

# Children's Services Committee

Date: **Tuesday, 16 January 2018**

Time: **10:00**

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

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

## **Membership**

Mr S Dark - Acting Chairman

Ms P Carpenter

Mr D Collis

Ms E Corlett

Mr J Fisher

Mr R Hanton - Acting Vice-Chairman

Mr E Maxfield

Mr G Middleton

Mr R Price

Mr M Smith-Clare

Mr B Stone

Ms S Squire

Mr V Thomson

## **Church Representatives**

Mrs H Bates

Mr P Dunning

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

Nicola LeDain on 01603 223053 or email [committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)

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## A g e n d a

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

2. To confirm the minutes of the Children's Services Committee meeting held on 14 November 2017

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3. **Declarations of Interest**

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

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

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

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an **Other Interest** in a matter to be discussed if it affects

- your well being or financial position
- that of your family or close friends
- that of a club or society in which you have a management role
- that of another public body of which you are a member to a greater extent than others in your ward.

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

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

5. **Public QuestionTime**

Fifteen minutes for questions from members of the public of which due notice has been given.

Please note that all questions must be received by the Committee Team ([committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)) by **5pm Thursday 11th January 2018**. For guidance on submitting public question, please view the Consitution at [www.norfolk.gov.uk](http://www.norfolk.gov.uk).

6. **Local Member Issues/ Member Questions**

Fifteen minutes for local member to raise issues of concern of which due notice has been given.

Please note that all questions must be received by the Committee Team ([committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)) by **5pm on Thursday 11th January 2018**.

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<b>9. 2018-22 Budget Planning</b>	<b>Page 77</b>
Report by the Executive Director of Children's Services	
<b>10. Dedicated Schools Grant (DSG)</b>	<b>Page 157</b>
Report by the Executive Director of Children's Services	
<b>11. The Supply of School and childcare Places in Norfolk</b>	<b>Page 169</b>
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<b>12. Determination of 2019/20 Admissions arrangements</b>	<b>Page 199</b>
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<b>15. Children Injured in road traffic accidents and accidental poisonings</b>	<b>Page 227</b>
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<b>16. Committee Forward Plan and update on decisions taken under delegated authority</b>	<b>Page 233</b>
Report by the Executive Director of Children's Services	

**Chris Walton**  
**Head of Democratic Services**  
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Date Agenda Published: 10 January 2018



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## **Children's Services Committee**

**Minutes of the Meeting Held on Tuesday 14 November 2017  
10am, Edwards Room, County Hall, Norwich**

### **Present:**

Mr S Dark – Acting Chairman

Mr D Collis

Ms E Corlett

Mr J Fisher

Mr R Hanton – Acting Vice-Chairman

Mr E Maxfield

Mr G Middleton

Mr R Price

Mr M Smith-Clare

Mr B Stone

Mrs A Thomas

Mr V Thomson

Mrs S Young

### **Church Representatives:**

Mr P Dunning

The Chairman welcomed the Executive Director of Children's Services, Sara Tough, to her first meeting.

The Chairman informed the Committee that the Chairman, Penny Carpenter was unwell and unable to be present. On behalf of the Committee, the Chairman sent best wishes for a quick recovery.

### **1 Apologies and substitutions**

- 1.1 Apologies were received from Mrs P Carpenter (Mrs A Thomas substituted).

### **2 Minutes**

- 2.1 The minutes of the Children's Services Committee meeting held on Tuesday 17 October 2017 were agreed as an accurate record by the Committee and signed by the Chairman.
- 2.2 The request at 4.1.3 of the minutes for a report to be brought to the meeting regarding the plan to recommission Child and Adolescent Mental Health Services (CAMHS) would be put on the forward plan.

### **3 Declarations of Interest**

Mr V Thomson declared an other interest as his son was subject to an Education Health and Care Plan (EHCP) administered by Norfolk County Council.

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

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

Mr M Smith-Claire declared an other interest as he was a Governor at Alderman Swindell School.

Mr E Maxfield declared an other interest as he was a Trustee at the Hamlet Charity in Norwich which provides services under contract to Norfolk County Council.

Mr R Price declared an other interest as he had family members who were teachers.

#### **4 Items of Urgent Business**

4.1 The Committee **agreed** to consider the urgent item raised by the Chairman in respect of appointing an acting vice-Chairman whilst Mrs P Carpenter was absent. Mr S Dark would act as Chairman.

4.1.1 The Committee **agreed** to appoint Mr R Hanton as acting Vice-Chairman.

4.2 The Committee **agreed** to consider the urgent item raised by the Chairman with regards to a request by the Adult Social Care Committee for two members to join a task and finish group to examine the creation of a Carers Charter.

4.2.1 The Committee **agreed** to appoint Mr M Smith-Claire and Mr G Middleton to the task and finish group.

4.3 The Chairman explained to the Committee that a request to the Communities Committee for information regarding the number of accidents and accidental poisonings that resulted in children being admitted to hospital.

#### **5 Public Question Time**

5.1 There had been no public questions submitted.

#### **6 Local Member Issues/Member Questions**

6.1 There had been no local member questions submitted.

The Committee **AGREED** to consider the items in the order as listed in these minutes.

#### **7. Developing Norfolk's Education Landscape**

7.1 The Committee received the report by the Executive Director of Children's Services

7.2 The Head of Education Participation, Infrastructure and Partnership Service confirmed that one meeting had been held with the recently appointed Regional Schools Commissioner, Sue Baldwin. She had been positive about the invite from the Committee to speak with them, and it would be arranged as soon as convenient.

7.3 Ms E Corlett proposed an amendment to the report at 6.3, seconded by Mr E Maxfield;  
*"6. Views of the wider community"*

With five votes for, six against and one abstention, the proposal was **LOST**.

- 7.4 The Head of Education, Participation, Infrastructure and Partnership Service explained that the financial pressures within further education (FE) establishments were such that centralisation had to take place to ensure that the training provisions that they wanted and needed could be achieved. Work would be undertaken with the FE establishments to support them with the transport needs as a result of the centralisation. There was no timescale for this as implementation rested with the Skills Board of the New Anglia Enterprise Partnership.
- 7.5 There were currently over 100 schools with less than 105 pupils which were making proactive changes through the small schools strategy to ultimately deliver good education. With relation to the new school groupings, schools recognised that they needed to reach a certain size in order to realise sustainability and viability.
- 7.6 Members were concerned at the reduced provision for subjects offered by some sixth form providers and there could potentially be a correlation between the skill demand and the cancelled subjects. The Head of Education Participation, Infrastructure and Partnership Service explained that the subjects at risk were languages, art and music and work was being undertaken to actively broker them.
- 7.7 The Chairman reiterated the views of several members of the committee that there was limited information on the post-16 changes in the report. There were lots of activities taking place in the establishments and it would be useful to have a report detailing the risks, successes etc.
- 7.8 The Executive Director of Children's Services said that it was a well detailed report and she had been impressed at the education teams and hoped it gave Members confidence on the direction of travel for the service.
- 7.9 The Committee **RESOLVED**;
- To note changes to the capital programme since June 2017; and
  - To endorse the emerging priorities for further consideration

## **8 Vulnerable Child Social Impact Bond**

- 8.1 The Committee received the report by the Executive Director of Children's Services which had been presented to and approved by Policy and Resources Committee on 30 October 2017. The report detailed the nature of the Vulnerable Child Social Impact Bond (SIB).
- 8.2 The Project Director for Children's Services Strategic explained that the report had been agreed at Policy and Resources Committee due to the tight deadline to submit the bid. The outcome would be known at the end of January 2018.
- 8.3 The Committee expressed concern that the outcome payments would be made on the reduction in the number of care days actually spent in care for a cohort of children and not personally for the children involved. The benefits highlighted at point 5.6 did not mention a reduction of care days.
- 8.4 Although the main measure of the SIB were the hard data of the reduction of care days, the performance data would include the impact of the SIB on a more personal level.

- 8.5 It was explained to the Committee that if the bid was approved, a commissioning process would be undertaken to find providers with experience of providing the type of interventions that were needed and NCC would seek evidence to prove this. It was confirmed that NCC would not be the provider.
- 8.6 It was noted that during the meeting of Policy and Resources the recommendations had been amended as follows;  
“2. Delegate decision-making for procurement and award of contract to the Director of Children’s Services *in consultation with Chairman of Children’s Services Committee.*”
- 8.7 The Project Director for Children’s Services Strategic confirmed that Essex County Council had seen a reduction of Looked After Children and that the focus was primarily for the safety of children and for them to remain at home where it was safe to do so.
- 8.8 The Committee **RESOLVED** to **Note** the report.

## **9 Schools’ Capital Programme 2017-2020**

- 9.1 The Committee received the report by the Executive Director of Children’s Services which updated the Committee with the priorities for the development of the 2018+ capital programme as part of the corporate prioritisation process.
- 9.2 The Head of Place Planning and Organisation drew the Committee’s attention to the new 2019/20 Basic Need (growth) allocation of £25.372m announced for Norfolk since the May Committee report. This would sit alongside current allocations and give confidence for the forward programme to be developed by Capital Priorities Group. He also drew attention to the significant capital demands likely to flow from the developing SEN Strategy; initial development funding had been allocated but the medium to long-term capital implications of this strategy would need careful planning.
- 9.3 Although they were pleased to see thirteen different work schemes being completed in 18/19, the Committee expressed particular delight at the work at Chapel Road School nearing completion. It had been a long process and they were pleased the relocation had happened.
- 9.4 The Committee heard that the reason the basic need allocation fell in 18/19 compared to 17/18 and 19/20 was due to the Education and Skills Funding Agency only counting each pupil once. When a pupil had been counted in year one, they were not considered again. The basic needs allocation was now known three years ahead which allowed for significant better planning.
- 9.5 The Head of Place Planning and Organisation explained that although none of the mentioned budgets were what had been started with, the Capital Priorities Group had continuously been reported to and updated with the details. The significant increase in the budget of the work at Taverham Junior School had been due to potential risk of flooding raised by the planners. This had meant that additional work had to be carried out to increase signs of underground tanks and was being closely monitored.
- 9.6 The Committee **RESOLVED**;
- To note changes to the capital programme since June 2017; and



- To endorse the emerging priorities for further consideration

## 10 Update on School Exclusions

- 10.1 The Committee received the report by the Executive Director of Children's Services which included a brief outline of the priorities to reduce school exclusions and some key actions by the Local Authority and a summary overview of the year end data and early Autumn term 2017.
- 10.2 The Assistant Director (Education) introduced Mark Adams who had taken on the role of Head of Education Vulnerable Groups Achievement and Access Service.
- 10.3 Although both Breckland and North Norfolk areas had significant changes in exclusion numbers, it was only one or two exclusions that made the change. The Assistant Director explained that the majority of schools only excluded one or two pupils. There were few schools that excluded in large numbers. In these particular cases, the schools in those areas did nothing different.
- 10.4 It was explained to the Committee that schools considered that they have no alternative but to exclude. The work being undertaken with schools was to understand why they considered this cause of action was necessary and why they felt they had no choice. More than two thirds of exclusions were categorised as persistent disruptive behaviour, however the meaning of persistent disruptive behaviour differs within each school. Therefore, it was important to work with the schools to provide challenge and support to the schools to help them become more inclusive.
- 10.5 The Head of Education Vulnerable Groups Achievement and Access Service explained that time was being spent addressing the culture and ethos of schools and ensuring policies were adhered to and applied fairly within the schools. There was evidence to suggest that changing the cultures of schools would reduce the number of exclusions.
- 10.6 Members suggested that the action list at 1.5 was lengthy. The Head of Service explained that this was needed as there were no quick fixes. Actions needed to be co-created with the school system as they needed to build on it and take ownership of it.
- 10.7 It was difficult to say which type of school were more likely to exclude as there had been different trends in the past. The ten highest excluding schools tended to be high schools but primary schools were proactively being worked with.
- 10.8 The Assistant Director emphasised that the target of exclusions had to be zero. Norfolk had a very open and transparent system of knowing about every child as soon as they were at risk. Norfolk were proud of the fact that no LAC child had been excluded in the last year.
- 10.9 The Committee **RESOLVED**;
- To note the contents of the report; and
  - Endorse the actions advocated in relation to the Local Authority role in intervention, challenge and support for the reduction of school exclusions.

## 11 Forward Plan

This item had been removed from the agenda and it was agreed that it would be brought to the next meeting.

**12 Children's Services Finance Monitoring Report Period 6 (September) 2017-18**

- 12.1 The Committee received the report by the Executive Director of Children's Services which provided an update on the performance and financial outturn information for the 2017-18 financial year. It set out the financial outturn data for the period ending 31 March 2018 as at the end of September 2017 (period 6).
- 12.2. The Executive Director of Children's Services confirmed that the budget was in line with other authorities especially with the growing impact of those children with SEND, for whom work and the associated expenditure was being particularly planned around. The Association of Directors of Children's Services was trying to understand the national picture in order to be able to talk to Ministers about the financial pressures.
- 12.3 Concern was expressed by Members that £9million had been put into the revenue budget of Children's Services to offset the overspend, however in this financial year it was still overspent and seemed to be increasing with each report. There was no detail of the management action that was being taken for Members' information. The Assistant Director for Performance and Challenge explained the advocacy service was now offered to LAC, as well as those with Child Protection Plans, after it had been mentioned by Ofsted that it was not used enough for LAC. This had resulted in the expenditure of advocacy rising by 25%. There was more narrative needed to explain the rise in expenditure in some areas of the report to reassure Members that the budget was being spent on where it was needed. The Executive Director gave assurance that the entire budget was continuously reviewed to ensure monies were being spent effectively within the parameters given.
- 12.4 The Chairman confirmed that there were concerns across the political spectrum with regards to the overspend and expressed that it would be helpful to have the detail that was being taken to Policy and Resources Committee to consider.
- 12.5 The Committee **RESOLVED** to;
- Agree the forecast outturn position at period 6 for the 2017-18 Revenue budget for both the Local Authority Budget and School Budget.
  - Agree the planned use of reserves.
  - Agree the forecast outturn position at period 6 for the 2017-18 Capital Programme.

Thanks were expressed to Don Evans and Chris Hey for their time in their roles and for their hard work, and best wishes were sent for the future.

The meeting closed at 12.20pm.

## Chairman



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# Children's Services Committee

<b>Report title:</b>	<b>Performance Monitoring 2017-18</b>
<b>Date of meeting:</b>	<b>16 January 2018</b>
<b>Responsible Chief Officer:</b>	<b>Sara Tough Executive Director Children's Services</b>
<b>Strategic impact</b> Robust performance and risk management is key to ensuring that the organisation works both efficiently and effectively to develop and deliver services that represent good value for money and which meet identified need.	

## Executive summary

Performance is reported on an exception basis, meaning that only those vital signs that are performing poorly or where performance is deteriorating are presented to committee. Those that do not meet the exception criteria will be available on the Performance section of the Norfolk County Council web site. The two measures which are currently rated as Red (CP Child Seen and LAC Health Assessments) were reported via scorecards to the last Committee. A further measure also rated as red, children in need with no up to date CiN plan are made up in the main of children and young people currently undergoing social work assessment in assessment teams.

This report focusses primarily on data as at end of November 2017 and in addition to vital signs performance, this report and its appendices contain other key performance information via the (MI) Report (Appendix 2).

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

## Recommendation:

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

# 1. Introduction

## 1.1 Performance dashboard

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

NOTES:

Green is in line with high performing authorities; Amber within 10% (not percentage points) of high performing authorities; Red being more than 10% worse than high performing authorities. 'White' spaces denote that data will become available; 'grey' spaces denote that no data is currently expected, typically because the indicator is being finalised. The target value is that which relates to the latest measure period result in order to allow comparison against the RAG colours. A target may also exist for the current and/or future periods.

