Board

Terms of Reference

Key Purpose:

- To provide a forum for services and agencies focused on early childhood outcomes to work together to develop a joined-up response to meeting the identified needs of families with children aged 0-5 across the district area, as part of Norfolk's ambition to develop an early childhood system.
- To enable the involvement of parents as partners in the board so that they can inform, influence and help shape early childhood services.
- To monitor and review the outcomes and impact being achieved for families within the district area and agree action needed to address local priorities with a focus on:
 - Supporting children to achieve their developmental milestones
 - Preventing more children aged 0-5 from experiencing neglect or emotional harm
 - Increasing social mobility
- To provide support and challenge to commissioners and service providers working within the early childhood system.
- To oversee the use of the ECFS community fund within the district area, as part of developing, enhancing and promoting community led provision, building the capacity within the local area to respond to and meet the needs of families with children aged 0-5.

Key Tasks/ Responsibilities of members:

1. To assess local needs, map existing provision and identify local priorities for families with children aged 0-5 within the district area.
2. To actively enable parent/carer involvement in the board's planning, decision making, quality assurance and evaluation of early childhood services.
3. To consider the needs of particular sections of the community, with reference to protected groups as defined within equalities legislation.
4. To agree and oversee the delivery of a local early childhood action plan, as part of developing a joined-up response to meeting families' needs, taking account of national and local policy requirements, as well as evidence of impact and outcomes being secured for families.
5. To collaborate with other district and local partnership arrangements so that the needs of families with children aged 0-5 are addressed as part of wider local service development activity.
6. To operate an ECFS community fund that enables local responses to families' needs through setting up or sustaining community led groups and activities that help address local priorities for families with children aged 0-5.
7. To monitor and review the outcomes and impact being secured for families with children aged 0-5 within the district area.

8. To celebrate the strengths of local partnership arrangements and capabilities and jointly celebrate success stories.

Core Membership of the Early Childhood Advisory Board in each district area:

- Parent/carer representatives
- Community Midwifery
- Healthy Child Programme
- Action for Children as the commissioned ECFS service provider
- Early Years Childcare Provision (private, independent and voluntary sector providers of childcare including child minders)
- Library Service
- Children's Services Early Years, Home Learning Service & Portage
- Speech and Language Services
- Parent and Infant Mental Health Services
- DWP Job Centre
- Community & Adult Learning Service
- District Council
- Children's Services operational teams and partner and community focus teams
- Voluntary & Community Sector parenting and family support services & local groups focused on the needs of specific target groups within the district area
- Family Voice Norfolk

Agency/service representatives need to be sufficiently senior to enable and support change within their services where this is required.

Operation of Early Childhood Advisory Boards

- Early Childhood Advisory Board activities will be coordinated and supported by an officer from Children's Services.
- Early Childhood Advisory Boards will initially be expected to meet as a standalone group, at least until Norfolk's Early Childhood system is more mature.
- An Early Childhood Advisory Board will operate in each district area and is expected to meet bi-monthly.
- Boards will be co-chaired by the Heads of Community & Partnerships within Children's Services and the Heads of Localities from the Healthy Child Programme, Cambridgeshire Community Services

Reporting mechanisms:

District Early Childhood Advisory Boards will report to a range of countywide partnership groups including the Early Help & Prevention Board, the Local Maternity Services Board and other relevant partnerships.

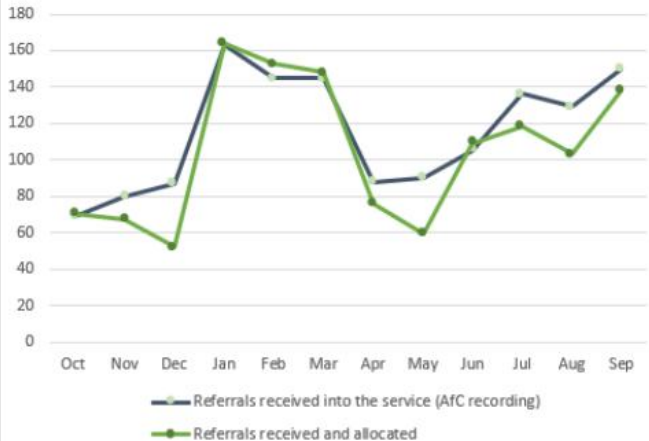
Appendix D: Early Childhood Logic Model

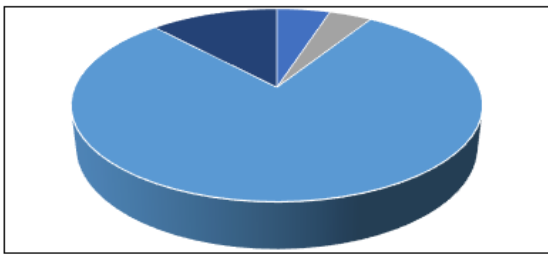
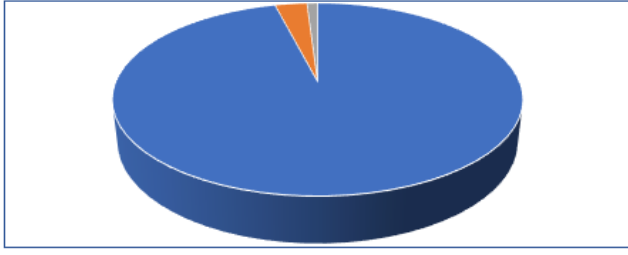
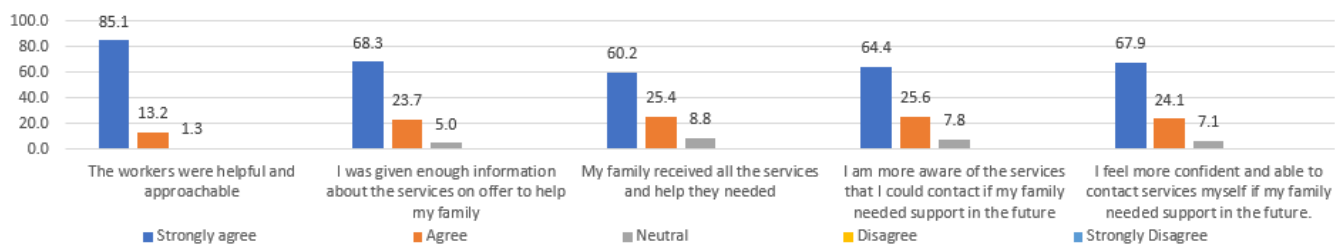
Impact Statement	Outcomes	Determinants on outcomes
Supporting children to achieve their developmental milestones	<ul style="list-style-type: none"> Children develop in-line with expected milestones Parents are aware of expected developmental milestones and know how to help their children achieve these Reduced inequality gap in EYFSP 	<ol style="list-style-type: none"> Reducing preterm births Good early attachment Increasing parental confidence in caring for their own children Access to high quality early years education Effective speech and language development Effective home learning environment Access to social networks that offer support
Preventing more children aged 0-5 from experiencing neglect or emotional harm	<ul style="list-style-type: none"> Families are well-equipped to care for themselves without the need for statutory intervention. Appropriate SEND support for children aged 0-5 readily available for families when needed. Children are safer and healthier Earlier identification and communication of at risk families, from antenatal onwards across organisations Parents have better mental health and wellbeing 	<ol style="list-style-type: none"> Improving perinatal mental health and parent mental health Improving attachment and relationships Reduction in domestic abuse Reduction in drug & alcohol misuse Improved family functioning including parental conflict Reduction in ACEs & childhood trauma
Increasing social mobility	<ul style="list-style-type: none"> Improved educational attainment More parents are accessing good work or developing the skills needed for employment, especially those furthest from the labour market. Parents are in good quality secure jobs and know how to gain the skills needed to achieve their aspirations Fewer children are living in poverty. Reduced inequality gap in children's educational attainment 	<ol style="list-style-type: none"> Access to a 'good' job Access to good housing Improved levels of parental education Improved health (mentally and physically) Improved access to opportunities