Monthly	Bigger or Smaller is better	Nov 16	Dec 16	Jan 17	Feb 17	Mar 17	Apr 17	May 17	Jun 17	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Target
{ChS} Percentage of Referrals into Early Help Services who have had a referral to EH in the previous 12 months	Smaller	18.0%	11.1%	11.3%	10.1%	13.7%	14.7%	18.4%	16.8%	21.7%	11.3%	11.2%	6.8%	9.4%	20.0%
{ChS} Percentage of Referrals into Section 17 CIN Services who have had a referral to S.17 CIN in the previous 12 months	Smaller	26.4%	20.0%	23.8%	22.2%	22.6%	26.3%	28.6%	22.8%	24.0%	21.9%	23.7%	23.7%	23.5%	<20%
		196 / 743	113 / 566	185 / 776	154 / 693	187 / 826	133 / 506	187 / 654							
{ChS} Percentage of Children Starting a Child Protection Plan who have previously been subject to a Child Protection Plan (in the last 2 years)	Smaller	7.8%	12.7%	4.2%	9.8%	7.6%	5.5%	5.7%	16.2%	8.4%	9.8%	8.6%	8.4%	8.3%	
{ChS} Child in Need (CIN) with up to date CIN Plan	Bigger	72.5%	70.6%	85.7%	86.7%	81.9%	78.3%	82.1%	79.9%	84.0%	80.0%	75.1%	71.5%	64.7%	100%
		1250 / 1649	1254 / 1707	1084 / 1265	1052 / 1213	997 / 1218	950 / 1213	958 / 1167	1057 / 1323	1052 / 1253	890 / 1112				
{ChS} Child Protection (CP) - % children seen	Bigger	87.5%	90.7%	89.1%	84.5%	93.3%	90.5%	90.0%	58.3%	68.6%	49.2%	67.3%	67.5%	58.1%	100%
		393 / 449	411 / 453	423 / 475	392 / 464	458 / 491	466 / 515	441 / 490	298 / 511	359 / 523	272 / 553				
{ChS} LAC with up to date Care Plan	Bigger	97.1%	98.5%	98.6%	98.0%	97.3%	97.1%	96.5%	96.6%	96.6%	96.6%	96.2%	96.8%	97.0%	100%
		1053 / 1085	1083 / 1100	1097 / 1113	1083 / 1105	1075 / 1105	1061 / 1093	1057 / 1095	1066 / 1103	1066 / 1103	1075 / 1117				
{ChS} LAC with up to date Health Assessment (HA)	Bigger	91.1%	88.4%	87.8%	89.4%	86.5%	85.4%	79.9%	78.1%	79.3%	80.1%	79.6%	79.1%	78.0%	100%
		683 / 750	661 / 748	652 / 743	666 / 745	641 / 741	624 / 731	591 / 740	580 / 743	606 / 764	622 / 777				
{ChS} Eligible Care Leavers with up to date Pathway Plan	Bigger	87.6%	91.5%	89.9%	84.4%	82.6%	84.1%	85.9%	83.7%	84.5%	83.6%	84.8%	84.9%	83.5%	
Quarterly / Termly	Bigger or Smaller is better	Dec 14	Mar 15	Jun 15	Sep 15	Dec 15	Mar 16	Jun 16	Sep 16	Dec 16	Mar 17	Jun 17	Sep 17	Dec 17	Target
{ChS} Percentage of Children Starting to be looked-after who have previously been looked-after	Smaller							17.6%	10.0%	9.0%	8.3%	7.0%	8.0%		<15%
{ChS} LAC with up to date Personal Education Plan (PEP)	Bigger	84.6%	86.5%	76.7%	63.5%		73.5%	88.1%	76.0%	83.2%	84.2%	89.5%	89.6%		100%
							527 / 717	597 / 678	541 / 712	570 / 685	591 / 702	445 / 691	610 / 681		

<b>1.2</b>	<b>Report cards</b>
1.2.1	A report card has been produced for each vital sign. It provides a succinct overview of performance and outlines what actions are being taken to maintain or improvement performance. The report card follows a standard format that is common to all committees.
1.2.2	Each vital sign has a lead officer, who is directly accountable for performance, and a data owner, who is responsible for collating and analysing the data on a monthly basis. The names and positions of these people are clearly specified on the report cards.
1.2.3	<p>Vital signs are reported to committee on an exceptions basis. The exception reporting criteria are as follows:</p> <ul style="list-style-type: none"> <li>• Performance is off-target (Red RAG rating or variance of 5% or more)</li> <li>• Performance has deteriorated for three consecutive months/quarters/years</li> <li>• Performance is adversely affecting the council's ability to achieve its budget</li> <li>• Performance is adversely affecting one of the council's corporate risks.</li> </ul>
1.2.4	Vital Signs performance is reported on an exception basis using a report card format, meaning that only those vital signs that are performing poorly or where performance is deteriorating are presented to committee. To enable Members to have oversight of performance across all vital signs, all report cards will be made available to view through Members Insight. To give further transparency to information on performance, for future meetings it is intended to make these available in the public domain through the Council's website.

## 2. Impact of Support For Education Improvement

(Achievement summary at Appendix 1)

### 2.1 Ofsted Outcomes

- 2.1.1 Published Ofsted outcomes for all Norfolk schools, as a percentage of schools with a judgement. National figures in brackets at 31st November 2017.

Primary		Secondary	Special	All
Outstanding	14% (19%)	14% (24%)	45% (39%)	14% (21%)
Good	77%	70%	55%	75%
Good or outstanding	91% (91%)	84% (80%)	100% (94%)	90% (89%)
Requires Improvement	8% (8%)	9% (15%)	0% (5%)	9% (9%)
Inadequate	1% (1%)	7% (5%)	0% (2%)	2% (2%)

The percentage of Norfolk schools judged good or better continues to be at or above national averages at all phases. All special schools are now at least good. There has been an increase in the number of primary and special schools judged outstanding.

### 2.2 Education Achievement

- 2.2.1 See Appendix 1 for a breakdown of performance at each key stage by groups of pupils.

An in depth analysis of validated outcomes up to 2016 is published online at [www.schools.norfolk.gov.uk/Supportforschoolimprovement/School-Performance/](http://www.schools.norfolk.gov.uk/Supportforschoolimprovement/School-Performance/)

Final Early Years Foundation Stage Profile and Key Stage 1 data has been published by DfE, alongside validated Key Stage 2 data (which takes into account test remarks). Most outcomes are now in line with national averages.

#### 2.2.2 Early Years Foundation Stage Profile (age 5) – Final DfE results

The percentage of pupils achieving expected standards remains in line with national averages. Differences in attainment between gender and disadvantage are similar to those seen nationally. Fewer pupils exceed expected standards.

#### 2.2.3 Key Stage One

##### Phonics Screening Check – Final DfE results

The percentage of pupils achieving the expected standard in Year One (age 6) remains slightly below the national average. The percentage who achieve the standard by Year Two (age 7) is in line with the national average. Differences in attainment between groups of pupils (gender, free school meals eligibility and Special Educational Needs) are similar to national figures.

##### Teacher Assessment (age 7) – Final DfE results

In reading, the percentage of pupils who achieve the expected standard is in line with the national average. The percentage who achieve “greater depth within the expected standard” is slightly above the national average.



In writing, the percentage of pupils who achieve the expected standard and achieve greater depth is in line with the national average.

In mathematics, the percentage who achieve the expected standard is slightly below national averages. The percentage who achieve greater depth is in line with the national average. The gap between the attainment of disadvantaged pupils eligible for Free School Meals and other pupils at Key Stage 1 is slightly wider in Norfolk at Key Stage 1 than nationally.

#### 2.2.4 Key Stage Two Tests and Teacher Assessment – Validated DfE results

The percentage of pupils who achieve expected standards in all of reading, writing and mathematics has increased from 50% to 57%; this remains four percentage points below the national average. (National 2016 54%, 2017 61%).

Attainment in reading and writing is slightly below national averages.

The percentage of pupils reaching expected standards in mathematics has improved significantly from 62% in 2016 to 69%, but remains below national averages (national 2016 70%, 2017 75%).

The gap between the attainment of disadvantaged pupils eligible for Free School Meals and other pupils at Key Stage 2 is slightly wider in Norfolk at Key Stage 2 than nationally. As is seen nationally, girls attain better in reading and writing, boys in mathematics. In Norfolk, the reading and mathematics gender gaps are slightly wider than national.

DfE have confirmed the floor and coasting schools standards for primary schools. The number of schools below the DfE minimum floor standard has fallen from 18 in 2016 to 15 in 2017.

The number of schools meeting the DfE Coasting Schools definition has reduced significantly from 20 to 14.

#### 2.2.5 Key Stage 4: GCSE and other qualifications (unvalidated DfE results)

##### Average attainment and progress from Key Stage 2

Attainment 8 averages each student's total grade across eight subjects from four groups.

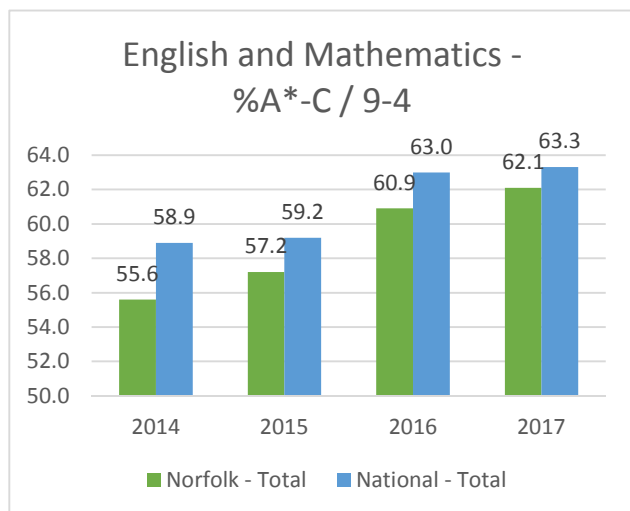
Progress 8 is the average grade difference from pupils Attainment 8 scores and national attainment of pupils with the same prior attainment at Key Stage 2. As Progress 8 is benchmarked to national attainment from different starting points, the progress of all pupils in mainstream schools nationally is always zero.

		<b>A8 score</b>	<b>P8 score</b>
<b>Overall</b>	Norfolk	44.7	-0.05
	<i>National</i>	46	-0.03
<b>Gender</b>	Male	42.2	-0.27
	<i>National</i>	43.4	-0.24
	Female	47.2	0.15
	<i>National</i>	48.7	0.18
<b>FSM6</b>	Non-FSM6	47.9	0.08
	FSM6	34.3	-0.48

Progress 8 overall in Norfolk is very similar to the national average, resulting in attainment slightly below average.

Disadvantaged (FSM6) students make significantly less progress than non-disadvantaged students. Resulting in average attainment well below other students. National attainment of disadvantaged students will be published in the Spring.

## English and Mathematics



	%Grade 9-4	%Grade 9-5
<b>Norfolk</b>	62%	39%
<b>Boys</b>	58%	36%
<b>Girls</b>	66%	43%
<b>Disadv.</b>	41%	21%
<b>Other</b>	71%	47%
<b>National</b>	63%	42%
<b>Boys</b>	60%	39%
<b>Girls</b>	67%	45%
<b>Disadv.</b>	44%	25%
<b>Other</b>	72%	50%

2017 is the first year that pupils have taken the reformed GCSEs (graded 9 -1, with 9 being the highest grade) in English and Mathematics. In 2018, most GCSEs taken will be reformed. The new GCSEs have more demanding content and an increased focus on end of course examinations)

The percentage of pupils achieving a level 2 pass in English and Mathematics (grades A\*- C or 9 – 4) has improved and one percentage point below the national average. The headline measure going forward will be the percentage of pupils who achieve a grade 5 or better. Norfolk attainment at grade 9-5 is not as strong, which is due to slightly lower performance in English.

Female pupil attainment improved from 2016, the attainment of males was similar to 2016. The gap between disadvantaged pupils is wider in Norfolk than nationally.

## EBacc (the English Baccalaureate)

The EBacc is not a qualification in itself, but a measure of GCSE entry and attainment in five pillars: English literature and language, mathematics, sciences, a language and a humanity. 17% of Norfolk pupils achieve this measure, compared to 21% if pupils nationally.

DfE have stated that they aspire for 75% of pupils at be entered for all EBacc pillars by 2022, rising to 90 per cent by 2025. In 2017 38% of pupils nationally were entered for the EBacc, 34% in Norfolk. Almost all pupils are entered for English, Mathematics and Science. Most pupils are entered for a humanity. Less than half of pupils are entered for a language.

% students entered	English	Mathematics	Sciences	History or Geography	Languages
National	95.7	97.2	91.4	76.9	47.3
Norfolk	97.1	97.6	96.2	77.2	42.3

More female students than males are entered for all EBacc elements and more of them achieve all elements.

Far fewer disadvantaged students are entered the EBacc and less than a third of them achieve all elements compared to over half of all students.

From 2018 the headline EBacc measure will be an average, rather than threshold attainment measure, which may increase the number of lower prior attaining pupils being entered.

## 2.2.6 Post 16 Achievement (unvalidated results)

### Average attainment in all state funded colleges and sixth forms

	A level students			Tech level students		Applied General students	
	APS per entry	APS per entry as a grade	% AAB (inc. 2 facilitating)	APS per entry	APS per entry as a grade	APS per entry	APS per entry as a grade
<b>National</b>	30.9	C	13.9	32.2	Dist -	35.6	Dist
Norfolk	29.4	C	11.4	30.0	Dist -	33.4	Dist

Average attainment APS at level 3 is slightly below national average across all three categories Of entry.

## 2.2.7 Achievement of Looked After Children

Official DfE data is not yet available. DfE publish National and LA statistics in March. Our internal calculations show significant improvements for looked after children.

	2016 DfE Final data (National in brackets)	2017
EYFS % achieving GLD	23%	31%
Key Stage 2 %Expected RWM	19% (25%)	30%
KS4 %GCSE English and Maths	15% (18%)	26%

## 2.2.8 Post 16 Participation

The key Department for Education indicator is the combined percentage of young people age 16 and 17 whose destination is unknown and those who are not in education, employment or training (NEET). This is measured over the period of December to February each year. Last year Norfolk was in the second quintile nationally. This year we are continuing to perform strongly compared to the national average particularly in ensuring that there is a very low percentage of unknowns. We have steadily increased the percentage of Norfolk young people at 16 and 17 years old who are participating in learning since the introduction of the raised participation age in 2013 but recognise that more needs to be done to ensure that participation particularly at 17 increases.

### 2.2.9 Exclusion

The overall number of confirmed permanent exclusions from Norfolk schools, based on our own calculations, shows a (small) reduction for the 2016-17 academic year of 267, compared to 296 in 2015-16. Official 2016-17 DfE figures are yet to be released. For 2015/16 the DfE official national exclusion rate was 0.08% and Norfolk was much higher at 0.22%.

During the autumn term there were provisionally 119 exclusions compared to 134 in autumn 2016. Exclusions that have taken place during the latter part of the term could be withdrawn or overturned, so the final figure may be lower.

Proactive work by the Virtual School for Children in Care has ensured that no looked after child has been permanently excluded in the last twelve months.

## 3. Early Help

- 3.1 The percentage of conversion of referrals (requests for support) to allocations has steadily increased through September, October and November. There are some anomalies, e.g. in November the City conversion rate to allocation is 28%, which is a consequence of staff vacancies at that time and backlog of cases coming into the Family Focus team.
- 3.2 Greater understanding of the shift in threshold of families being worked with in Family Focus teams has resulted in an increased volume of cases being stepped down from social care and from the MASH. In addition the level of complexities families face within these individual cases has had an impact on capacity and ability to allocate timely in City, West and East. We have introduced a triage system so that all cases are screened and families contacted until they are allocated a worker as an interim measure. We are monitoring this closely to assess if this pressure is time limited or if we need to redistribute resources to manage effectively the increased workload.
- 3.3 Following concerns about the number of re-referrals, these are at a significantly lower level than in the summer, and have remained stable through September, October and November, with re-referrals across the county in November, this is a re-referral rate of 9%.
- 3.4 In October we saw an increase in the number of cases being closed, 256 and 209 in November compared to 136 closed in September. This reflects the localities working hard to put the appropriate level of support in place for families within tier 1 and 2 services, leaving capacity in the Family Focus teams for the more complex cases that Family Focus practitioners are now holding.
- 3.5 Understanding the quality of practice of our Family Focus teams is vital so that children and families receive a consistent and effective service to achieve the right outcomes for them. Over the last three months we have developed the following:
  - Early Help Quality Assurance Framework
  - Early Help Audit Tool
  - Dimensions of Work interview for Early Help practitioners and managers
  - Early Help 'Tartan Rug'
  - Practice Standards for Early Help
  - Early help Audit Plan 2017/2018
  - Peer audit, learning and development workshops

Next steps will include embedding a quality assurance culture amongst teams and managers and ensuring there is a clear link between Audit findings and learning and workforce development.

## **4. Social Work (MI Report at Appendix 2)**

### **4.1 Contact and Referrals**

- 4.1.1 The number of referrals across the county continued to increase in November with nearly 1000 more referrals than was received in November 16 (and over 600 more than in October 17). Fewer contacts were converted into referrals than seen in the previous 3 months, this is in part due to a drop in the percentage of Police contacts converting to referrals. There continues to be concern regarding the number of contacts being made, the low conversion rate to referral and the impact this has on MASH capacity. This is explored further in the next section.
- 4.1.2 Recent data analysis of contact and referral forms shows that between 01/11/16 and 31/10/17 14,072 Police contacts regarding Children were sent to MASH. Of these only 16% met the threshold for Social Care. This represents a huge volume of work being processed by MASH that isn't resulting in the requirement for ongoing intervention. The quality and relevance of contacts being submitted by the Police will be explored via dip-sampling work in order that this issue can be effectively addressed with our Police partners. This needs to happen alongside continuing evaluation of the contacts we receive from all agencies to ensure we are working with partners to encourage good application of Thresholds at the point of considering making a contact. This includes conversations regarding other routes for support, i.e. FSP and referrals directly to NEHFF.
- 4.1.3 Despite the increase in contacts there has been a slight reduction in the number of referrals made across the county. North, from 150 to 184, and West, from 133 to 163. Both saw increases in referral rates and for both localities this represents the highest number they have had in the past 12 months. This is likely to impact on allocation levels and assessment performance over the next few months. Conversely Norwich saw its lowest number of referrals (189) since July, although it is noted that they had a very high referral rate of 35.7% and the reasons for this needs to be explored on a case level basis to ascertain whether the high levels of work coming into the assessment teams alongside high caseloads has impacted on decision making i.e. closing cases that may have benefitted from ongoing involvement or not closing Work that requires no further action thus remaining without ongoing intervention on a caseload.

### **4.2 Assessments**

- 4.2.1 The increase in assessments being completed is likely to be as a result of the higher number of referrals received by assessment teams in the past few months. The only locality that completed significantly less assessments than in October was South. However the South's October figure of 111 was particularly high and November's figure of 84 was still significantly higher than usual.
- 4.2.2 The continuing drop in assessments being completed in timescales is a concern. The only locality that as achieved over 75% is West, although it is a drop from 91.7% and with 23 other assessments still open over 45 working days, this is likely to drop further next month. Gt Yarmouth have maintained their performance at 66.3%, however this is significantly lower than performance seen prior to March 17. Whilst Norwich has only seen a small change, they have 51 assessments open that are over 45 working days and therefore December's data will show a further drop in performance. North have shown a big rise in the percentage of assessments authorised in timescales, from 45% to 67.5%. Referral rates have been high over the past 3 months and it is acknowledged that this will have impacted on assessments being completed in 45 days. However issues around timeliness of assessments has been a concern prior to the rise in referral rates, and the cumulative effect of this has impacted on assessments completed data and high caseload levels in some assessment teams.