Appendix E: Early Childhood and Family Service performance report – targeted service

Progress summary - reporting period: 1 October 2019 – 30 September 2020 (Year 1)		Contract value - c£4.9m p/a
		Contract length - 5+3+3 (Yr. 1)
<p>Action for Children (AfC) have been contracted to provide 1:1 case work and group work delivering outcomes for children and families in Norfolk. This report focuses on performance in four areas across 6 different KPIs. The report looks at the effectiveness of the casework (in terms of delivering outcomes for families), volumes of casework and the quality of the experience for the service user demonstrated through case studies and a user satisfaction survey. Performance is rated Green to Red (the rating criteria is set out at the bottom of the report). The report contains information on a range of Operational Service Measures (OSMs) with linked actions. The information provides background data and is not RAG rated.</p> <p>Actions linked to the RAG rating are in the report below</p>		
<p>Outcomes and Impact</p> <p>KPI no 1 - Achievement of outcomes at case closure for 1:1 support</p> <p>KPI no 2 - Achievement of outcomes at case closure for group support</p> <p>Work has been identified to understand levels of families recording 'Outcomes not achieved' (9% higher than benchmark) and families recording 'Outcomes are partially achieved' (1.5% lower than benchmark)</p> <p>Rated Yellow – cause for performance issue identified and action is in place</p>		<p>Outputs and Inputs</p> <p>KPI no 20 - Referrals accepted and cases open and closed during the period</p> <p>KPI no 24 - Cases opened and closed during the period</p> <p>Contractually agreed case levels and group work delivery have been suspended due to the pandemic and replaced by Covid-19 operating targets. Action for Children have supplied a weekly 'Priority Families' list with details of the support for each family.</p> <p>Rated Amber – multiple factors affecting performance issues, closely monitored action plan in place</p>
<p>Quality</p> <p>KPI no13 - Minimum of 2 per district per year case studies evidencing impact of the service. Case studies demonstrate the service to be effective at different levels</p> <ul style="list-style-type: none"> Multi-agency approach and initiation of Family Support Plan Step down from social care to multi-agency family support intervention from ECFS service and journey of the family Families accessing support show improvement across the logic model Partnership approach during lockdown <p>Rated Green – no performance issues identified against the KPI.</p>		<p>Service User/Stakeholder Involvement</p> <p>KPI no 12 - 75% of parents satisfied with the service (service questionnaire).</p> <p>Responses to surveys show that 95.9% would recommend the service to other families, with 79.4% reporting that the service got involved at the right time.</p> <p>Action for Children will work with service user groups to develop the understanding of their experience and how they see the service developing in the future.</p> <p>Rated Green – no performance issues identified against the KPI.</p>

Rating criteria	
Colour code	Rating descriptor
Green	No performance issues identified against the KPI.
Yellow	Performance issue identified and action is in place
Amber	Multiple factors affecting performance, closely monitored and agreed action plan in place
Red	Improvement notice issued with improvement targets set by commissioner

KPI	Outcomes and Impact				KPI	Outputs and Inputs			
1	Achievement of outcomes at case closure for families				20	Referrals accepted and cases open and closed during the period			
	Contractual KPI Outcomes	Agreed benchmark	Year 1	Difference		Contractual KPI	Agreed benchmark	Year 1	Difference
	fully achieved	74%	67.4%	>6.6%	3816 referrals accepted (lower in Yr.1)	Avg. indicative capacity 1000 at any one time.	1460	<2,356	
	partially achieved	17%	15.5%	>1.5%					
	not achieved	9%	17.1%	<8.9%					
	Requires better understanding/analysis of why 15.5% of families are only 'partially meeting and 17.1% are not meeting their outcomes.					Covid -19 impact and mobilisation has impacted benchmark numbers.: Group work accounts for 53% of the total indicative capacity			
	<p><i>Note: Data for Qtr. 1 has been revised (current Oct 19- Sept 2020 report used) this factors in changes made to blanks/incorrect outcomes recorded etc.</i></p> <p>Notes for action planning Complete bite size training Eliminate use of 'Other' Analysis of Triage stage to reduce the number of families unable to sustain engagement. Stepped Up and Specialist support referrals properly recorded Analyse 'Needs reduced' - may be outcomes achieved</p>								
						<p>Numbers of referrals received and allocated (Year 1)</p>			

KPI	Service User/Stakeholder Involvement																																						
12	KPI - 75% of parents satisfied with the service (service questionnaire) 477 surveys were completed (about one third of families who used the service). Satisfaction levels are high. Action for Children will do more work to understand areas for improvement, such as levels of confidence in accessing services and being satisfied that they received all the help they needed.																																						
	<div>ECFS got involved at the right time <p>■ % Too early ■ % Too late ■ % The right time ■ % No response</p></div>		<div>I would recommend the ECFS to others <p>■ % Would recommend ■ % Would not recommend ■ % No response</p></div>																																				
	<div><table><thead><tr><th>Statement</th><th>Strongly agree</th><th>Agree</th><th>Neutral</th><th>Disagree</th><th>Strongly Disagree</th></tr></thead><tbody><tr><td>The workers were helpful and approachable</td><td>85.1</td><td>13.2</td><td>1.3</td><td>0.0</td><td>0.0</td></tr><tr><td>I was given enough information about the services on offer to help my family</td><td>68.3</td><td>23.7</td><td>5.0</td><td>0.0</td><td>0.0</td></tr><tr><td>My family received all the services and help they needed</td><td>60.2</td><td>25.4</td><td>8.8</td><td>0.0</td><td>0.0</td></tr><tr><td>I am more aware of the services that I could contact if my family needed support in the future</td><td>64.4</td><td>25.6</td><td>7.8</td><td>0.0</td><td>0.0</td></tr><tr><td>I feel more confident and able to contact services myself if my family needed support in the future.</td><td>67.9</td><td>24.1</td><td>7.1</td><td>0.0</td><td>0.0</td></tr></tbody></table><p>■ Strongly agree ■ Agree ■ Neutral ■ Disagree ■ Strongly Disagree</p></div>			Statement	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree	The workers were helpful and approachable	85.1	13.2	1.3	0.0	0.0	I was given enough information about the services on offer to help my family	68.3	23.7	5.0	0.0	0.0	My family received all the services and help they needed	60.2	25.4	8.8	0.0	0.0	I am more aware of the services that I could contact if my family needed support in the future	64.4	25.6	7.8	0.0	0.0	I feel more confident and able to contact services myself if my family needed support in the future.	67.9	24.1	7.1	0.0	0.0
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	Survey responses - percentage satisfaction levels of families who use the service																																						

Actions linked to RAG Rating	
Case recording accuracy, case record quality, training and development. Linked to: Outputs and Inputs KPI no 20 - Referrals accepted and cases open and closed during the period KPI no 24 - Cases opened and closed during the period Outcomes and Impact KPI no 1 - Achievement of outcomes at case closure for 1:1 support KPI no 2 - Achievement of outcomes at case closure for group support	<ul style="list-style-type: none"> Action for Children to fully embed the implementation of practice standards and to quality assure cases to improve consistency, quality and performance by: <ul style="list-style-type: none"> Providing training and development to staff on practice standards and case management system Supervising and coaching staff NCC and Action for Children need to agree and implement an audit process aimed at improving case quality.
Use of feedback to Improve Services Linked to: Outcomes and Impact KPI no 1 - Achievement of outcomes at case closure for 1:1 support KPI no 2 - Achievement of outcomes at case closure for group support	<ul style="list-style-type: none"> Work with service user groups to develop the understanding of their experience and how they see the service developing in the future Action for Children to implement a plan of increasing delivery of 1:1 face to face sessions and small group work including parenting courses (as per government guidance)
Increase the number of families worked with Linked to: Outputs and Inputs KPI no 20 - Referrals accepted and cases open and closed during the period KPI no 24 - Cases opened and closed during the period	<ul style="list-style-type: none"> Develop and deliver a joint communications campaign. This will target areas and relevant demographics where referrals/engagement is lower e.g. early years organisations, families impacted by Covid etc. Action for Children to follow up with all families who decide the service is not right for them, to capture their feedback and make improvements so that every family can have the opportunity to meet their desired outcomes Identify and support families who have had babies during Covid alongside HCP colleagues. Increase the number of targeted families seen whilst supporting them to establish a peer network Children's Services officers to lead joint workshops between key staff in Action for Children and Early Years to improve partnership working.