4.2.3 Too high a proportion of Social Work Assessments result in closed with information and advice. Q2 data shows that Norfolk had the second highest rate of assessments closing with no ongoing social care involvement (62.7%) in the Eastern Region, with the region's average being 33.5%. However it is positive to see that the percentage that stepped down to FSP/TS rather than closing has increased. South has the highest percentage of assessments with an outcome of ongoing involvement (45%) whilst North have the highest proportion that stepped down to FSP/TS (25.6%). This is significantly higher than previous months. Although their rate of ongoing involvement (26.5%) is still lower than the county average. Of most concern is in Breckland and Norwich where 63% of assessments were closed with information and advice. This raises questions about thresholds being applied either at the point of referral or the point of assessment completion. The QA team is testing thresholds through a dip-sampling exercise of decisions made in MASH followed decision making at the end of assessments in assessment teams.

### **4.3 Child Protection (CP)**

4.3.1 Despite the increase in referrals the number of children subject to CP plans has not significantly increased and is in line with the Eastern Region average. Norwich continue to have a very high rate per 10k of 67.4, however this has reduced from the high of 77.0 in May 17. Whilst it is acknowledged that Norwich is an area of high deprivation, the CP numbers need to continue to be monitored and thresholds tested through audit and performance and challenge conversations.

4.3.2 Whilst the data indicates that 30% of ICPCs were not held in timescales, a quick dip sampling exercise indicates that this figure should be smaller as in many of the cases there are recording errors and it is clear that the ICPCs were held in timescales. Other cases show clearly that the initial, in timescale, ICPC was stood down and rearranged.

4.3.3 Whilst the numbers of children subject to a second to subsequent CP are lower than they have been, the % remains higher than statistical neighbour and national averages. A recent audit of cases in this cohort raised a hypothesis regarding a possible lack of robust support when previous CP plans have closed. If numbers rise in the next few months, further exploration of this will be needed to test the previously considered hypothesis.

4.3.4 It is concerning that the percentage of children on CP plans seen within the 10 day timescales has fallen to 58%. The timescale was reduced from 20 working days in July 17 and whilst an initially dip in performance was expected, it was expected that this practice would become quickly embedded. Breckland and South are both showing good performance at circa 84%, whilst North have shown a big drop in performance from 72% in October to 31.8%. The Head of Social Work in the North needs to work with team managers to ensure there is clear expectation regarding whether children have been seen or not (i.e. if it is a recording issue) and put plans in place to address this. Given the differences in performance, consideration is needed as to why some localities can meet the timescale and others are finding this more of a challenge. Is this a caseload/SW vacancy issue or a fundamental practice issue?

## 4.4 Looked After Children

- 4.4.1 The number of LAC in Norfolk has increased from 1085 in November 16 to 1131 at the end of November 17, an increase of 46 children in 12 months. Between November 16 and February 17 there was a small rise in numbers but this did start to decrease again and by April 17 the figure was 1093. It was hoped that new initiatives around 'Edge of Care' and Early Help, alongside identified practice changes would start to show a small impact on our Looked after Children numbers over the following months. Whilst initially we did see some decrease, this has not been sustained. An analytical report is being completed to look at the cohort of children who have become Looked After between 01/04/17 & 30/11/17 to ascertain whether there are any trends or indicators that could lead to hypothesis around the increase in numbers and any practice issues. It also considers all children who have ceased to be looked after in the same period of time, looking in particular at age groups and the length of time spent in care. It is currently too soon to speculate about the impact of the New Directions Service as it has only been fully operational since October 2017.
- 4.4.2 In respect of care planning, all localities aside from Norwich and Yarmouth have seen a small decline in performance from last month, although all still remain over 90%. The percentage of care leavers with Pathway plans has increased which is positive, although it is acknowledged more work is needed to return to the high performance seen in the Spring. What is even more encouraging is latest data from audit shows that more Pathway Plans that have been audited have been considered good (66% as at end October 17).
- 4.4.3 The figures for stability of placement remain reasonably in line with statistical neighbour and national averages. The issues of long term foster care as a permanency option for our looked after children is raised in recent analysis of LAC starts and ceases, whereby although it is acknowledged that long term foster/ residential care is the right permanency plan for some children, we need ensure we are not defaulting to care plans of long term care until independence without tenacious work to establish an alternative to care option for children alongside reassessment of children's care needs and their parents'(or wider family's) ability to meet these as they get older.
- 4.4.4 The number of children placed in residential placements has risen sharply in the past month, to the highest number seen in the past year. The Local Authorities goal was to reduce this number to 105 children by the end of 2017 and although it was acknowledged that this was unlikely to be achieved, it was hoped that numbers would continue to fall. There were 58 children who started to be looked after in November, and this is likely to account for some of the increase in residential placements, especially given the sufficiency and availability of some foster carers who can work with complex and challenging behaviour. More case level examination of those children who have recently been placed in residential settings is needed to fully understand the increase. We are continuing work to increase the number of in-house carers to provide suitable alternatives to residential.
- 4.4.5 LAC reviews in timescales data is at its highest for the last 12 months and evidences that alongside routine data checking to correct errors, the recording of meetings is more likely to be error free than previously. Thus the data gives a truer picture of performance than before and we can be assured that the majority of children have LAC reviews in timescales. Whilst over 90% of Looked After Children are still seen within timescales the figure has been dropping since July 17. The fall this month is due to small percentage decreases of between 2.5% and 5% in West, South and Gt Yarmouth. This may be due to the impact of increasing LAC numbers but needs scrutiny by managers within those localities to ensure they know which children haven't been seen, why and what the plan is.
- 4.4.6 The drop in Initial Health Assessment (IHAs) figures is disappointing as we want to see sustained improvement in this area. Previously delays in health assessment were primarily due

to our Health Partners capacity to offer appointments. They have addressed this and are now more able to offer timely assessments. The QA Hub log all reasons for delays and it is apparent that the drop in IHAs in timescales is due to 3 main factors - social work teams not forwarding the relevant paperwork within 5 working days of the child becoming LAC, difficulties in arranging IHAs for our children placed out of county and foster carers cancelling or not arriving for appointments. Whilst the issue of IHAs for out of county children is more complex, the other factors for the drop in performance can be remedied via strong messages to social work teams regarding the expectations around completing requests for IHA and Supervising Social Workers advising foster carers of the importance of the IHA and that they should not be cancelled (or not attend) without very good reason and agreement. The practice of completing PEPs is now embedded in the service and performance in this area continues to be good. Q2 data suggests that Norfolk is slightly above the Eastern Region average of 85.8%. The attendance of children at their LAC reviews has fallen slightly in November. Whilst this is still higher than before August it is important we do not lose the momentum of the good practice implemented by the IRO service and social work teams to facilitate reviews that encourage children to attend.

#### 4.5 Care Leavers

- 4.5.1 Eastern Region Q2 data shows that Norfolk is the second best performing locality in the region for Care Leavers being in Education, Employment or Training and we are significantly above national average. It is important that we remain focused on being aspirational for our care leavers and the continuing improvements in the quality of Pathways Plans will support this.

#### 4.6 Adoption

- 4.6.1 Our adoption performance continues to improve and we are evidencing that we secure permanence through adoption in timely way for most of our children with placement orders. There will be children who fall outside of these timescales, but these are often 'good news' stories where older children, or children with more complex needs, are placed in 'forever families' after a long time in foster care.

#### 4.7 Caseloads

- 4.7.1 The caseloads within Assessment Teams are a concern across most of the localities. The allocations data on 06/12/17 showed that 12 Assessment team social workers across 5 localities had caseloads of over 40 children (the only locality where this was not the case was North). Whilst the increase in referrals has impacted on increased caseloads, there are also issues regarding staff vacancies and sickness and throughput of work, with many of these cases already having been assessed and awaiting either closure or step down. Whilst this is an issue that needs to be addressed strategically by CSLT, Heads of Localities and Heads of Social Work, it is also important that each worker concerned has a work plan devised with their team manager.

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

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

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

### 5. Financial Implications

- 5.1 As requested this is now contained in a separate report.



## **6. Issues, risks and innovation** (Risk Register at Appendix 3)

6.1 Appendix 3 shows the list of children's services risks and mitigations.

6.2 These risks are regularly reviewed and updated as appropriate by the CS Leadership Team.

### **Officer Contact**

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

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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.



	2016-17 EYFSP %GLD		2016-17 EYFSP Average Total Points		2016-17 KS2% RWM		2016-17 KS2 Average Scaled Score				2016-17 KS4 %EnMa 5+		2016-17 KS4 Attainment 8		2016-17 KS5 Average Point Score per Entry					
							Reading		Maths						A Level		Applied qualifications		Technical qualification	
	Norfolk	National	Norfolk	National	Norfolk	National	Norfolk	National	Norfolk	National	Norfolk	National	Norfolk	National	Norfolk	National	Norfolk	National	Norfolk	National
Source Detail:	DfE Final	DfE Final	DfE Final	DfE Final	DfE Validated	DfE Validated	DfE Validated	DfE Validated	DfE Prov Validated	DfE Validated	DfE Prov	All schools DfE Prov	DfE Prov	All schools DfE Prov	All schools and FE Colleges DfE Prov	All Schools and Colleges DfE Prov	All schools and FE Colleges DfE Prov	All Schools and Colleges DfE Prov	All schools and FE Colleges DfE Prov	All Schools and Colleges DfE Prov
All Pupils	70	71	33.1	34.5	57	61	103	104	103	104	39	39	45	44	29.4	32.1	33.4	35.6	30.0	32.2
Boys	63	64	32.3	33.3	53	57	102	103	103	104	36	36	42	41	28.0	31.2	30.1	33.5	29.9	31.8
Girls	77	79	33.9	35.7	60	65	104	105	102	104	43	43	47	47	30.5	32.9	36.4	37.6	30.2	32.8
FSM6	55	56	30.8	31.5	42	48	101	101	100	102	18	23	35	36	Feb-18	Feb-18	Feb-18	Feb-18	Feb-18	Feb-18
Non FSM6	73	73	33.4	34.9	63	67	104	105	104	105	46	45	48	49	Feb-18	Feb-18	Feb-18	Feb-18	Feb-18	Feb-18
LAC (>12 months)	31	Mar-18	Mar-18	Mar-18	39	Mar-18	Mar-18	Mar-18	Mar-18	Mar-18	25	Mar-18	26	Mar-18	Mar-18	Mar-18	Mar-18	Mar-18	Mar-18	Mar-18
Not SEN	75	74	33.8	35.4	66	70	105	105	104	105	44	47	48	49	Feb-18	Feb-18	Feb-18	Feb-18	Feb-18	Feb-18
SEN Support	30	25	27.3	26.6	19	20	96	97	96	97	14	14	32	30	Feb-18	Feb-18	Feb-18	Feb-18	Feb-18	Feb-18
SEN EHCP	4	4	19.7	19.5	7	8	93	96	93	96	5	6	16	13	Feb-18	Feb-18	Feb-18	Feb-18	Feb-18	Feb-18



Norfolk County Council

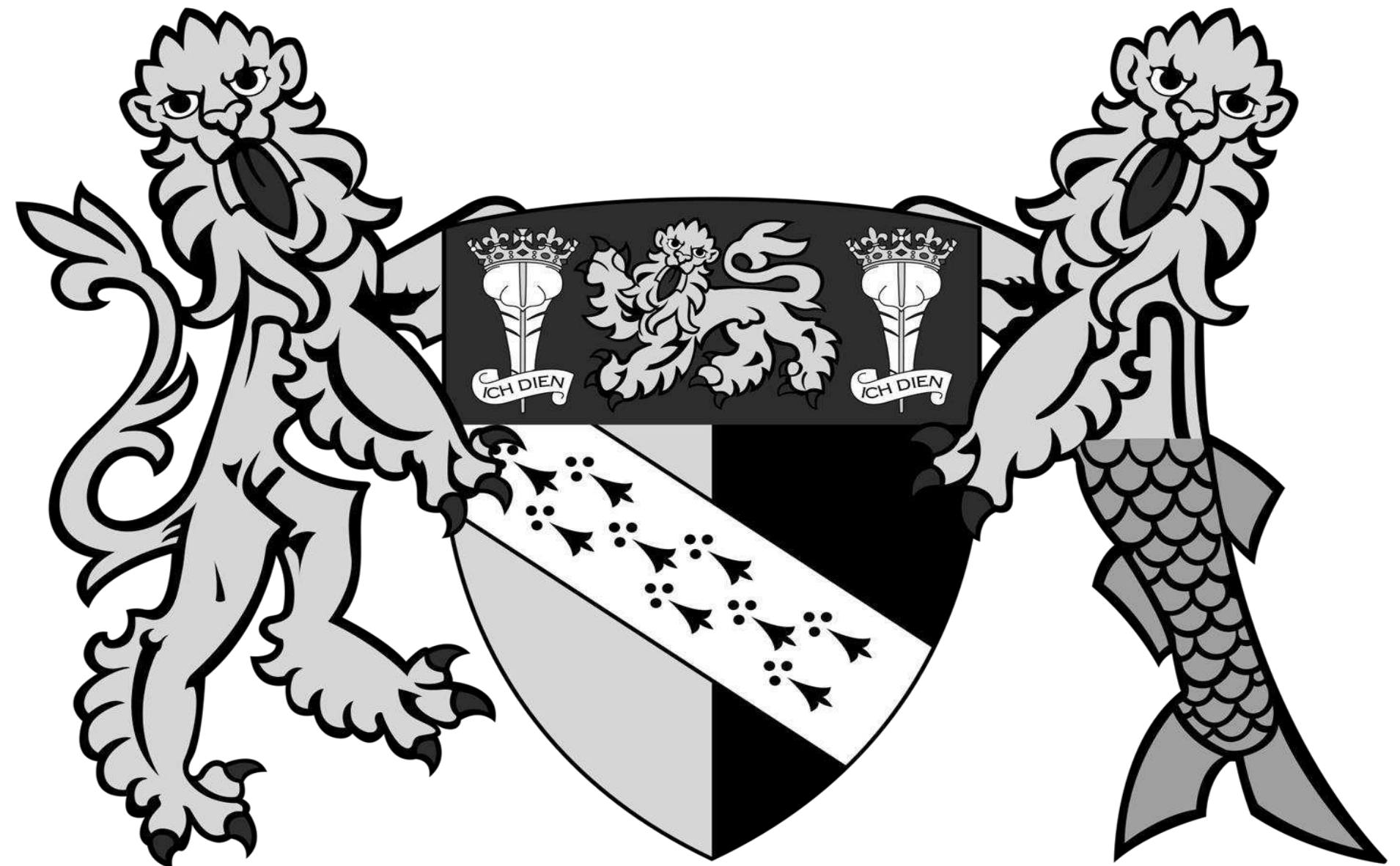
# Children's Services

Monthly Performance & Management Information

## County Report

November 2017

All data sourced from CareFirst.  
Accurate as of the morning of 8 December 2017



Produced by the Information & Analytics Service (I&A) [Managing Director's Department]  
[bi@norfolk.gov.uk](mailto:bi@norfolk.gov.uk)

DOT = Direction of travel, represents the direction of 'performance' in relation to the polarity of 'good' performance for that measure.

Area	Ref	Indicator	Good perf. is	Data note	Last four months				Current year		DOT (Month on Month)	RAG (*■★)							Tolerances		Previous YTD	Latest benchmarking					
					Aug-17	Sep-17	Oct-17	Nov-17	YTD	Target		County	County	Breckland	North	Norwich	South	West	Yarmouth	Red		Green	Stat neigh avg	Best stat neigh	Nat. avg	Nat. top quartile	Eastern region
Early Help	1.1	No of Requests for Support to EHFF	High	Count	201	179	223	285																			
	1.1a	Number of new cases opened to team over the last month	High	Count	124	107	133	160																			
	1.2	No of cases closed to EHFF	High	Count	114	136	256	205																			
	1.3	No of cases active to EHFF	High	Count	682	643	596	615																			
	1.4	No of children being supported within EHFF cases	High	Count	1639	1521	1431	1490																			
	1.5	No of social work cases supported by EHFF with targeted support	High	Count	26	22	34	33																			
	1.6	% of Requests for Support to EHFF that resulted in allocation to EHFF ❶	High	Percentage	61.7%	59.8%	59.6%	56.1%																			
	1.7	% of new cases open under s47 previously open to EHFF	High	Percentage																							
	1.8	% of new EHFF cases that are re-referrals into early help	Low	Percentage	11.3%	11.2%	6.8%	9.4%																			
1.9	% of new EHFF cases that have stepped down from social care	High	Percentage	28.2%	21.5%	21.1%	29.4%																				
Contact & Referrals	2.1	Contacts - No. (in-month)	Info	Count	2852	3405	3594	4205	27,585		.										22,193						
	2.2	Referrals - No. (in-month)	Info	Count	886	956	982	954	6,459		.										5,396						
	2.3	% Contacts Accepted as Referrals (in-month)	High	Percentage	31.1%	28.1%	27.3%	22.7%	23.4%	25%	↓	■	■	■	■	■	■	■	■	15%	25%	24.3%					
	2.4	Referrals - Rate per 10k Under-18s (Annualised)	Low	Rate	633.1	683.1	701.7	681.7	2,464		↑										1,982	491.0	302.1	548.3	346.0	375.4	
	2.5	Referrals with outcome of Social Work Assessment	High	Count	713	678	704	689	4,787		↓																
	2.7	Re-referrals - % (in-month)	Low	Percentage	21.9%	21.1%	25.5%	24.0%	24.0%	20%	↑	■	■	★	■	×	★	×	×	30%	20%	26.6%	20.7%	10.3%	22.3%	12.4%	
	2.8	% re-referral rate in the last 12 months (rolling year)	Low	Percentage	24.2%	23.7%	23.7%	23.5%			↑											20.7%	10.3%	22.3%	12.4%	21.0%	
	2.9	Number of repeat contacts	Low	Rolling count	928	928	938	1169			↓																
	2.10	% of repeat contacts	Low	Percentage	16.0%	15.5%	17.0%	18.4%			↓																
	Assessments	3.1	Assessments authorised - No.	Info	Count	750	494	766	818	5,472		.															
3.2		Rate of assessments per 10,000 population aged under 18 - rolling 12 month performance	Low	Rolling rate	487.6	473.6	480.8	487.4			↓												455.3	234.7	489.5	305.6	387.8
3.3		Assessments auth in 45 WD - %	High	Percentage	78.9%	69.2%	69.1%	67.1%	69.9%	80%	↓	×	×	×	×	×	■	■	×	70%	80%		81.0%	94.0%	81.0%	95.0%	83.9%
3.4		Open assessments already past 45 working days	Low	Count	57	65	62	127			↓																
3.5		Ongoing involvement	High	Count	286	156	244	263	1,956		↑																
3.5p		% of completed assessments ending in - Ongoing Involvement	High	Percentage	38.1%	31.6%	31.9%	32.2%	35.7%	60%	↑	×	×	×	×	×	×	×	×	50%	60%						
3.6		Close with info and advice	Low	Count	343	245	417	403	2,645		↑																
3.7		Step down to FSP/TS	Low	Count	121	93	105	151	869		↓																
S47s	4.3	Number of S47's per 10,000 population aged 0-17 - rolling 12 month performance	Low	Rolling rate	143.6	87.2	139.3	140.8			↓												131.9	81.1	147.5	91.7	93.9
	4.4	Number of S47 investigations Completed	Info	Count	201	122	195	197	1,470		.																
	4.5	% of S47's with an outcome - Concerns are substantiated and child is judged to be at continuing risk of significant harm	High	Percentage	34.3%	38.5%	44.1%	35.0%	37.0%		↓																
	4.6	% of S47's with an outcome - Concerns are substantiated but the child is not judged to be at continuing risk of significant harm	High	Percentage	17.9%	11.5%	9.7%	15.2%	12.5%		↑																
	4.7	% of S47's with an outcome - Concerns not substantiated	Low	Percentage	47.8%	50.0%	46.2%	49.7%	50.5%		↓																44.8%
CIN	5.1	Section 17 CIN Nos.	Low	Count	1534	2005	2139	2182			↓																
	5.2	Number of CIN (inc. CPP as per DfE definition)	Low	Count	2087	2541	2682	2727			↓																
	5.3	Section 17 CIN Rate per 10K Under-18s	Low	Rate	91.3	119.4	127.4	129.9			↓																137
	5.5	S17 CIN with an up to date CIN plan - % ❷	High	Percentage	80.0%	75.1%	71.5%	64.7%		95%	↓	×	×	×	×	×	×	■	×	×	80%	90%					