	Improving Parental Engagement Linked to: User/Stakeholder Involvement KPI no 12 - 75% of parents satisfied with the service (service questionnaire).	<ul style="list-style-type: none"> Action for Children to engage with service users to gain insight into their experiences and how to reach families that may need our help Action for Children to undertake further work to understand why a proportion of families decide the service is not for them, including evaluation techniques.
	Operational Service Measures	
	Referring agencies - It is expected that the ECFS Targeted service will work closely with the Healthy Child Programme (HCP), in particular to support children at the earliest stages of their development. The HCP are the largest refer to ECFS, followed by self-referrals and those picked up the the service itself. Referrals from Early Years setting need to be improved and this is an area of work that Action for Children are currently engaged in.	
	Total number of families referred and allocated by referring agency 	Top 8 referring agencies by month received

Operational Service Measure	Data/Information	Comments/Actions																		
11 No of families successfully supported to engage with community-based universal services (areas of support): <div>1. Loneliness and isolation</div> <div>2. Peer support</div> <div>3. Health</div> <div>4. Wellbeing</div> <div>5. Play activities</div> <div>6. Other</div> To be refined and expanded as service user needs established	<div>Data is from report 37b Integrated working & Community</div> <table><tr><th><i>Support accessed</i></th><th><i>Oct 2019 - Sept 2020</i></th></tr><tr><td><i>Health</i></td><td>106</td></tr><tr><td><i>Loneliness and Isolation</i></td><td>22</td></tr><tr><td><i>Other</i></td><td>180</td></tr><tr><td><i>Peer Support</i></td><td>10</td></tr><tr><td><i>Play Activities</i></td><td>91</td></tr><tr><td><i>Wellbeing</i></td><td>62</td></tr><tr><td>Total</td><td>430</td></tr><tr><td></td><td></td></tr></table>	<i>Support accessed</i>	<i>Oct 2019 - Sept 2020</i>	<i>Health</i>	106	<i>Loneliness and Isolation</i>	22	<i>Other</i>	180	<i>Peer Support</i>	10	<i>Play Activities</i>	91	<i>Wellbeing</i>	62	Total	430			<div>Guidance as KPI 10</div> <div>Definitions and examples needed will ensure category 'Other' is used only as exception.</div>
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<i>Wellbeing</i>	62																			
Total	430																			

14 Number of families that are stepped up or referred for further input following support from ECFS to: <ol style="list-style-type: none"> Early Help Family Focus Multi-agency FSP CADS (S17 or S47) HCP Enhanced Offer 	<p>Data is from report 14-number of families stepped up/down</p> <p>Number of families</p> <table border="1"> <thead> <tr> <th>District</th><th>Stepped Up</th><th>Stepped Down</th></tr> </thead> <tbody> <tr> <td>Breckland</td><td>0</td><td>6</td></tr> <tr> <td>Broadland</td><td>6</td><td>3</td></tr> <tr> <td>East</td><td>2</td><td>9</td></tr> <tr> <td>North</td><td>2</td><td>6</td></tr> <tr> <td>Norwich</td><td>10</td><td>9</td></tr> <tr> <td>South</td><td>2</td><td>13</td></tr> <tr> <td>West</td><td>9</td><td>2</td></tr> <tr> <td>Total</td><td>31</td><td>48</td></tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Agency</th><th>Stepped Up</th><th>Stepped Down</th></tr> </thead> <tbody> <tr> <td>CADS (S17 or S47)</td><td>19</td><td></td></tr> <tr> <td>Early Help Family Focus</td><td>8</td><td></td></tr> <tr> <td>Multi-Agency FSP</td><td>4</td><td></td></tr> <tr> <td>Other</td><td></td><td>14</td></tr> <tr> <td>Specialist Music Gr</td><td></td><td>1</td></tr> <tr> <td>Homestart</td><td></td><td>4</td></tr> <tr> <td>Universal/Community Group</td><td></td><td>29</td></tr> <tr> <td>Total</td><td>31</td><td>48</td></tr> </tbody> </table>	District	Stepped Up	Stepped Down	Breckland	0	6	Broadland	6	3	East	2	9	North	2	6	Norwich	10	9	South	2	13	West	9	2	Total	31	48	Agency	Stepped Up	Stepped Down	CADS (S17 or S47)	19		Early Help Family Focus	8		Multi-Agency FSP	4		Other		14	Specialist Music Gr		1	Homestart		4	Universal/Community Group		29	Total	31	48	<p>From case closure form only, unlikely to close Stepped Up to CADS, guidance to staff needed about expectations.</p> <p>Stepped down - guidance to staff needed about expectations.</p> <p>Bite sized training, when to use this form on Connect+</p> <p>Would expect to see high numbers in the 'referred to different support' section particularly to Home-Start, Music Group and ECFS Open Access Groups. Is all activity recorded across the county?</p>
District	Stepped Up	Stepped Down																																																						
Breckland	0	6																																																						
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Universal/Community Group		29																																																						
Total	31	48																																																						
15 No of families referred to different support within ECFS service: <ul style="list-style-type: none"> to group to Homestart to drop in PiMHS Specialist Music Group Playvan Other 																																																								