Area	Ref	Indicator	Good perf. is	Data note	Last four months				Current year		DOT (Month on Month)	RAG (★●★)							Tolerances		Previous YTD	Latest benchmarking					
					Aug-17	Sep-17	Oct-17	Nov-17	YTD	Target		County	County	Breckland	North	Norwich	South	West	Yarmouth	Red		Green	Stat neigh avg	Best stat neigh	Nat. avg	Nat. top quartile	Eastern region
Child Protection	6.1	No. Children Subject to CP Plans	Low	Count	553	536	543	545			↓																
	6.2a	Initial CP conferences (no. children) - rolling 12 month performance	Low	Rolling 12	1030	1009	1017	1026			↓																
	6.2b	Initial CP conferences per 10,000 population - rolling 12 month performance	Low	Rolling rate	61.3	60.1	60.6	61.1			↓												65.9	43.8	62.6	40.1	44.7
	6.3	Number of children subject to an ICPC	Info	Count	55	74	92	97	672		•																
	6.4	% of ICPCs held within 15 days of strategy discussion	High	Percentage	87.3%	87.8%	72.8%	70.1%	81.7%	95%	↓	★	★	★	★	★	★	★	★	80%	90%		81.6%	93.2%	77.1%	93.4%	69.8%
	6.5	Children Subject to CP Plans - Rate per 10K Under-18s	Low	Rate	32.9	31.9	32.3	32.5		35.0	↓	★	★	★	★	★	★	★	★	30	35		42.6	18.8	43.1	27.2	30.6
	6.6	Number of children becoming subject to a CP plan per 10,000 population	Low	Rate	2.0	2.7	4.4	3.9			↑																
	6.7	Number of discontinuations of a CP plan per 10,000 population	High	Rate	1.8	4.3	3.8	4.2			↑																
	6.8	% children whose child protection plan started who had previously been subject to a CP Plan within the last 2 years - rolling 12 months	Low	Rolling 12	9.8%	8.6%	8.4%	8.3%			↑																
	6.9a	No. of children becoming the subject of a CP plan for a second or subsequent time, ever	Low	Count	4	10	18	14	116		↑																
	6.9b	% of children becoming the subject of a CP plan for a second or subsequent time - ever - rolling 12 months	Low	Percentage	23.3%	22.8%	22.4%	23.6%			↓												19.2%	9.5%	17.9%	10.5%	10.6%
	6.10a	No. children subject to child protection plan for > 18 months	Low	Count	13	16	14	15			↓																
	6.10n	No. children subject to child protection plan for > 2 years	Low	Count	6	6	6	5			↑																
	6.10b	% children subject to child protection plan for > 2 years	Low	Percentage	1.1%	1.1%	1.1%	0.9%		3% or less	↑	★	★	★	★	★	★	★	★	10%	3%		3.3%	0.0%	2.1%	0.3%	1.9%
	6.11a	No. children whose child protection plan ceased this month	High	Count	31	72	64	71	543		↑											541					
6.11b	% of CP plans ceased within period that had lasted 2 years or more	High	Percentage	0.0%	2.8%	0.0%	0.0%	1.5%		→																3.1%	
6.12	% RCPCs held in timescale in month	High	Percentage	96.8%	91.4%	95.8%	95.7%	93.7%	100%	↓	★	★	★	★	★	★	★	★	85%	95%							
6.14	% children on child protection plans seen within timescales**	High	Percentage	56.9%	67.3%	67.5%	58.1%	69.3%	100%	↓	★	★	★	★	★	★	★	★	80%	90%						77.5%	
LAC	7.1	No. Looked-After Children	Low	Count	1108	1111	1115	1131			↓																
	7.2	LAC - Rate per 10K Under-18s	Low	Rate	66.0	66.2	66.4	67.3		55	↓	★	★	★	★	★	★	★	★	65	55		53.0	38.0	60.0	36.0	49.9
	7.3	Admissions of Looked After Children	Low	Count	34	41	41	59	320		↓																
	7.4	Number of children who have ceased to be Looked After Children	High	Count	23	20	33	35	249		↑																
	7.5	Percentage of LAC who have ceased to be looked after due to permanence (Special Guardianship Order. Residence Order, Adoption) ③	High	Percentage	47.8%	40.0%	51.5%	40.0%	41.0%		↓																
	7.6	LAC in residential placements	Low	Count	118	119	117	133			↓																
	7.6a	% LAC in residential placements	Low	Percentage	10.6%	10.7%	10.5%	11.8%			↓																
	7.7	% LAC cases reviewed within timescales	High	Percentage	88.6%	90.8%	91.0%	93.8%			↑																
	7.8	Percentage of children adopted ③	High	Percentage	30.4%	20.0%	21.2%	25.7%	22.1%		↑															14.9%	
	7.9n	# LAC having a health assessment within 20 days of becoming LAC	Info	Count	19	28	24	15	141		•																
	7.9	% LAC becoming looked after for 20 working days and having a health assessment in that time	High	Percentage	59.4%	84.8%	60.0%	40.5%	54.7%		↓															44.2%	
	7.10	LAC with up-to-date Health Assessment - No.	High	Count	614	611	613	610			↓																
	7.11	LAC with up to date dental check - No.	High	Count	622	618	618	613			↓																
	7.13	LAC with up-to-date PEP - %	High	Percentage	89.6%	89.4%	89.3%	89.7%		100%	↑	★	★	★	★	★	★	★	★	80%	90%						
	7.14	LAC with up-to-date Care Plan - %	High	Percentage	96.1%	96.8%	97.0%	95.3%		100%	↓	★	★	★	★	★	★	★	★	80%	90%						
7.15	% LAC seen within timescales	High	Percentage	93.0%	91.4%	91.9%	90.1%		100%	↓	★	★	★	★	★	★	★	★	80%	90%							
7.17	LAC Reviews in month - Child Attended - %	High	Percentage	72.4%	72.3%	73.4%	68.2%	65.5%		↓																	
7.18	LAC Reviews in month - Child Participated - %	High	Percentage	92.5%	95.5%	97.0%	96.1%	93.6%		↓																	
Care Leavers	8.1	Number of care leavers	High	Count	395	445	436	446			↑																
	8.2	% Relevant / Former Relevant Care Leavers with a Pathway Plan	High	Percentage	87.1%	87.6%	87.4%	89.2%			↑																
	8.3	RCL & FRCL in Suitable Accommodation - %	High	Percentage	89.9%	91.9%	91.5%	93.9%		95%	↑	★	★	★	★	★	★	★	80%	95%		88%	95%	83%	94%		
	8.4	RCL & FRCL EET - %	High	Percentage	60.3%	62.9%	62.8%	62.6%		70%	↓	★	★	★	★	★	★	★	★	60%	70%		53%	71%	49%	63%	59.7%
Placements	9.1	% of long term LAC in placements which have been stable for at least 2 years	High	Percentage	71.7%	71.1%	71.2%	71.5%			↑												66.9%	75.0%	68.0%		
	9.2	LAC with 3 or more placements in any one year - %	Low	Percentage	10.6%	11.1%	10.7%	10.8%		11% or less	↓	★	★	★	★	★	★	★	★	20%	11%		10.3%	6.0%	10.0%		8.6%

Area	Ref	Indicator	Good perf. is	Data note	Last four months				Current year		DOT (Month on Month)	RAG (★●★)							Tolerances		Previous YTD	Latest benchmarking					
					Aug-17	Sep-17	Oct-17	Nov-17	YTD	Target		County	County	Breckland	North	Norwich	South	West	Yarmouth	Red		Green	Stat neigh avg	Best stat neigh	Nat. avg	Nat. top quartile	Eastern region
Adoptions	10.1a	Number of adoptions completed wilhin 12 months of SHOBPA	Info	Count	31	29	32	36			.																
	10.1b	% of adoptions completed wilhin 12 months of SHOBPA	High	Percentage	38%	38%	39%	43%			↑																
	10.2	Average number of days between a child becoming Looked After and having an adoption placement (A1) (Rolling12months)	Low	Average	313	315	317	318			↓															386	
	10.3	Average number of days between a placement order and being matched with an adoptive family (A2) (Rolling 12 months)	Low	Average	179	145	156	161			↓															179	
Caseload	11.1	Maximum caseload of qualified social workers in key safeguarding teams	Low	Maximum	37	41	43	51			↓																
	11.2	Maximum caseload of qualified social workers in LAC Teams	Low	Maximum	19	25	23	25			↓																
	11.2a	Average number of cases per qualified social worker in LAC Teams	Low	Average	10	14	12	12			↓																
	11.3	Maximum caseload of qualified social worker in Assessment Teams	Low	Maximum	37	41	43	51			↓																
	11.3a	Average number of cases per qualified social worker in Assessment Teams	Low	Average	22	24	20	23			↓																
	11.4	Maximum caseload of qualified social workers in FIT Teams	Low	Maximum	27	26	26	29			↓																
	11.4a	Average number of cases per qualified social worker in FIT Teams	Low	Average	14	15	15	15			↓																
	11.5	Maximum caseload of qualified social worker in CWD Teams	Low	Maximum	23	27	25	26			↓																
	11.5a	Average number of cases per qualified social worker in CWD Teams	Low	Average	17	17	17	15			↑																
	11.6	Maximum caseload of qualified social workers in NIPE Teams	Low	Maximum	13	2	1																				
11.6a	Average number of cases per qualified social worker in NIPE Teams	Low	Average	6	2	1																					
Foster Carers	12.1a	Task Centred Carer Household Approved (Rolling 12 months)	High	Count	16	18	17	17			→																
	12.1b	Kinship Carer Household Approved (Rolling 12 months)	High	Count	91	91	84	76			↓																
	12.1c	Short Breaks / Other Carer Household Approved (Rolling 12 months)	High	Count	10	10	9	7			↓																
		Total Carer Household Approved (Rolling 12 months)	High	Count	117	119	110	100			↓																
	12.2a	Task Centred Carer Household Ceased (Rolling 12 months)	Low	Count	37	36	38	36			↑																
	12.2b	Kinship Carer Household Ceased (Rolling 12 months)	Low	Count	63	70	64	66			↓																
		Short Breaks / Other Carer Household Ceased (Rolling 12 months)	Low	Count	21	21	21	25			↓																
	12.2c	Total Carer Household Ceased (Rolling 12 months)	Low	Count	121	127	123	127			↓																

- Notes:
- 1

Requests for Support and allocations are counted for the calendar month, but some of the allocated cases may be as a result of a Request for Support received at the end the previous month, as we have 5 days to allocate cases in Early Help. This may result in more cases being allocated than there are Requests for Support in the monthly MI data set, and thus percentages over 100.
- 2

From January 2017, CIN are required to have a plan from 45 working days after referral. Prior to this it was 20 working days.
- 3

Figures for these measures at locality level will not sum to the county total as there are a considerable number of instances where a locality has not been allocated.



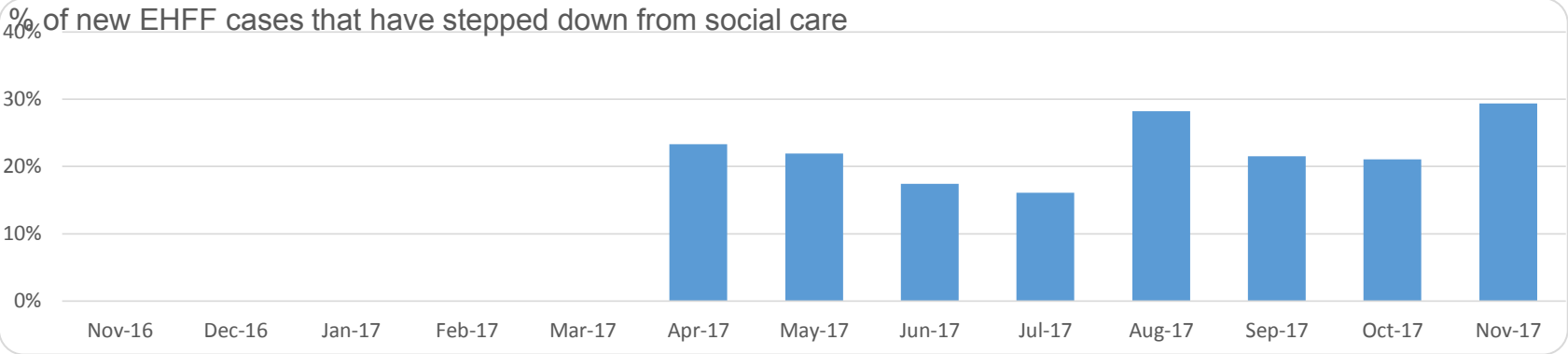
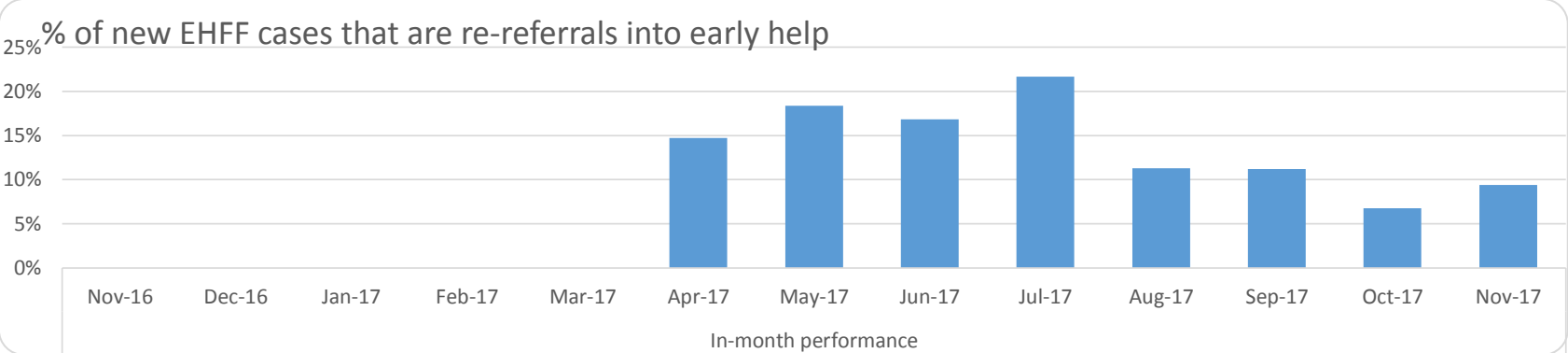
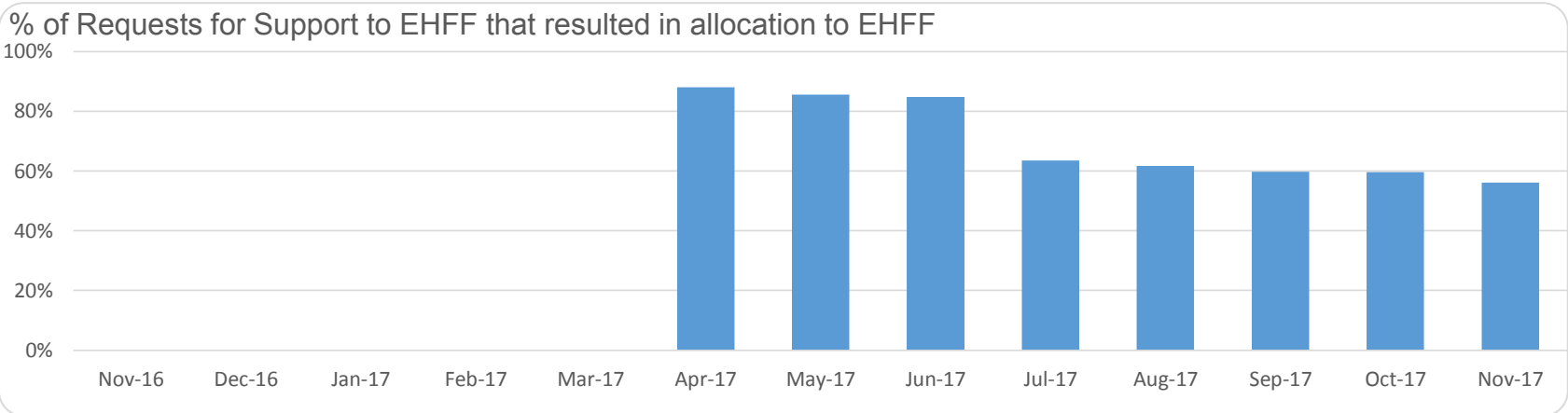
Definition

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

Performance analysis

The percentage of new EHFF cases that have stepped down from social care continues to rise, which is positive. However, there is a wide variation across the county. The most consistent locality is West, where the figure has been between 30-50% since April 17. The data in Norwich swings from very low (0% in July, 8% in October) to very high (64.7% in November). This could suggest that step-downs happen when back-logs are cleared as opposed to planned when the need is identified. The percentages in North have remained reasonably stable over the past three months but are low (between 10 and 15%). The reasons for this need to be jointly considered and addressed by the Head of Services and Partnerships and Head of Social Work.

		1.6	1.7	1.8	1.9
		% of Requests for Support to EHFF that resulted in allocation to EHFF	% of new cases open under s47 previously open to EHFF	% of new EHFF cases that are re-referrals into early help	% of new EHFF cases that have stepped down from social care
Good perf. is:		High	High	Low	High
In-month performance	Nov-16	-	-	-	-
	Dec-16	-	-	-	-
	Jan-17	-	-	-	-
	Feb-17	-	-	-	-
	Mar-17	-	-	-	-
	Apr-17	88.1%	-	14.7%	23.3%
	May-17	85.6%	-	18.4%	21.9%
	Jun-17	84.8%	-	16.8%	17.4%
	Jul-17	63.6%	-	21.7%	16.1%
	Aug-17	61.7%	-	11.3%	28.2%
	Sep-17	59.8%	-	11.2%	21.5%
	Oct-17	59.6%	-	6.8%	21.1%
	Nov-17	56.1%	-	9.4%	29.4%



**Note:**

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

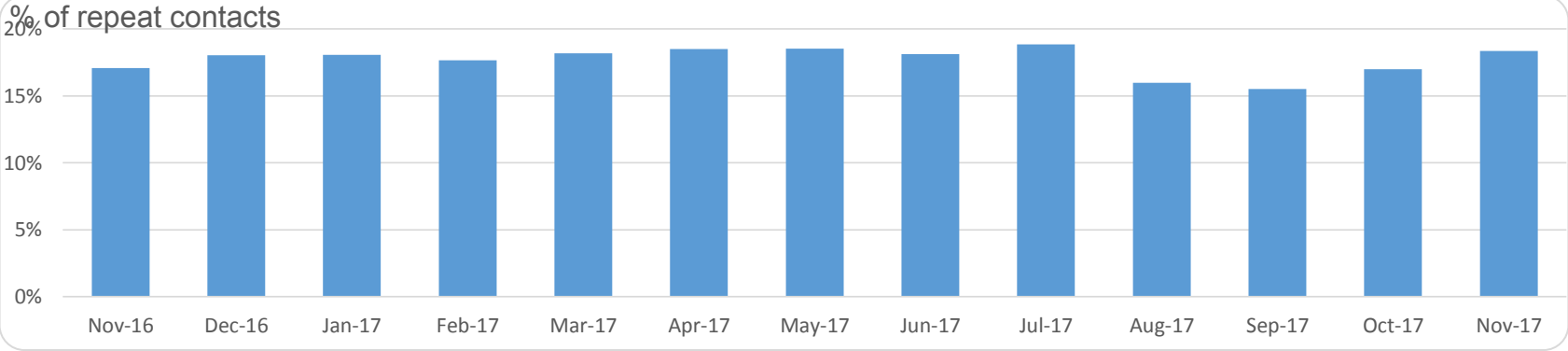
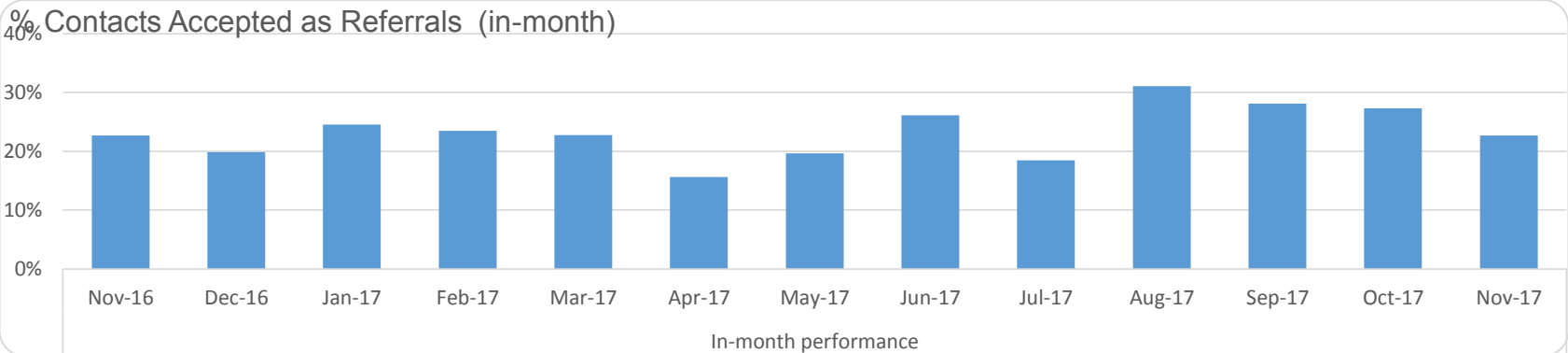
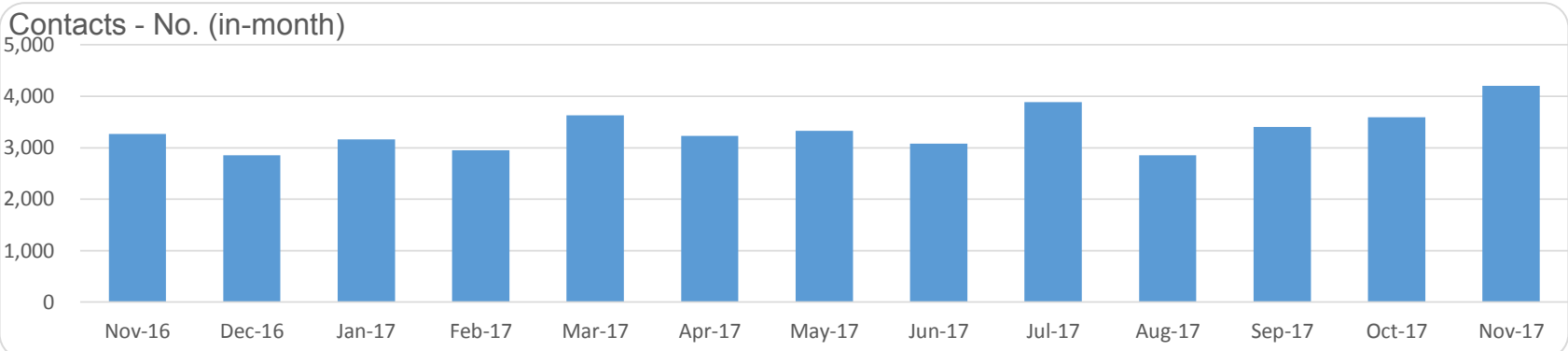
Definition

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

Performance analysis

The number of referrals across the county continued to increase in November with nearly 1000 more referrals than was received in November 2016 (and over 600 more than in October 2017). Fewer contacts were converted into referrals than seen in the previous 3 months, this is in part due to a drop in the percentage of Police contacts converting to referrals. There continues to be concern regarding the number of contacts being made, the low conversion rate to referral and the impact this has on MASH capacity. This is explored further in the next section.

		2.1	2.3	2.9	2.10
		Contacts - No. (in-month)	% Contacts Accepted as Referrals (in-month)	Number of repeat contacts	% of repeat contacts
Good perf. is:		Info	High	Low	Low
In-month performance	Nov-16	3,271	22.7%	951	17.1%
	Dec-16	2,852	19.8%	1,013	18.0%
	Jan-17	3,163	24.5%	1,009	18.1%
	Feb-17	2,950	23.5%	951	17.7%
	Mar-17	3,628	22.8%	1,041	18.2%
	Apr-17	3,234	15.6%	1,098	18.5%
	May-17	3,329	19.6%	1,167	18.5%
	Jun-17	3,081	26.1%	1,074	18.1%
	Jul-17	3,885	18.5%	1,161	18.9%
	Aug-17	2,852	31.1%	928	16.0%
	Sep-17	3,405	28.1%	928	15.5%
	Oct-17	3,594	27.3%	938	17.0%
	Nov-17	4,205	22.7%	1,169	18.4%
		These are over a rolling 3 month period.			



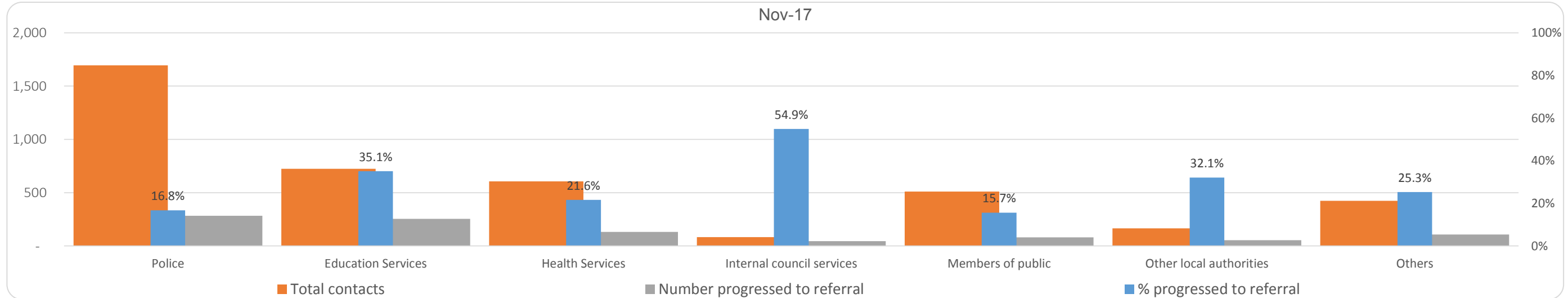
Contacts by source

(County - November 2017)

Definition	All contacts received by the LA via the MASH are screened against an agreed multi-agency threshold criteria. Where a decision-maker in MASH agrees the threshold for social care involvement is met the contact progresses to a 'referral'. Contacts come from a variety of sources and the data below provides a breakdown of numbers and progression rates to referral by source type. A number of the contacts made will be for information only or to ask for advice rather than be contacts seeking a referral to social care services.
Performance analysis	Recent data analysis of contact and referral forms shows that between 01/11/16 and 31/10/17 14,072 Police contacts regarding children were sent to MASH. Of these only 16% met the threshold for Social Care. This represents a huge volume of work being processed by MASH that isn't resulting in ongoing intervention. The quality and relevance of contacts being submitted by the Police will be explored via dip-sampling work in order that this issue can be effectively addressed with our Police partners. This needs to happen alongside continuing evaluation of the contacts we receive from all agencies to ensure we are working with our partners to encourage good application of Thresholds at the point of considering making a contact. This includes conversations regarding other routes for support, i.e. FSP and referrals directly to NEHFF.

		Police			Education Services			Health Services			Internal council services			Members of public			Other local authorities			Others		
		Total contacts	Number progressed to referral	% progressed to referral	Total contacts	Number progressed to referral	% progressed to referral	Total contacts	Number progressed to referral	% progressed to referral	Total contacts	Number progressed to referral	% progressed to referral	Total contacts	Number progressed to referral	% progressed to referral	Total contacts	Number progressed to referral	% progressed to referral	Total contacts	Number progressed to referral	% progressed to referral
In-month performance	Nov-16	1,336	208	15.6%	533	209	39.2%	393	88	22.4%	84	48	57.1%	455	57	12.5%	145	48	33.1%	325	85	26.2%
	Dec-16	1,155	157	13.6%	422	142	33.6%	377	90	23.9%	88	42	47.7%	411	65	15.8%	94	24	25.5%	305	46	15.1%
	Jan-17	1,402	239	17.0%	477	219	45.9%	350	102	29.1%	80	39	48.8%	426	56	13.1%	119	42	35.3%	309	79	25.6%
	Feb-17	1,105	215	19.5%	438	145	33.1%	379	81	21.4%	93	72	77.4%	466	71	15.2%	124	45	36.3%	345	64	18.6%
	Mar-17	1,330	254	19.1%	714	247	34.6%	500	98	19.6%	81	42	51.9%	476	56	11.8%	144	60	41.7%	383	69	18.0%
	Apr-17	1,497	201	13.4%	301	74	24.6%	426	55	12.9%	56	32	57.1%	437	58	13.3%	127	33	26.0%	390	53	13.6%
	May-17	1,350	223	16.5%	577	190	32.9%	433	75	17.3%	71	35	49.3%	408	31	7.6%	125	35	28.0%	365	65	17.8%
	Jun-17	1,262	250	19.8%	490	185	37.8%	438	124	28.3%	84	57	67.9%	402	75	18.7%	114	43	37.7%	291	70	24.1%
	Jul-17	1,594	251	15.7%	648	114	17.6%	512	107	20.9%	63	33	52.4%	544	87	16.0%	119	45	37.8%	405	80	19.8%
	Aug-17	1,386	389	28.1%	21	1	4.8%	437	154	35.2%	67	39	58.2%	500	135	27.0%	127	59	46.5%	314	109	34.7%
	Sep-17	1,450	283	19.5%	529	244	46.1%	422	153	36.3%	85	51	60.0%	441	85	19.3%	147	48	32.7%	331	92	27.8%
	Oct-17	1,600	364	22.8%	568	213	37.5%	381	92	24.1%	63	41	65.1%	483	116	24.0%	122	44	36.1%	377	112	29.7%
	Nov-17	1,694	284	16.8%	723	254	35.1%	607	131	21.6%	82	45	54.9%	511	80	15.7%	165	53	32.1%	423	107	25.3%

Nov-17	Total contacts in month		4,205	22.7%				Police	Edu.	Health	Internal	Public	Other LA	Other
					% of total contacts			40.3%	17.2%	14.4%	2.0%	12.2%	3.9%	10.1%
	Total progressed to referral		954		% of total referred			29.8%	26.6%	13.7%	4.7%	8.4%	5.6%	11.2%

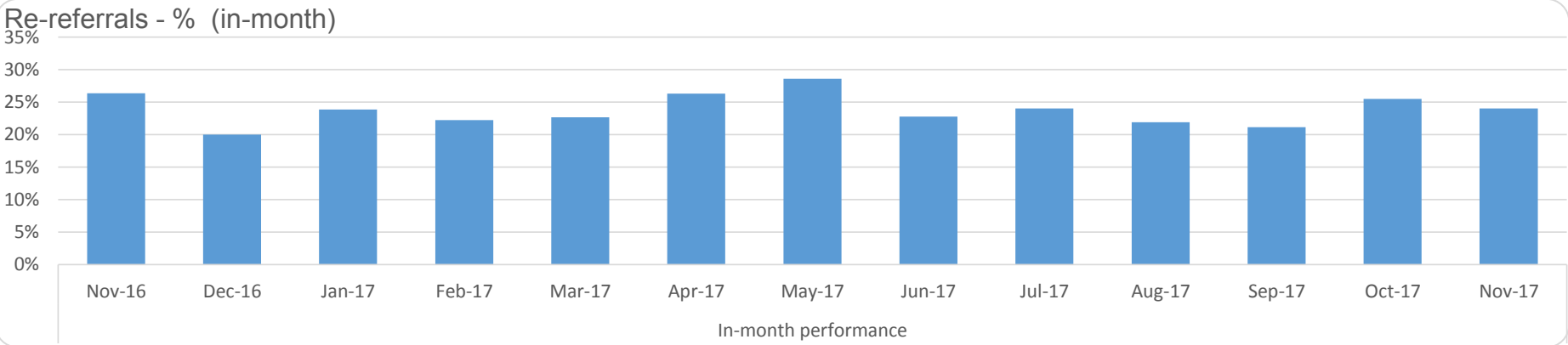
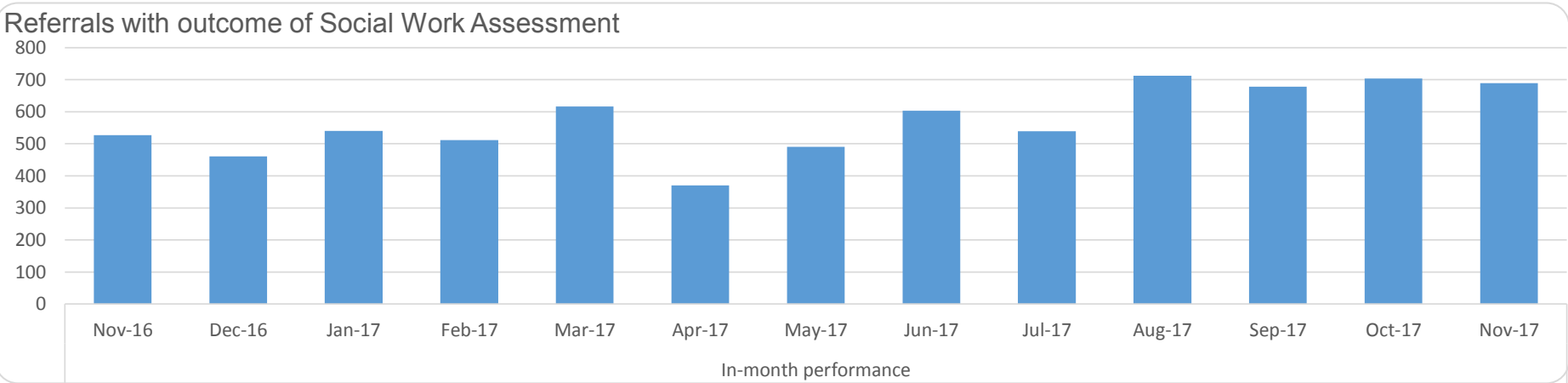


Referrals

(County - November 2017)

Definition	An initial contact will be progressed to a 'referral' where a Decision-Maker within MASH decides an assessment and/or services may be required for a child.
Performance analysis	Despite the increase in contacts there has been a slight reduction in the number of referrals made across the county. However, there have been increases in referral rates in North (from 150 to 184) and West (from 133 to 163) and for both localities this represents the highest number they have had in the past 12 months. This is likely to impact on allocation levels and assessment performance over the next few months. Conversely Norwich saw its lowest number of referrals (189) since July, although it is noted that they had a very high referral rate of 35.7% and the reasons for this need to be explored on a case level basis to ascertain whether the high levels of work coming into the assessment teams alongside high caseloads has impacted on decision making (i.e. closing cases that may have benefitted from ongoing involvement or not closing work that requires no further action, thus remaining without ongoing intervention on a caseload).