<p>23 Evidence that service directs families to register with Early Childhood Offer and provides support to register where required.</p>	<p>Data is from AfC recording Registration with the service is sought at all opportunities, the service will register:</p> <ul style="list-style-type: none"> • All families accessing 1:1 support • All families accessing targeted groups • All families accessing universally offered groups in targeted areas • All families accessing the family support fund • All families enquiring through the web page (green button) • All families booking virtual courses through Eventbrite <p>In addition</p> <ul style="list-style-type: none"> • all telephone calls and e mails into the service through the call centre, staff there will encourage and support registration with the service using prompts and scripts (see call centre flow), also see call centre contact summary report. • Our ISO's will encourage and support registrations at community venues such as library events • Our ISO's will encourage and support registrations when offering information or signposting to families who enquire about the service • Our staff will encourage our partners to register their families with the service, such as health clinics and midwife clinics <p>See call centre summary report of contacts and reason for contact report</p>	<p>No C+ report available to measure registrations.</p> <p>Use 0-5 report – when available - and other data to plot on Norfolk map about where families are accessing services.</p>
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25 No of families opened during period subject to: <ul style="list-style-type: none">• CIN S.17• CP S.47• Early Help Family Focus• EHCP• Multi-agency FSP• ECFS assessment• LAC• Adopted	<p>Data is from report 24 – number of families open cases</p> <p>Number of families</p> <table><tr><th><i>Number of families allocated subject to:</i></th><th><i>Qtr. 1 Apr - Jun 2020</i></th><th><i>Qtr.2 Jul - Sept 2020</i></th><th><i>Oct 2019 - Sept 2020</i></th><th><i>Open as at 30th Sept 2020</i></th></tr><tr><td>CIN S17</td><td>8</td><td>14</td><td>36</td><td>16</td></tr><tr><td>CP S47</td><td>3</td><td>14</td><td>37</td><td>18</td></tr><tr><td>Early Help Family Focus</td><td>4</td><td>9</td><td>21</td><td>12</td></tr><tr><td>ECFS Assessment</td><td>88</td><td>170</td><td>301</td><td>210</td></tr><tr><td>EHCP</td><td>3</td><td>4</td><td>11</td><td>5</td></tr><tr><td>LAC</td><td>1</td><td>2</td><td>5</td><td>2</td></tr><tr><td>Multi Agency FSP</td><td>8</td><td>12</td><td>38</td><td>21</td></tr><tr><td>Total</td><td>115</td><td>225</td><td>449</td><td>284</td></tr></table>	<i>Number of families allocated subject to:</i>	<i>Qtr. 1 Apr - Jun 2020</i>	<i>Qtr.2 Jul - Sept 2020</i>	<i>Oct 2019 - Sept 2020</i>	<i>Open as at 30th Sept 2020</i>	CIN S17	8	14	36	16	CP S47	3	14	37	18	Early Help Family Focus	4	9	21	12	ECFS Assessment	88	170	301	210	EHCP	3	4	11	5	LAC	1	2	5	2	Multi Agency FSP	8	12	38	21	Total	115	225	449	284	<p>Should these numbers align with number of allocated referrals? Are staff recording correctly?</p> <p>558 have no recording against 'subject to'.</p>
<i>Number of families allocated subject to:</i>	<i>Qtr. 1 Apr - Jun 2020</i>	<i>Qtr.2 Jul - Sept 2020</i>	<i>Oct 2019 - Sept 2020</i>	<i>Open as at 30th Sept 2020</i>																																											
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<p>32 Targeted group work sessions held – by activity:</p> <p>25 groups per year – accredited parenting programme e.g. Triple P (250 participant families) 57 groups per year – Solihull (570 participant families) 42 groups per year – suitable mental health programme e.g. Circle of Security (294 participant families) 24 groups per year – suitable domestic abuse programme e.g. Freedom Programme (192 participant families) 98 groups per year - Targeted Baby Massage (784 participant families)</p> <p>2090 total participants</p>	<p>Data is from report 32 Targeted groups</p> <p>Current report does not break down to district and reports on number of sessions not groups.</p> <p>Number of families accessed Oct 2019 – Sept 2020</p> <table border="1"> <thead> <tr> <th><i>Targeted activity</i></th><th><i>Number of families</i></th><th><i>Number of sessions</i></th></tr> </thead> <tbody> <tr> <td><i>Baby Massage</i></td><td>399</td><td>186</td></tr> <tr> <td><i>Circle of security</i></td><td>17</td><td>17</td></tr> <tr> <td><i>Communication Café</i></td><td>20</td><td>21</td></tr> <tr> <td><i>Domestic Violence Programme</i></td><td>22</td><td>32</td></tr> <tr> <td><i>Forest School</i></td><td>86</td><td>21</td></tr> <tr> <td><i>Nurture Group</i></td><td>29</td><td>17</td></tr> <tr> <td><i>P2P</i></td><td>18</td><td>14</td></tr> <tr> <td><i>Solihull</i></td><td>96</td><td>68</td></tr> <tr> <td><i>Triple P</i></td><td>26</td><td>36</td></tr> <tr> <td><i>Total</i></td><td>713</td><td>412</td></tr> </tbody> </table> <p>Includes virtual groups – breakdown not available at present</p>	<i>Targeted activity</i>	<i>Number of families</i>	<i>Number of sessions</i>	<i>Baby Massage</i>	399	186	<i>Circle of security</i>	17	17	<i>Communication Café</i>	20	21	<i>Domestic Violence Programme</i>	22	32	<i>Forest School</i>	86	21	<i>Nurture Group</i>	29	17	<i>P2P</i>	18	14	<i>Solihull</i>	96	68	<i>Triple P</i>	26	36	<i>Total</i>	713	412	
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<p>34 Number of universal activities undertaken in targeted areas</p> <p>Total families attending universal activities in targeted areas</p> <p>Target families (Tier 2) attending universal activities in targeted areas:</p> <p>3760 – CLL 990 – Forest School 3680 – Baby Days 3680 – Toddler Days</p>	<p>Data is from report 34- universal activities/targeted areas Oct 2019 – Sept 2020</p> <table border="1"> <thead> <tr> <th><i>Universally accessed group in targeted area</i></th><th><i>Number of families</i></th><th><i>Number of sessions</i></th></tr> </thead> <tbody> <tr> <td><i>Baby Days</i></td><td>692</td><td>568</td></tr> <tr> <td><i>Outdoor Explorers</i></td><td>361</td><td>190</td></tr> <tr> <td><i>Toddler Days</i></td><td>1089</td><td>499</td></tr> <tr> <td><i>Story Explorers</i></td><td>347</td><td>219</td></tr> <tr> <td><i>Total</i></td><td>2489</td><td>1476</td></tr> </tbody> </table> <p>Number of families and sessions by district (this does not include all Story Explorers as included in targeted group report which does not have district data):</p> <table border="1"> <thead> <tr> <th><i>District</i></th><th><i>Number of families</i></th><th><i>YTD Oct 2019 - Sept 2020</i></th></tr> </thead> <tbody> <tr> <td><i>Breckland</i></td><td>287</td><td>208</td></tr> <tr> <td><i>Broadland</i></td><td>333</td><td>197</td></tr> <tr> <td><i>East</i></td><td>339</td><td>176</td></tr> <tr> <td><i>North</i></td><td>189</td><td>117</td></tr> <tr> <td><i>Norwich</i></td><td>645</td><td>391</td></tr> <tr> <td><i>South</i></td><td>185</td><td>131</td></tr> <tr> <td><i>West</i></td><td>228</td><td>157</td></tr> <tr> <td><i>Total</i></td><td>2206</td><td>1377</td></tr> </tbody> </table>	<i>Universally accessed group in targeted area</i>	<i>Number of families</i>	<i>Number of sessions</i>	<i>Baby Days</i>	692	568	<i>Outdoor Explorers</i>	361	190	<i>Toddler Days</i>	1089	499	<i>Story Explorers</i>	347	219	<i>Total</i>	2489	1476	<i>District</i>	<i>Number of families</i>	<i>YTD Oct 2019 - Sept 2020</i>	<i>Breckland</i>	287	208	<i>Broadland</i>	333	197	<i>East</i>	339	176	<i>North</i>	189	117	<i>Norwich</i>	645	391	<i>South</i>	185	131	<i>West</i>	228	157	<i>Total</i>	2206	1377	<p>Reports must be downloaded by Quarter and date to be able to report on quarterly changes.</p>
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Appendix F: Case Study West 003 – Step down from social care to multi-agency family support plan, demonstration of impact of intervention from ECFS service and journey of the family

Ref: W 003

District:	West
Age of child (if multiple children in family, record age of youngest child)	Youngest child 2 months

Referral

Referral received from: (state agency/organisation not individual)	Dersingham Primary School
ECFS service requested:	The head of the Early Years Department of the primary school that the 2 older children attend requested support to help mum to gain correct documentation in order to access appropriate benefits in her name, to apply for a 2 Year Old Funding, to put actions in place to maintain stable housing, to encourage the 2 year old daughter to eat and to support mum to manage her financial outgoings due to extensive debt.
ECFS service provided following triage of referral:	Key presenting need highlighted was financial concerns, but the case developed into a S17 Child in Need plan due to a reported incident of domestic violence and an unexplained injury to one of the children.
Multi-agency intervention?	Yes
If yes, list agencies also supporting family:	Senior Social Worker, Social Services Assistant Practitioner, Social Services Early Years Head of Dersingham Primary School Midwife Health Visitor
If FSP in place, state number of FSP meetings held during ECFS intervention during COVID-19	One CIN meeting was cancelled due to Covid-19 and reports were subsequently submitted to the Social Worker individually by supporting professionals. Three CIN meetings held as a telephone conference call with all parties in attendance.

Early Childhood Logic Model

Impact Statement	Outcomes	Determinants on outcomes
Support children to achieve developmental milestones		
Preventing more children aged 0-5 from experiencing neglect or emotional harm	Parents have better mental health and wellbeing	Perinatal and parental mental health Family functioning including parental conflict
Increasing social mobility	Fewer children are living in poverty	Housing



Link case study to one or more of the outcomes and determinants on outcomes as listed in the Early Childhood Logic Model.

Delivery method

Venue & delivery method of intervention	Please tick as appropriate	Comment (please use this if multiple venue & delivery methods have been selected).
1:1 by video conferencing		
1:1 by phone	X	
1:1 in ECFS base		
Emergency Food Parcel		
Activity Pack	X	With additional Easter treats for the children
Other (please list below):	X	Provision of a Food Bank Voucher
	X	Remote payment over the phone for new glasses for mum

Intervention

Date at start of intervention:	11/2/2020 Initial Home Visit
Short description of intervention	After completing the Family Outcome Star, over 2 weeks, on 4/3/2020 the appropriate interventions selected were to support mum in accessing the debt support charity StepChange to help her to take control of her extensive debts, including rent arrears, and to also support her in implementing a behaviour management system to help her children to understand the appropriate boundaries at home.

Outcome & Impact

Short description of ECFS view of outcome and impact of service for child and family.	<p>Mum has received regular support visits and telephone support calls from the ECFS, initially once each week and changing to twice a week upon commencement of the Covid-19 lockdown. Throughout this time we have built up a strong working relationship, based upon mutual trust.</p> <p>By providing mum with the information about StepChange and tools and resources for her to list and acknowledge her individual debts and rent arrears she was able to access the services of StepChange independently via a telephone call. Subsequently she was advised to apply for a Debt Relief Order and the ECFS were able to provide her with the finances to pay the £90 insolvency fee in order to put the DRO into place. As a result, she no longer has the weight of extensive debt on her shoulders. Whilst working towards consolidating her debts the ECFS assisted in an application to the Norfolk Assistance Scheme and she was awarded a voucher to enable her to replace her unserviceable washing machine.</p>
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	<p>In addition, advice was given on implementing behaviour management techniques. Mum has taken this advice and adapted it to develop her own behaviour management method which she reports as being successful. The two older children did attend nursery for 2 days each week prior to the Covid-19 pandemic and mum subsequently removed them from nursery as a precaution due to the late stage of her pregnancy. They have since returned to nursery and it is reported that they are doing well and their behaviour is not a cause for concern at this time.</p> <p>Mum is currently living in a 3 bedroomed house with her partner and 4 children. She reported that she had limited space in the home for all of the resources she needed for the children and that she will not have room to set up a cot for her youngest child when he outgrows his Moses basket. Mum updated her housing account to apply for a new home with supporting letters from the ECFS Family Support Practitioner and the Senior Social Worker. Unfortunately, due to the young age of her 4th child, her application was classed as low priority. The Family Support Practitioner liaised with the housing department on mum's behalf to ascertain that according to the housing allocation policy she was likely to become a higher priority when her youngest child reaches 6 months of age and she should update her application at this time.</p> <p>The impact of these interventions has meant that mum is no longer in fear of the threat of debt collection agents coming to her home or her housing association tenancy being at risk. This means that her home remains secure and her children are not at risk of homelessness. Mum is now also in control of her children's behaviour meaning that the family home is more harmonious for all and mum is feeling more in control and much calmer as she comes to the end of her current pregnancy.</p> <p>Although mum is disappointed that she is not classed at high priority for re-housing at this time, she is optimistic that she may be rehoused when her youngest reaches 6 months of age.</p>
<p>Parent feedback about the service and their view of outcome and impact of service for their child and their family.</p>	<p>I completed a review of the Family Outcome Star with mum on 8/7/2020 as part of the case closure. Mum remains very happy with the progress that she has made in the months that we have worked together. Her scores reflect this change in mood; "Physical Health" increasing from 6 to 9, "Your Well-Being" increasing from 5 to 8, "Boundaries and Behaviour" increasing from 4 to 9 and "Home and Money" increasing from 3 to 7.</p> <p>Mum continues to report that she is "a lot more positive about the future and happier in myself". She also says that she has "found peace of mind by having the worry of the debts lifted from my shoulders". With regards to behaviour management she said, "They are doing really well" I asked her what she had done to initiate this change with the children's behaviour and she said that she had "changed" her tone of voice and that she likes to keep "the house</p>



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calm". Mum also likened her family situation to that of the family in the film "Nanny McPhee" and her philosophy *"When you need me, but do not want me, then I must stay. When you want me but no longer need me, then I have to go."* She said that she didn't want all of the professionals in her family's life at the beginning and now that the professional involvement was reducing she says that it "feels weird."

Next steps for family

Describe how ECFS will continue to support family during COVID-19 and/or access further specialist support where appropriate.

At the last CIN meeting it was agreed that the family are doing well and are adhering to the safety plan that was put in place to de-escalate any aspects of domestic violence that may arise. This safety plan is being adhered to and it was agreed for the Child in Need Plan to be dropped down to Family Support with an FSP will be put in place under the direction of Family Support. Due to the interventions and support provided by the Family Support practitioners there will be no requirement for continued support from the ECFS at this time. Mum has been made aware that should she need support, again, in the future then she will be able to refer herself into the ECFS.



Appendix G: Case Study – Families accessing support from the service often show improvement on impact and outcomes from across the logic model with support and input for multiple determinants

Ref: S 007

District:	South Norfolk
Age of child (if multiple children in family, record age of youngest child)	11 months

Referral

Referral received from: (state agency/organisation not individual)	County Hall adoption support team
ECFS service requested:	Support for new mother (previously LAC) following breakdown of abusive relationship.
ECFS service provided following triage of referral:	Assess attachment and parenting capacity between mother and baby Create safety plan for safe contact with baby's father Support with housing and finances
Multi-agency intervention?	Yes
If yes, list agencies also supporting family:	Health visitor, adoption social worker, early help (FSP coordination only), Saffron housing
If FSP in place, state number of FSP meetings held during ECFS intervention during COVID-19	FSP was initiated by the HV on 9/7/20. This has currently been the only meeting.

Early Childhood Logic Model

Impact Statement	Outcomes	Determinants on outcomes
Support children to achieve developmental milestones	Parents are aware of expected developmental milestones and know how to help their children achieve these	Effective home learning environment Access to social networks that offer support
Preventing more children aged 0-5 from experiencing neglect or emotional harm	Families are well-equipped to care for themselves without the need for statutory intervention. Children are safer and healthier Parents have better mental health and wellbeing	Improving attachment and relationships Reduction in domestic abuse Improved family functioning including parental conflict
Increasing social mobility	Fewer children are living in poverty.	Improved health (mentally and physically) Improved access to opportunities

Link case study to one or more of the outcomes and determinants on outcomes as listed in the Early Childhood Logic Model.