		2.2	2.5	2.7	2.8
		Referrals - No. (in-month)	Referrals with outcome of Social Work Assessment	Re-referrals - % (in-month)	% re-referral rate in the last 12 months (rolling year)
Good perf. is:		Info	Info	Info	Info
In-month performance	Nov-16	743	527	26.4%	-
	Dec-16	566	461	20.0%	-
	Jan-17	776	540	23.8%	-
	Feb-17	693	512	22.2%	-
	Mar-17	826	617	22.6%	-
	Apr-17	506	370	26.3%	-
	May-17	654	491	28.6%	-
	Jun-17	804	603	22.8%	-
	Jul-17	717	539	24.0%	24.4%
	Aug-17	886	713	21.9%	24.2%
	Sep-17	956	678	21.1%	23.7%
	Oct-17	982	704	25.5%	23.7%
	Nov-17	954	689	24.0%	23.5%



Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Re-referrals - % (in-month)	24.0%	20.7%	22.3%	12.4%	
% re-referral rate in the last 12 months (rolling year)	23.5%	20.7%	22.3%	12.4%	21.0%



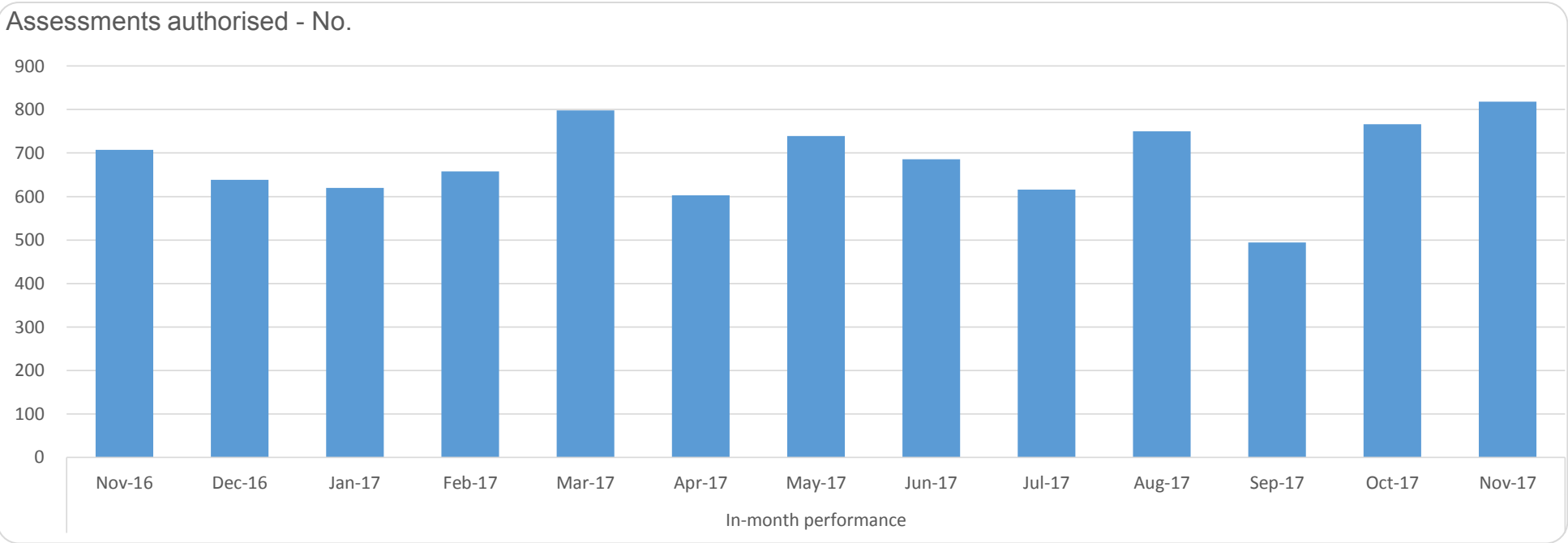
Definition

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

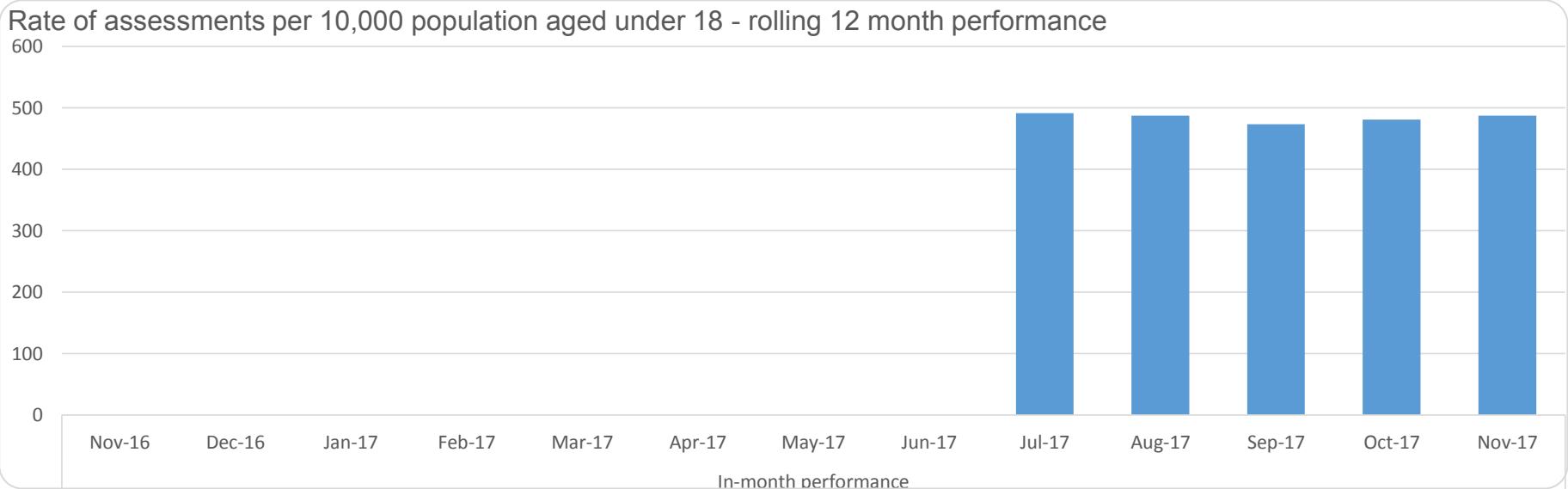
Performance analysis

The increase in assessments being completed is likely to be as a result of the higher number of referrals received by assessment teams in the past few months. The only locality that completed significantly less assessments than in October was South. However, the South's October figure of 111 was particularly high and November's figure of 84 was still significantly higher than usual.

		3.1	3.2
		Assessments authorised - No.	Rate of assessments per 10,000 population aged under 18 - rolling 12 month performance
Good perf. is:		Info	Low
In-month performance	Nov-16	707	-
	Dec-16	638	-
	Jan-17	620	-
	Feb-17	658	-
	Mar-17	798	-
	Apr-17	603	-
	May-17	739	-
	Jun-17	686	-
	Jul-17	616	491.4
	Aug-17	750	487.6
	Sep-17	494	473.6
	Oct-17	766	480.8
	Nov-17	818	487.4



Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Rate of assessments per 10,000 population aged under 18 - rolling 12 month performance	487.4	455.3	489.5	305.6	387.8355



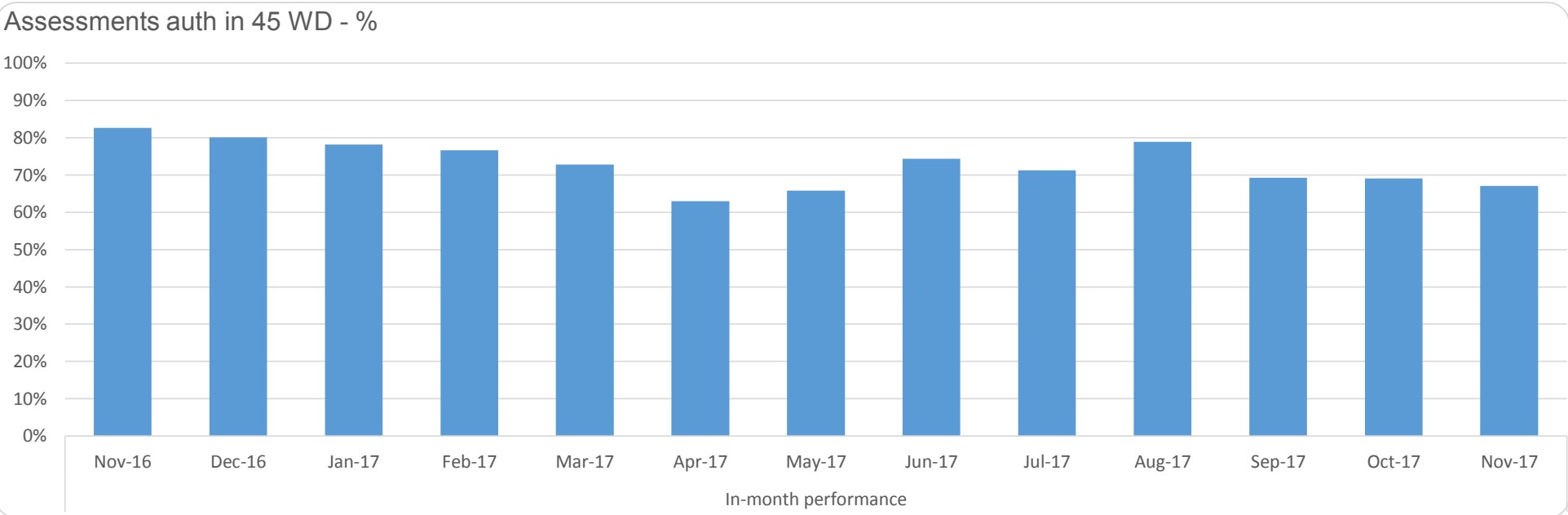
Definition

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

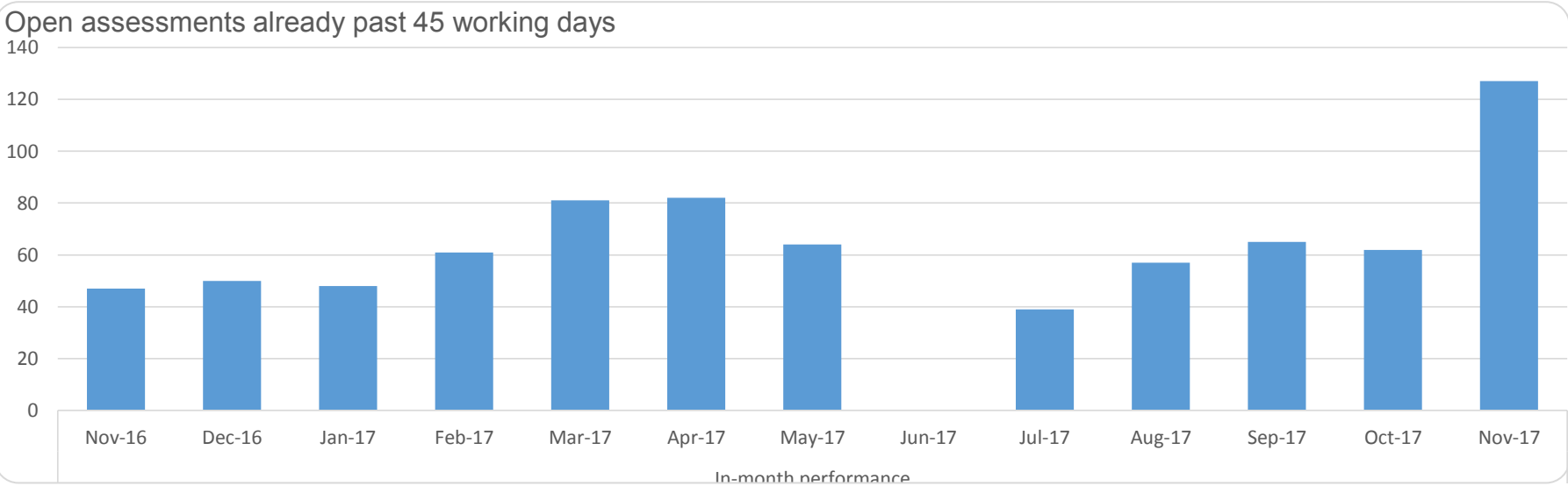
Performance analysis

The continuing drop in assessments being completed in timescales is a concern. The only locality that has achieved over 75% is West, although it is a drop from 91.7% and with 23 other assessments still open over 45 working days, this is likely to drop further next month. Gt Yarmouth have maintained their performance at 66.3%, however this is significantly lower than performance seen prior to March 17. Whilst Norwich has only seen a small change, they have 51 assessments open that are over 45 working days and therefore December's data will show a further drop in performance. North have shown a big rise in the percentage of assessments authorised in timescales (from 45% to 67.5%). Referral rates have been high over the past 3 months and it is acknowledged that this will have impacted on assessments being completed in 45 days. However, issues around timeliness of assessments has been a concern prior to the rise in referral rates, and the cumulative effect of this has impacted on assessments completed data and high caseload levels in some assessment teams.

		3.3	3.4
		Assessments auth in 45 WD - %	Open assessments already past 45 working days
Good perf. is:		High	Low
In-month performance	Nov-16	82.6%	47
	Dec-16	80.1%	50
	Jan-17	78.2%	48
	Feb-17	76.6%	61
	Mar-17	72.8%	81
	Apr-17	63.0%	82
	May-17	65.8%	64
	Jun-17	74.3%	-
	Jul-17	71.3%	39
	Aug-17	78.9%	57
	Sep-17	69.2%	65
	Oct-17	69.1%	62
	Nov-17	67.1%	127



Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Assessments auth in 45 WD - %	67.1%	81.0%	81.0%	95.0%	83.9%





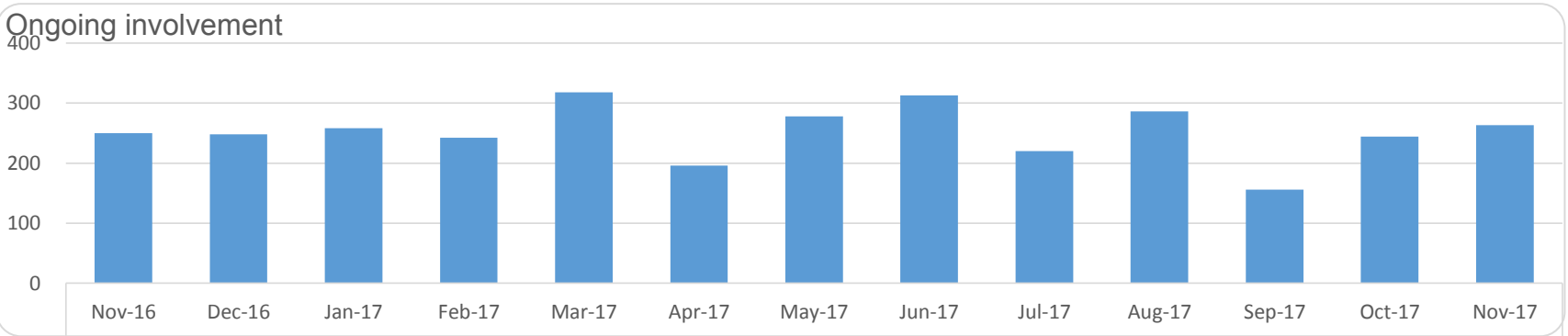
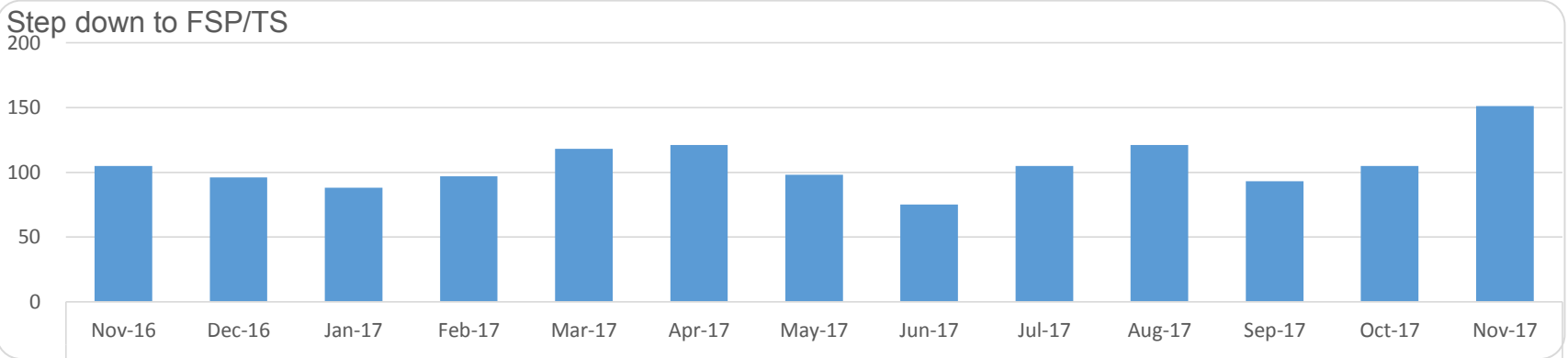
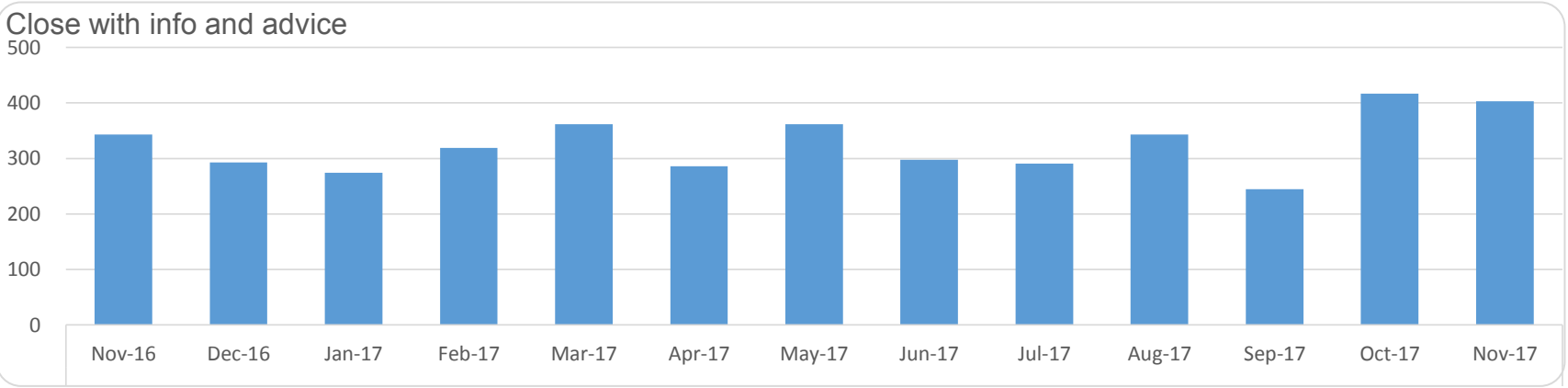
Definition

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

Performance analysis

Too high a proportion of Social Work Assessments result in closed with info and advice. Q2 data shows that Norfolk had the second highest rate of assessments closing with no ongoing social care involvement (62.7%) in the Eastern Region, with the region's average being 33.5%. However, it is positive to see that the percentage that stepped down to FSP/TS rather than closing has increased. South has the highest percentage of assessments with an outcome of ongoing involvement (45%) whilst North have the highest proportion that stepped down to FSP/TS (25.6%). This is significantly higher than previous months. Although their rate of ongoing involvement (26.5%) is still lower than the county average. Of most concern is in Breckland and Norwich where 63% of assessments were closed with information and advice. This raises questions about thresholds being applied either at the point of referral or the point of assessment completion. The QA team is testing thresholds through a dip-sampling exercise of decisions made in MASH followed by decision making at the end of assessments in assessment teams.

		3.6		3.7		3.5	
		Close with info and advice		Step down to FSP/TS		Ongoing involvement	
Good perf. is:		Low		Low		High	
In-month performance	Nov-16	343	49.1%	105	15.0%	250	35.8%
	Dec-16	293	46.0%	96	15.1%	248	38.9%
	Jan-17	274	44.2%	88	14.2%	258	41.6%
	Feb-17	319	48.5%	97	14.7%	242	36.8%
	Mar-17	362	45.4%	118	14.8%	318	39.8%
	Apr-17	286	47.4%	121	20.1%	196	32.5%
	May-17	362	49.1%	98	13.3%	278	37.7%
	Jun-17	298	43.4%	75	10.9%	313	45.6%
	Jul-17	291	47.2%	105	17.0%	220	35.7%
	Aug-17	343	45.7%	121	16.1%	286	38.1%
	Sep-17	245	49.6%	93	18.8%	156	31.6%
	Oct-17	417	54.4%	105	13.7%	244	31.9%
	Nov-17	403	49.3%	151	18.5%	263	32.2%



Section 47 Investigations

(County - November 2017)

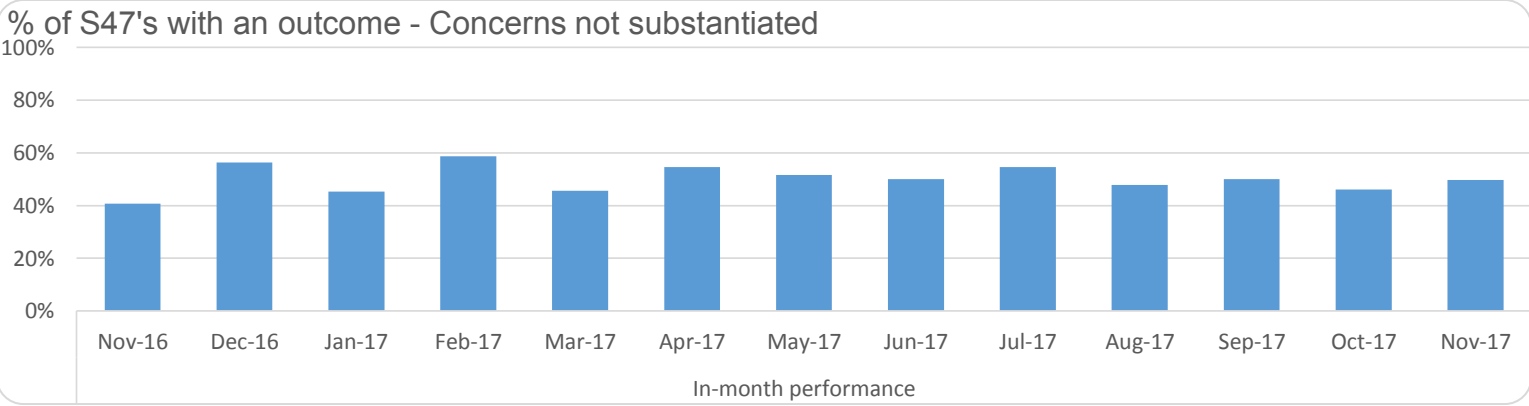
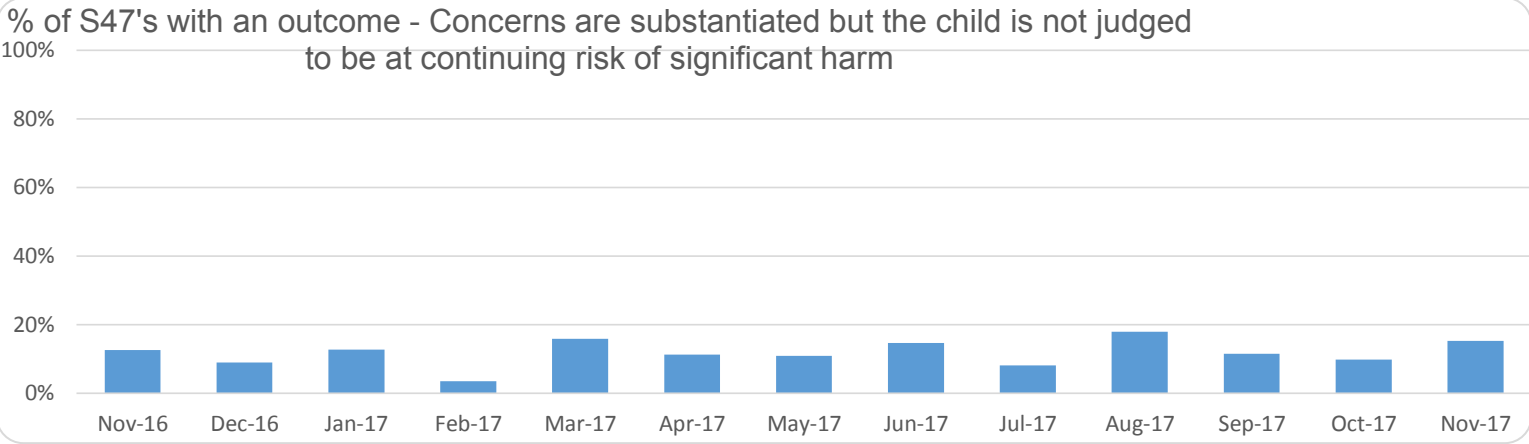
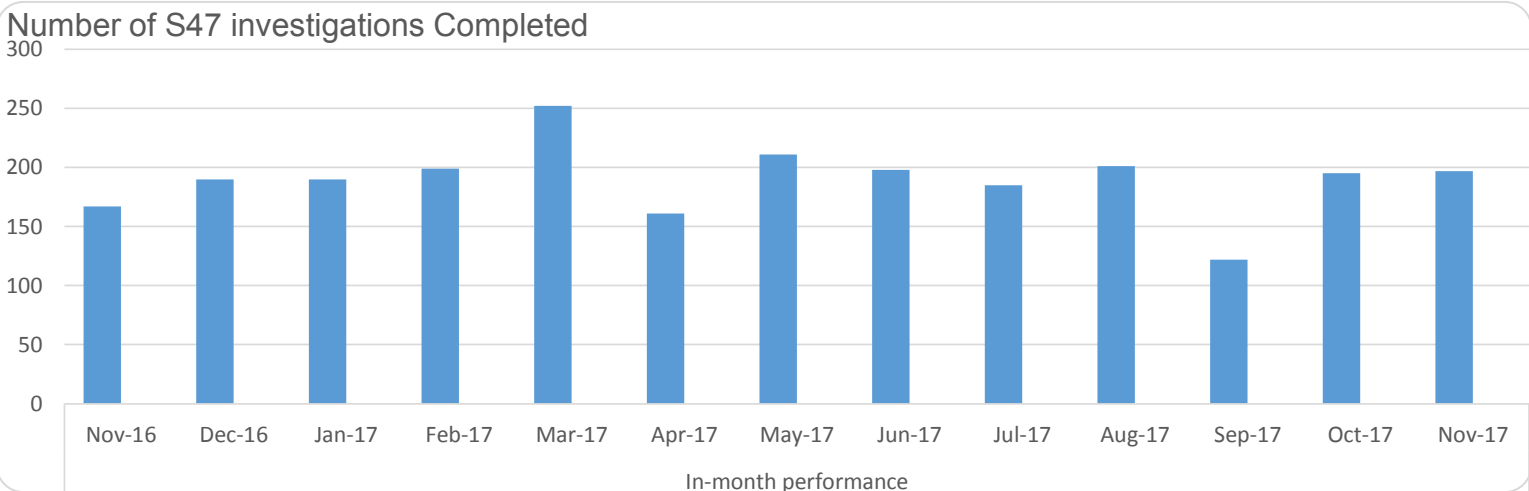
Definition

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

Performance analysis

Whilst lower than the National average, the number of S47s per 10k population is higher than the statistical and Eastern Region figures. However, we have similar performance regarding % of S47s with an outcome of concerns not substantiated with the Eastern Region average. New, separate forms have been introduced into CareFirst for practitioners to record section 47 investigations (including any ABE undertaken as part of it). This will enable us to not only be clearer about the data, but also allow easier review of the quality & timeliness of the investigations being undertaken.

		4.3	4.4	4.5n	4.5	4.6n	4.6	4.7n	4.7
		Number of S47's per 10,000 population aged 0-17 - rolling 12 month performance	Number of S47 investigations Completed	% of S47's with an outcome - Concerns are substantiated and child is judged to be at continuing risk of significant harm		% of S47's with an outcome - Concerns are substantiated but the child is not judged to be at continuing risk of significant harm		% of S47's with an outcome - Concerns not substantiated	
Good perf. is:		Low	Info	High		High		Low	
In-month performance	Nov-16	119.3	167	78	46.7%	21	12.6%	68	40.7%
	Dec-16	135.8	190	66	34.7%	17	8.9%	107	56.3%
	Jan-17	135.8	190	80	42.1%	24	12.6%	86	45.3%
	Feb-17	142.2	199	75	37.7%	7	3.5%	117	58.8%
	Mar-17	180.1	252	97	38.5%	40	15.9%	115	45.6%
	Apr-17	115.0	161	55	34.2%	18	11.2%	88	54.7%
	May-17	150.8	211	79	37.4%	23	10.9%	109	51.7%
	Jun-17	141.5	198	70	35.4%	29	14.6%	99	50.0%
	Jul-17	132.2	185	69	37.3%	15	8.1%	101	54.6%
	Aug-17	143.6	201	69	34.3%	36	17.9%	96	47.8%
	Sep-17	87.2	122	47	38.5%	14	11.5%	61	50.0%
	Oct-17	139.3	195	86	44.1%	19	9.7%	90	46.2%
Nov-17	140.8	197	69	35.0%	30	15.2%	98	49.7%	
Benchmarking		Norfolk	Stat neigh avg	Nat. avg		Nat. top quartile		Eastern region	
Number of S47's per 10,000 population aged 0-17 - rolling 12 month performance		140.8	131.9	147.5		91.7		93.9	
% of S47's with an outcome - Concerns not substantiated								44.8%	





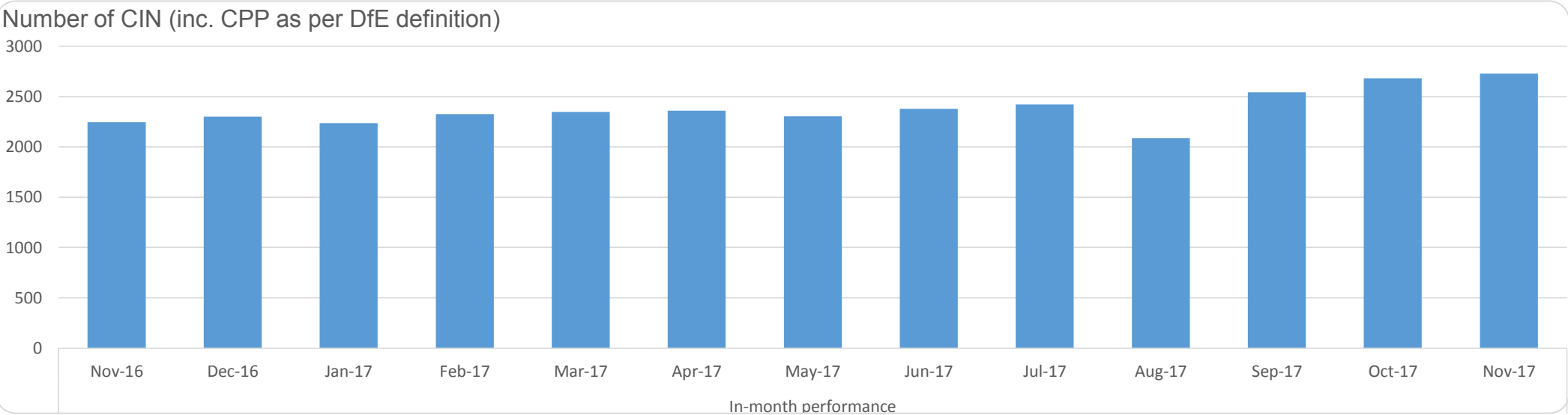
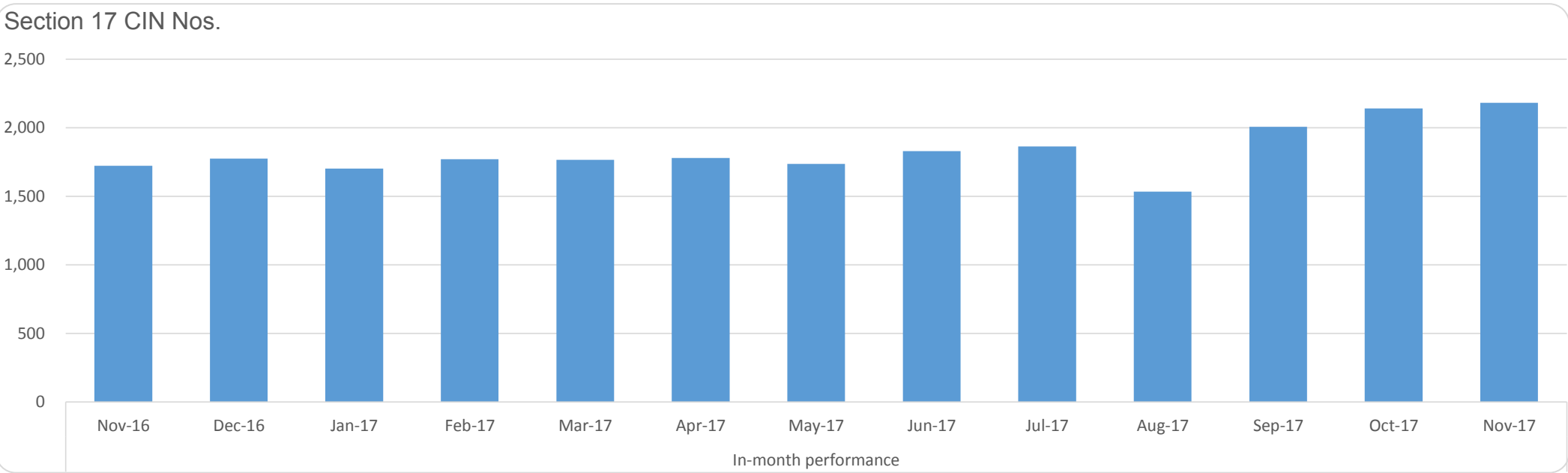
Definition

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

Performance analysis

The CIN numbers have risen in line with the increase in referrals. It is acknowledged that this is having an impact on caseloads, particularlry within the Assessment Teams.