Delivery method

Venue & delivery method of intervention	Please tick as appropriate	Comment (please on use this if multiple venue & delivery methods have been selected).
1:1 by video conferencing	x	Online baby days sessions attended.
1:1 by phone	x	Two weekly phone calls given which later moved to weekly when safeguarding concerns were reduced.
1:1 in ECFS base		
Emergency Food Parcel		
Activity Pack	x	Sensory activity pack was delivered.
Other (please list below):		

Intervention

Date at start of intervention:	23/4/20
Short description of intervention	<p>Signposted to available funding for a cooker to Norfolk assistance scheme.</p> <p>Signposted to Norfolk Community law service for advice around contact.</p> <p>Family fund for rent arrears on current flat. Mum was supported to liaise with housing to move tenancy into her name only.</p> <p>Attending online baby days. (Currently completed week 4 out of 6 weeks.)</p> <p>Activity pack delivered to the family home.</p> <p>Family networking and hearing the concerns from those around the family.</p> <p>Home safety support.</p> <p>Referred onto the freedom programme.</p>

Outcome & Impact

Short description of ECFS view of outcome and impact of service for child and family.	<p>No current safeguarding concerns with the family and the child is no longer witness to conflict between parents.</p> <p>Mum is on the waiting list to attend freedom programme and receive support for previous unhealthy relationship.</p> <p>The family home now has all essential items needed and mum is no longer in debt.</p> <p>The child is experiencing a more positive relationship with her mum and they are enjoying new experiences together.</p> <p>Throughout intervention there has been a very effective multi-agency approach, particularly between ECFS and the HV which has now developed into an FSP around the family.</p>
Parent feedback out the service and their view of outcome and impact of	Mum currently feels supported by those around, particularly her immediate family.



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service for their child and their family.

Mum feels like she has missed out on time with her child in the early days and is happy to be getting more time now.
Mum and child have enjoyed the different activity ideas given in online baby days and giving them a go.
Mum feels very positive about the first FSP meeting and things moving forward.
Mum currently feels safe.

Next steps for family

Describe how ECFS will continue to support family during COVID-19 and/or access further specialist support where appropriate.

Budgeting and money management support.
Referral onto circle of security parenting course.
Continued multi-agency approach through FSP.
Outside groups at ECFS base during August
ECFS groups once restarted



Appendix H: Case Study East 0012 - Partnership approach to domestic abuse support and resettlement in the midst of lockdown

REF: E0012

District:	East
Age of child (if multiple children in family, record age of youngest child)	1

Referral

Referral received from: (state agency/organisation not individual)	CADS
ECFS service requested:	Tier 2- <ul style="list-style-type: none"> To support parent and child with the aftermath of domestic abuse. To support the family to keep safe. Supporting with safe child contact arrangements Housing support and rent arrears Support to seek legal advice and access Leeway services
ECFS service provided following triage of referral:	<ul style="list-style-type: none"> Co-ordinated support for the family between Leeway and ECFS – family active to MARAC Support with resolving rent arrears Support for Mum to access legal advice regarding DVA with ex-partner Support regarding child contact arrangements with father Housing support to seek alternate safe accommodation.
Multi-agency intervention?	Yes
If yes, list agencies also supporting family:	Health Visitor Leeway
If FSP in place, state number of FSP meetings held during ECFS intervention during COVID-19	

Early Childhood Logic Model

Impact Statement	Outcomes	Determinants on outcomes
Support children to achieve developmental milestones	<ul style="list-style-type: none"> Children develop in-line with expected milestones. Parents are aware of expected developmental milestones and know how to help their children achieve these Increasing parental confidence in caring for their own children 	<ul style="list-style-type: none"> Good early attachment Access to high quality early years education Effective home learning environment Access to social networks that offer support



	<ul style="list-style-type: none"> Reduced inequality gap in EYFSP 	
Preventing more children aged 0-5 from experiencing neglect or emotional harm	<ul style="list-style-type: none"> Families are well-equipped to care for themselves without the need for statutory intervention Children are safer Children are healthier Parents have better mental health and wellbeing 	<ul style="list-style-type: none"> Parental mental health, Domestic abuse and Family functioning including parental conflict Increased family function and stability, safer home environment and greater parenting consistency
Increasing social mobility	<ul style="list-style-type: none"> Reduced inequality gap in children's educational attainment Fewer children living in poverty 	<ul style="list-style-type: none"> Being healthy (mentally & physically) Access to opportunities Housing Vulnerable families – well-being & self-esteem confidence building, housing.

Link case study to one or more of the outcomes and determinants on outcomes as listed in the Early Childhood Logic Model.

Venue & delivery method

Venue & delivery method of intervention	Please tick as appropriate	Comment (please on use this if multiple venue & delivery methods have been selected).
1:1 in family home	Doorstep visits- (Covid period)	
1:1 in outreach venue		
1:1 in ECFS base		
Targeted group in outreach venue		
Targeted group in ECFS base		
Open access group in outreach venue		
Open access group in ECFS base		
Other (please list below):	Telephone support- (Covid period)	

Intervention



Date at start of intervention:	4/5/20	Date at end of intervention:	1/7/20 – transferred to Norwich ECFS as family moved to refuge.
Length of intervention in weeks	12 weeks		
Short description of intervention	<ul style="list-style-type: none"> • Support for the family to seek safe and secure accommodation in Refuge (away from any further exposure to DVA). • Liaison with the family's refuge keyworker regarding a safe plan for the family to return to the property in Gt Yarmouth to collect their belongings. • Partnership working with Leeway to produce a robust safety plan to prioritise the family's safety. • Referral to Norfolk Family Mediation Service to request support with safe child contact arrangements between father and the children. • Following CADS advice- contacting the father of the children regarding referral to Mediation Services and to signpost him to his own routes of individual support (i.e Norfolk family law, Caring Dads). • Referral for Mum to access legal support via Norton and Peskett solicitors to apply for a Non-Molestation Order (application in process). • Referral to Norfolk Wellbeing Services for Mum (mum experiencing poor wellbeing following the DVA that she has experienced). • Referral to Leeway for parent to access 'Power to change' programme. • Discussions with parent regarding the impact of DVA and parental conflict upon the children. • Referral to GY foodbank (as family finances were strained during Covid period). • Liaison with the Health Visitor regarding children's developmental review- children meeting developmental milestones. • Home learning activity pack provided (based upon the children's interests) to support the children's learning and development during Covid. • Support to identify the family's support networks. • Application to Gt Yarmouth Council Discretionary Housing Payment for rent arrears. • Support to initiate a housing application with Norwich council. • Support for the family to smoothly transition into Norwich ECFS (following move to refuge) with in-depth handover discussions between workers to plan next steps for the family. 		

Outcome & Impact

Baseline outcome star score:	<ul style="list-style-type: none"> • Education and Learning: 7
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	<ul style="list-style-type: none"> • Your wellbeing: 4 • Boundaries and behaviour: 7 • Family routines: 5 • Keeping your child safe: 5 • Home and Money: 4 • Physical health: 7 • Progress to work: 5 • Social networks: 7 • Meeting emotional needs: 6
Review outcome star score:	<ul style="list-style-type: none"> • Education and Learning: 7 • Your wellbeing: 6 • Boundaries and behaviour: 7 • Family routines: 7 • Keeping your child safe: 7 • Home and Money: 7 • Physical health: 7 • Progress to work: 5 • Social networks: 8 • Meeting emotional needs: 7
Short description of ECFS view of outcome and impact of service for child and family.	<ul style="list-style-type: none"> • The children are no longer at risk of exposure to DVA and parental conflict. • Parent has an increased understanding of the impact of DVA and parental conflict upon the children and is able to prioritise the children's safety. • The family have safe and secure living accommodation in the refuge. The children are settled within their new living environment which is reflected within their behaviour. • A clear, robust safety plan is in place to prioritise the safety needs of the children and parent. • Non-Molestation Order application in process to support the safety needs of the family. • Parent is accessing Wellbeing Services. Parent has improved parental mental health and increased self-esteem. Parent is more emotionally available for the children. • Increased financial stability- Parent able to meet children's basic needs. • Positive support network around the family (family and professionals). • Leeway refuge keyworker is supporting the family with a long-term plan to secure independent housing in the Norwich area. • Improved social mobility and engagement within community services- family feel safe to explore their new living environment. • Family are receiving a seamless transition from East ECFS to Norwich ECFS support following their move to refuge.
Parent feedback about the service and their view of outcome and impact of	<ul style="list-style-type: none"> • Parent has expressed how grateful they are regarding the family support provided by East ECFS. Parent has been able to recognise the positive changes that they have made in



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<p>service for their child and their family.</p>	<p>order to prioritise the safety needs of the children. Parent has developed increased confidence to make independent choices that prioritise the children's needs.</p> <ul style="list-style-type: none"> • The family feel safe and secure in the refuge and a ready to engage in further support from Norwich ECFS in order to integrate into their new community.
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Next steps for family

<p>Describe how ECFS have supported family to access universal offer in their community and/or further specialist interventions where appropriate.</p>	<ul style="list-style-type: none"> • East ECFS have ensured a smooth transition into Norwich ECFS with in-depth handover discussions between workers. • Support for the children to access educational provision in their new area (continued support for learning and development). • Support for the family to engage in local services within their new area (i.e GP registration, Nursery provision). • Support for the family to apply to Norwich council for housing support (following Refuge). • Leeway will continue to support the family.
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Appendix I – Case studies: Outcomes and impact statement cross referencing

Impact Statement	Case study reference	Outcomes	Case study reference	Determinants on outcomes	Case study reference
Supporting children to achieve their developmental milestones	North 007 South 007 East 0012	Children develop in-line with expected milestones	North 007 East 0012	Reducing preterm births	
		Parents are aware of expected developmental milestones and know how to help their children achieve these	South 007 East 0012	Good early attachment	East 0012
		Reduced inequality gap in EYFSP	East 0012	Increasing parental confidence in caring for their own children	North 007 East 0012
				Access to high quality early years education	East 0012
				Effective speech and language development	East 0012
				Effective home learning environment	North 007 South 007
				Access to social networks that offer support	South 007 East 0012
Preventing more children aged 0-5 from experiencing neglect or emotional harm	North 007 West 003 South 007 East 0012	Families are well-equipped to care for themselves without the need for statutory intervention.	North 007 South 007 East 0012	Improving perinatal mental health and parent mental health	North 007 West 003 East 0012
		Appropriate SEND support for children aged 0-5 readily available for families when needed.		Improving attachment and relationships	South 007
		Children are safer and healthier	North 007 South 007 East 0012	Reduction in domestic abuse	North 007 South 007 East 0012
		Earlier identification and communication of at risk families, from antenatal onwards across organisations		Reduction in drug & alcohol misuse	
		Parents have better mental health and wellbeing	North 007 South 007 East 0012 West 003	Improved family functioning including parental conflict	West 003 South 007 East 0012
				Reduction in ACEs & childhood trauma	North 007
Increasing social mobility	North 007 West 003 South 007 East 0012	Improved educational attainment	North 007	Access to a 'good' job	
		More parents are accessing good work or developing the skills needed for employment, especially those furthest from the labour market.		Access to good housing	North 007 West 003 East 0012
		Parents are in good quality secure jobs and know how to gain the skills needed to achieve their aspirations		Improved levels of parental education	
		Fewer children are living in poverty.	North 007 West 003 South 007 East 0012	Improved health (mentally and physically)	North 007 South 007 East 0012
		Reduced inequality gap in children's educational attainment	East 0012	Improved access to opportunities	South 007 East 0012

Scrutiny Committee

Report title:	Update from the Chair of the Norfolk Countywide Community Safety Partnership (NCCSP) Scrutiny Sub Panel
Date of meeting:	14 December 2020
Responsible Cabinet Member:	N/A
Responsible Director:	Executive Director of Strategy and Governance
Is this a key decision?	N/A
<p>Action required</p> <p>The Scrutiny Committee is asked to consider an update from the Chair of the NCCSP Scrutiny Sub Panel, Cllr Mark Kiddle-Morris.</p> <p>Recommendations</p> <p>To endorse the proposed amendments to the Sub Panel's Terms of Reference, set out at Appendix A of this report.</p>	

1. Background and Purpose

- 1.1. In June 2011 the Home Secretary gave permission for the seven Community Safety Partnerships (CSPs) in Norfolk to formally merge into one CSP for the whole of the county. Responsibility for scrutiny of the Norfolk Countywide Community Safety Partnership (NCCSP or "the Partnership") lies with the County Council and this statutory scrutiny function is set out at paragraph 4 of Appendix 2A of the County Council's Constitution, which can be viewed [here](#). Since the change of governance arrangements at the County Council in May 2019 this role has been undertaken by the Scrutiny Committee, through a dedicated Scrutiny Sub Panel.
- 1.2. The NCCSP Scrutiny Sub Panel (the "Sub Panel") met on 27 November 2020 and the agenda for that meeting can be viewed [here](#). This was the first Sub Panel meeting to be convened since the start of the civic year and provided an opportunity for Members to review its Terms of Reference and consider the progress being made towards delivering the Norfolk Countywide Community Safety Plan 2018-21 ("the Plan").
- 1.3. Cllr Mark Kiddle-Morris was elected Chair and Cllr Penny Carpenter was elected Vice-Chair.

2. Terms of Reference

- 2.1. Members considered the Sub Panel's role, membership, working style and general issues as set out in its existing Terms of Reference.
- 2.2. In order to strengthen the challenge and support that the Sub Panel could bring to the Partnership, as well as the visibility of its scrutiny, it was agreed that the following amendments should be made:
 - 1) That the working style should require quarterly meetings, as a minimum, to scrutinise the progress being made with delivering the Partnership's plan.
 - 2) That a new requirement should be included in the working style for the Chair to provide regular update reports to the Scrutiny Committee.
- 2.3. A copy of the Terms of Reference, incorporating these amendments, is attached at **Appendix A** of this report.

3. Progress towards delivering the NCCSP Plan 2018-21

- 3.1. The Sub Panel received an extensive range of information, to enable it to consider the progress being made by the Partnership towards delivering its Plan for the period 2018 to 2021. All Members are recommended to review the reports incorporated within the agenda for the meeting, which illustrate the impact that the Partnership is having in tackling its current priorities (Domestic Abuse and Sexual Violence, County Lines and delivering the Prevent duty).
- 3.2. In addition to the detailed updates on the current priorities, the Sub Panel received an overview of the development of the Partnership and there are several matters the Scrutiny Committee will wish to be aware of. These are as follows:
 - 3.2.1
 - A Memorandum of Understanding between Norfolk County Council (NCC) and the Office of the Police and Crime Commissioner (OPCCN) has been agreed, effective from the 9 November 2020, which sets out the principles and understanding on which support to the NCCSP and its partner authorities will be strengthened, through the creation of a single Community Safety Team based at OPCCN.
 - 3.2.2
 - The Partnership's Strategy and Delivery Plan are due for renewal in March 2021. The development of a new Partnership Strategy will be underpinned by extensive stakeholder engagement across the county, to capture evidence and provide analysis, insight and feedback at a district level. This will ensure that it addresses both county wide priority themes and significant risk and threats at a locality level too. It is proposed that the new Strategy is for four years, 2021-2025, to align to the timeframe for the new Police and Crime Plan for the county, which will be developed following the PCC elections in May 2021.
 - 3.2.3
 - The new NCCSP Strategy will set a range of ambitious and clearly defined outcomes, which will be underpinned by a set of metrics and county wide/district base deliverables. These will be performance managed to drive delivery and ensure that the impact of the Partnership

and its activity can be measured.

- 3.3. The Sub Panel will keep under review the development of the new Partnership Strategy and subsequently monitor the Partnership's performance in delivering the stated outcomes. In order to do so, both Chair and Vice-Chair will work with officers to establish a work programme for 2021 and update this committee at a future meeting.
- 3.4. The minutes of the Sub Panel's 27 November 2020 meeting will be published in due course.

4. Proposals

- 4.1. That the Scrutiny Committee endorses the proposed amendments to the Terms of Reference.

5. Resource Implications

- 5.1. **Staff:**
None.
- 5.2. **Property:**
None
- 5.3. **IT:**
None

6. Other Implications

- 6.1. **Legal Implications:**
None.
- 6.2. **Human Rights implications**
None
- 6.3. **Equality Impact Assessment (EqIA)**
None
- 6.4. **Health and Safety implications**
None
- 6.5. **Sustainability implications**
None
- 6.6. **Any other implications**
None

7. Risk Implications/Assessment

- 7.1. None

8. Select Committee comments

- 8.1. None

9. Recommendation

- 9.1. To endorse the proposed amendments to the Sub Panel's Terms of Reference, set out at **Appendix A** of this report.

10. Background Papers

- 10.1. None

Officer Contact

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Terms of Reference of the Norfolk Countywide Community Safety Partnership Scrutiny Sub Panel (updated May 2019)

1. Role of the Sub Panel

The role of the Norfolk Countywide Community Safety Partnership Scrutiny Sub Panel is to:

- Scrutinise on an ~~annual~~ **quarterly** basis the Community Safety Partnership Plan and on such other occasions as are required to scrutinise the actions, decisions and priorities of the Norfolk Countywide Community Safety Crime and Disorder Partnership in respect of crime and disorder.
- Scrutinise the priorities as set out in the annual Countywide Community Safety Partnership Plan.
- Make any reports or recommendations to the Countywide Community Safety Partnership and/or where considered appropriate to Norfolk County Council's Scrutiny Committee.

2. Membership

- 3 County Councillors (politically balanced and can be drawn from the Police and Crime Panel).
- 7 District Council members – one co-opted from each District.
- Each member of the Sub Panel to have one named substitute. No other substitutes are acceptable.
- The Sub Panel may wish to consider co-opting additional non-voting members onto it if appropriate.
- The Chair to be elected from the County Council members on the Sub Panel on an annual basis.
- The Vice Chair to be elected from other members on the Sub Panel on an annual basis.

3 Working Style

- The Community Safety Scrutiny Sub Panel meetings will be held on an ~~annual basis~~ **quarterly** to scrutinise the **progress being made with delivering the Community Safety Partnership Plan** and on such other occasions as are required.
- **The Chair will provide regular update reports to the Scrutiny Committee.**
- The quorum for the Sub Panel will be five members.
- Unless otherwise stated meetings of the Sub Panel will be held in accordance with Appendix 8 of the County Council's constitution.

4 General issues

- Democratic support to the Sub Panel will be provided by the County Council.

Report to Scrutiny Committee

Report title:	Forward Work Plan
Date of meeting:	14 December 2020
Responsible Cabinet Member:	N/A
Responsible Director:	Executive Director of Strategy and Governance
Is this a key decision?	N/A
Actions required The Scrutiny Committee is asked to consider and agree the forward work plan and any future items for scrutiny	

1. Background and Purpose

- 1.1. Since May 2020 Scrutiny Committee have been considering a forward programme of scrutiny regarding the County Council's response to COVID 19. Members have been focusing areas for consideration on lessons learnt that could be fed into any current emergency planning and issues for longer term recovery planning.
- 1.2. At the last Committee the Chair raised some further issues to be considered for the work plan for the remainder of the municipal year up to May 2021. At the pre agenda the Chair and Vice Chair considered programming these issues in for future meeting dates.
- 1.3. Attached at Appendix A is the proposed programme of work for the remainder of the year, for approval by the Committee.

2. Proposals

- 2.1. The Scrutiny Committee has been mindful that the County Council is still in the middle of the COVID 19 crisis and any programme of scrutiny work needs to be able to adapt to constantly changing situations. Proposed longer term areas of work may therefore need to be adapted and changed as the crisis evolves.
- 2.2. In considering any work programme the Committee should consider the following:
 - Is this something that the County Council has the power to change or influence
 - How this work could engage with the activity of the Cabinet and other decision makers, including partners such as the Norfolk Resilience Forum
 - What the benefits are that scrutiny could bring to this issue?
 - How the committee can best carry out work on this subject?
 - What the best outcomes of this work would be?

- 2.3. The Centre for Governance and Scrutiny has recently published a '[Guide to Work Planning](#)' which the Committee may wish to consider when looking at future topics for scrutiny.

3. Resource Implications

3.1. Staff:

The County Council is still in the middle of this crisis and the main focus for Officers will be in dealing with the crisis. Some Officers may be redeployed from their current roles elsewhere to support ongoing work during the pandemic and the Committee may need to be mindful of focusing requests on essential information at this time.

3.2. Property:

None

3.3. IT:

None

4. Other Implications

4.1. Legal Implications:

The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 ("the Regulations") sets out the framework for Councils to hold Council meetings remotely.

4.2. Human Rights implications

None

4.3. Equality Impact Assessment (EqIA) (this must be included)

None

4.4. Health and Safety implications (where appropriate)

None

4.5. Sustainability implications (where appropriate)

None

4.6. Any other implications

None

5. Risk Implications/Assessment

5.1. None

6. Select Committee comments

- 6.1. Select Committees have received updates on COVID 19, addressing the response from their own service areas. The Scrutiny Committee should take into consideration any future comments raised by the Select Committees regarding their own forward work plans to avoid duplication. Forward work plans are attached as follows:

[Corporate Select Committee](#)

[Infrastructure and Development Select Committee](#)

[People and Communities Select Committee](#)

7. Recommendation

- 7.1. The Scrutiny Committee is asked to consider and agree the forward work plan and any future items for scrutiny

8. Background Papers

8.1. [Scrutiny Committee meeting : 27 May 2020](#)

[Centre for Governance and Scrutiny- 'Guide to Work Planning' - published November 2020](#)

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Scrutiny Committee Forward Work Programme

Date	Report	Issues for consideration	Cabinet Member	Exec Director
23 December	Call ins only	TBC		
27 January 21	The work of the Corporate Board Strategic and Financial Planning 2021-22	Update on the role of the Corporate Board and how it fits into the County Council's decision-making process	Andrew Proctor	Tom McCabe
17 February 21	Strategic and Financial Planning 2021-22		Andrew Jamieson	Simon George
24 March 21	Update on Peer Review Long term review of County Council wholly owned companies	Update on progress on the action plan agreed at Cabinet on 2 March 2020. This issue was postponed from the cancelled 17 March 2020 meeting. What is the stated purpose of the companies, how do they serve the Council's interests and future arrangements.	Andrew Proctor	
28 April 21				

Issues to be added to the work programme:

- **NCC response to Covid-19** – Update and lessons learned for future planning
- **Regional Schools Commissioner** - Report postponed from 17 March 2020 meeting