		5.1	5.2
		Section 17 CIN Nos.	Number of CIN (inc. CPP as per DfE definition)
Good perf. is:		Low	Low
In-month performance	Nov-16	1,723	2,245
	Dec-16	1,775	2,302
	Jan-17	1,701	2,237
	Feb-17	1,770	2,327
	Mar-17	1,765	2,347
	Apr-17	1,778	2,360
	May-17	1,735	2,303
	Jun-17	1,829	2,379
	Jul-17	1,863	2,420
	Aug-17	1,534	2,087
	Sep-17	2,005	2,541
	Oct-17	2,139	2,682
	Nov-17	2,182	2,727

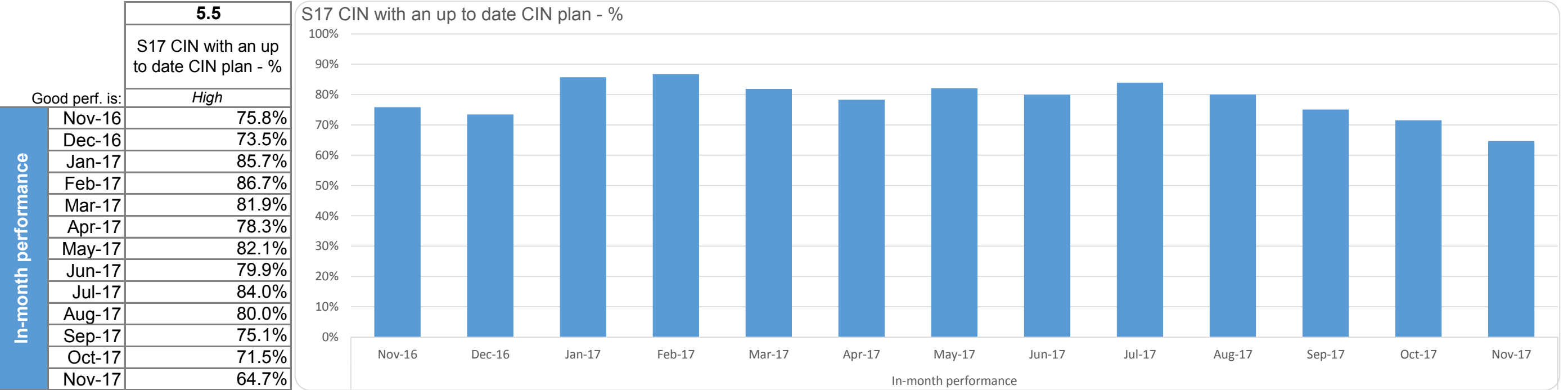


Definition

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

Performance analysis

The percentage of CIN with an up to date plan is linked to the percentage of social work assessments completed in timescales - where assessment have gone over timescales but the plan is for closure or stepdown, the reporting counts those children as being out of timescales for a CIN plan. This is particularly evidenced in Norwich where only 46% of CIN appear to have an up to date plan - it is known that there is a backlog of cases with a number of Social workers in one of the assessment teams that need to be written up and closed or stepped down. It is right that CIN plans are not added to these children's records as it is disproportionate to do so. However, it is important that all team mangers know which of the children without a CIN plan should have one and ensure that this is completed in a timely way.



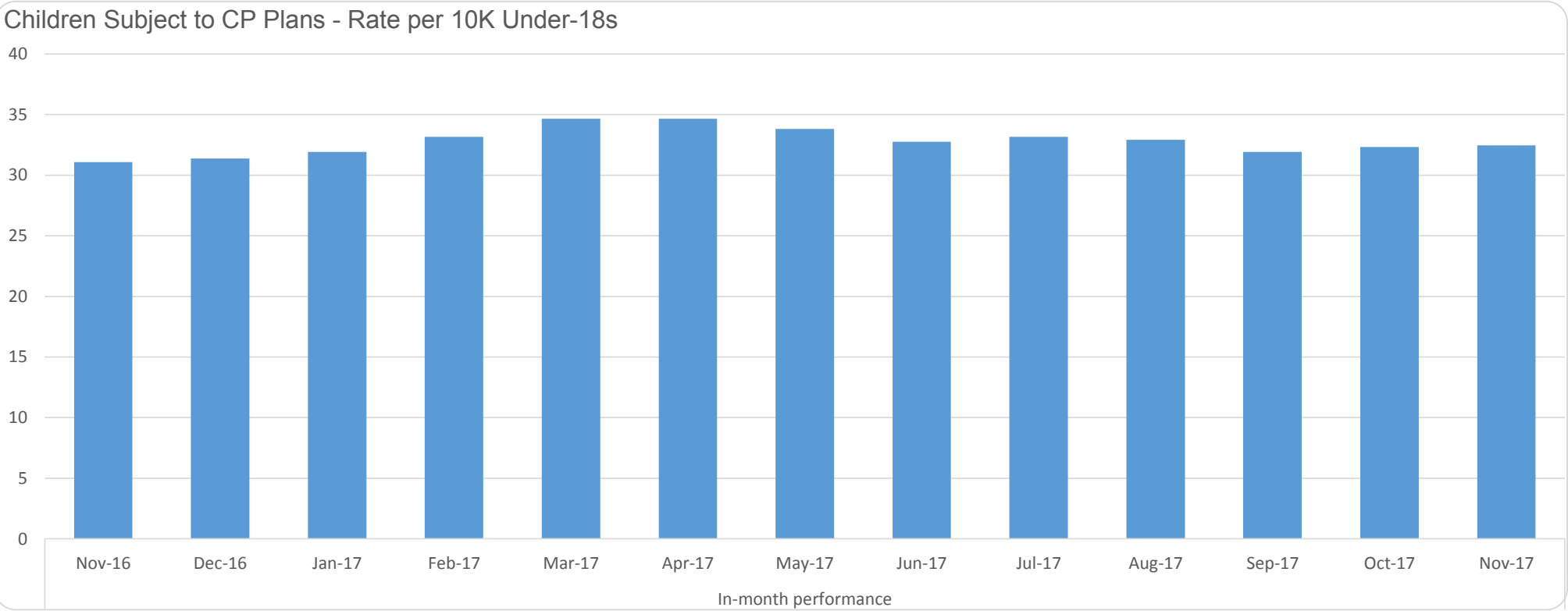
Definition

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

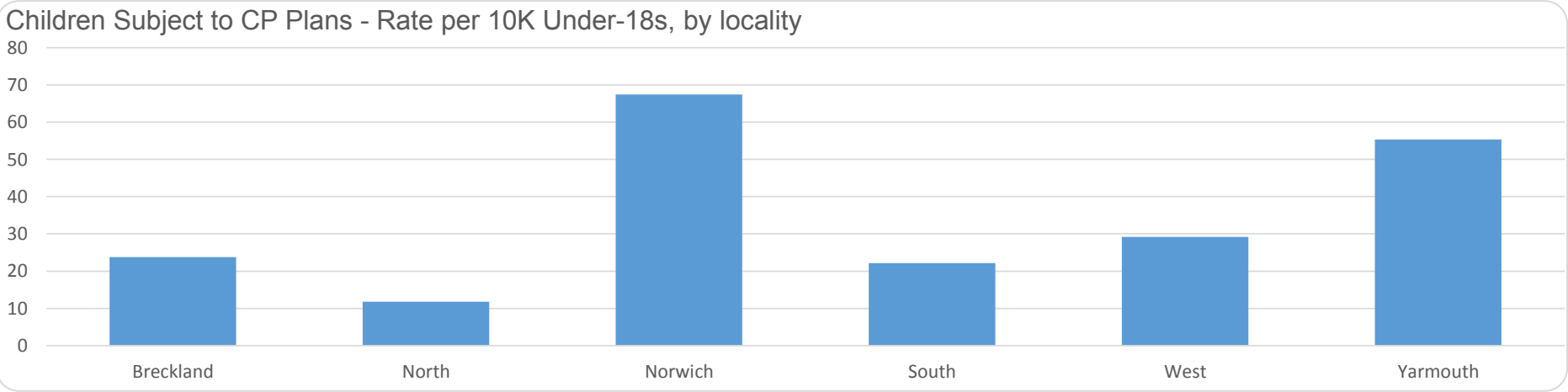
Performance analysis

Despite the increase in referrals the number of children subject to CP plans has not significantly increased and is in line with the Eastern Region average. Norwich continue to have a very high rate per 10k of 67.4, however this has reduced from the high of 77.0 in May 17. Whilst it is acknowledged that Norwich is an area of high deprivation, the CP numbers need to continue to be monitored and thresholds tested through audit and performance and challenge conversations.

		6.1	6.5
		No. Children Subject to CP Plans	Children Subject to CP Plans - Rate per 10K Under-18s
Good perf. is:		Low	Low
In-month performance	Nov-16	522	31.1
	Dec-16	527	31.4
	Jan-17	536	31.9
	Feb-17	557	33.2
	Mar-17	582	34.7
	Apr-17	582	34.7
	May-17	568	33.8
	Jun-17	550	32.7
	Jul-17	557	33.2
	Aug-17	553	32.9
	Sep-17	536	31.9
	Oct-17	543	32.3
	Nov-17	545	32.5



Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Children Subject to CP Plans - Rate per 10K Under-18s	32.5	42.6	43.1	27.2	30.6



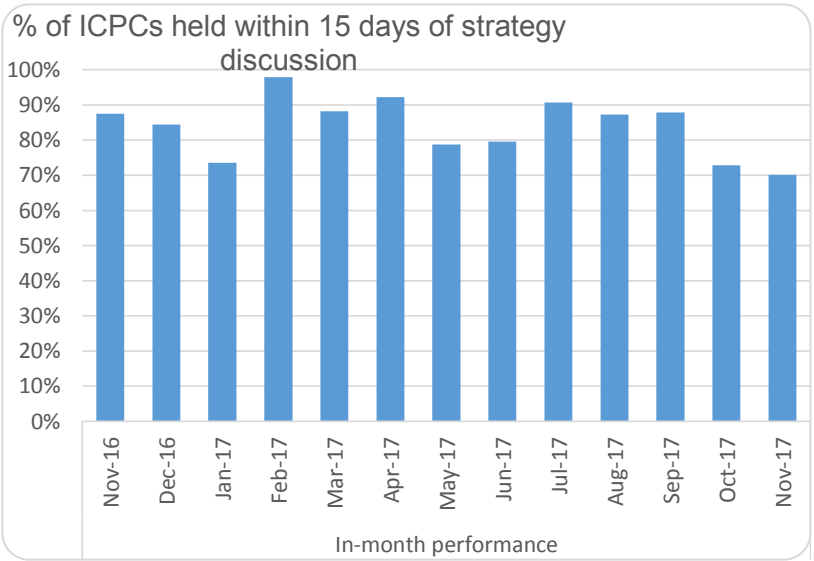
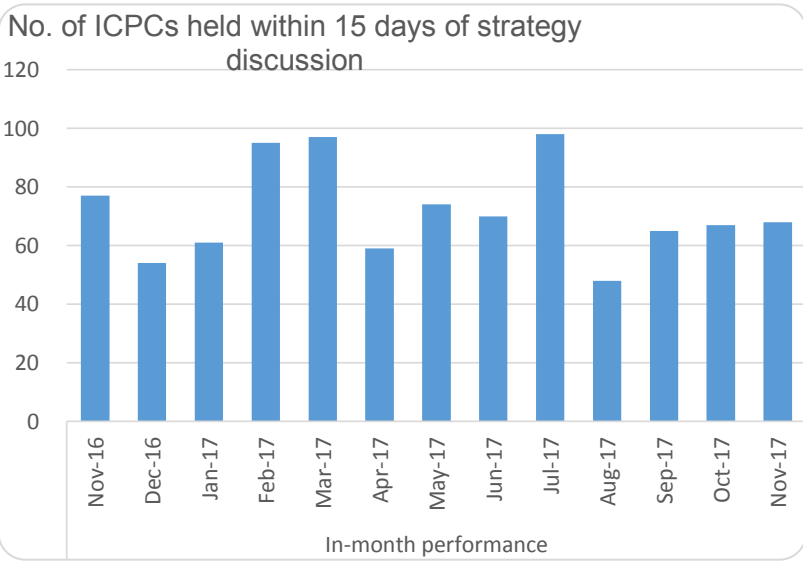
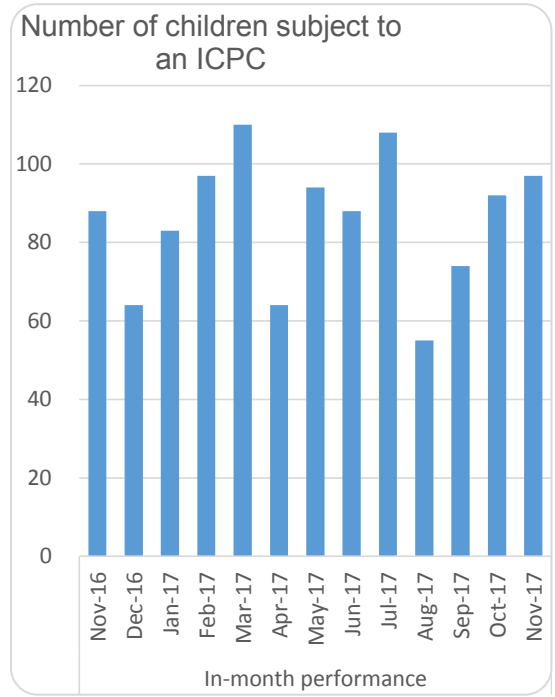
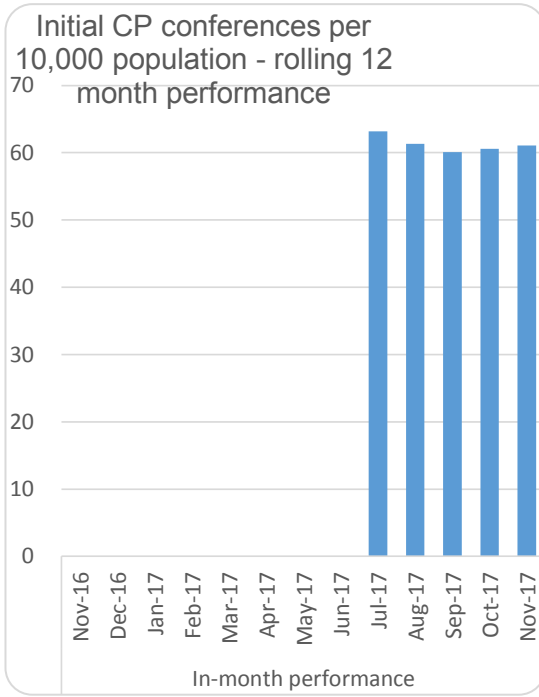
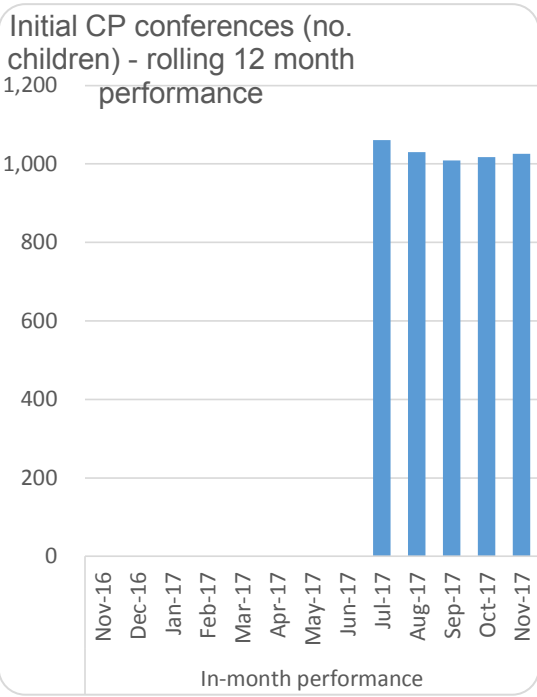
Initial Child Protection Conferences

(County - November 2017)

Definition	Following a Section 47 investigation a child protection conference may be convened to consider all the information gained and determine the next course of action. The conference will decide if the child needs to be made subject to a child protection plan. The aim of the plan is to ensure the child is safe from harm and remains that way.
Performance analysis	Whilst the data indicates that 30% of ICPCs were not held in timescales, a quick dip sampling exercise indicates that this figure should be smaller as in many of the cases there are recording errors and it is clear that the ICPCs were held in timescales. Other cases show clearly that the initial, in timescale, ICPC was stood down and rearranged.

		6.2a	6.2b	6.3	6.4n	6.4
		Initial CP conferences (no. children) - rolling 12 month performance	Initial CP conferences per 10,000 population - rolling 12 month performance	Number of children subject to an ICPC	No. of ICPCs held within 15 days of strategy discussion	% of ICPCs held within 15 days of strategy discussion
Good perf. is:		Low	Low	Info	High	High
In-month performance	Nov-16	-	-	88	77	87.5%
	Dec-16	-	-	64	54	84.4%
	Jan-17	-	-	83	61	73.5%
	Feb-17	-	-	97	95	97.9%
	Mar-17	-	-	110	97	88.2%
	Apr-17	-	-	64	59	92.2%
	May-17	-	-	94	74	78.7%
	Jun-17	-	-	88	70	79.5%
	Jul-17	1,061	63	108	98	90.7%
	Aug-17	1,030	61	55	48	87.3%
	Sep-17	1,009	60	74	65	87.8%
	Oct-17	1,017	61	92	67	72.8%
	Nov-17	1,026	61	97	68	70.1%

Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Initial CP conferences per 10,000 population - rolling 12 month performance	61.1	65.9	62.6	40.1	44.7
% of ICPCs held within 15 days of strategy discussion	70.1%	81.6%	77.1%	93.4%	69.8%

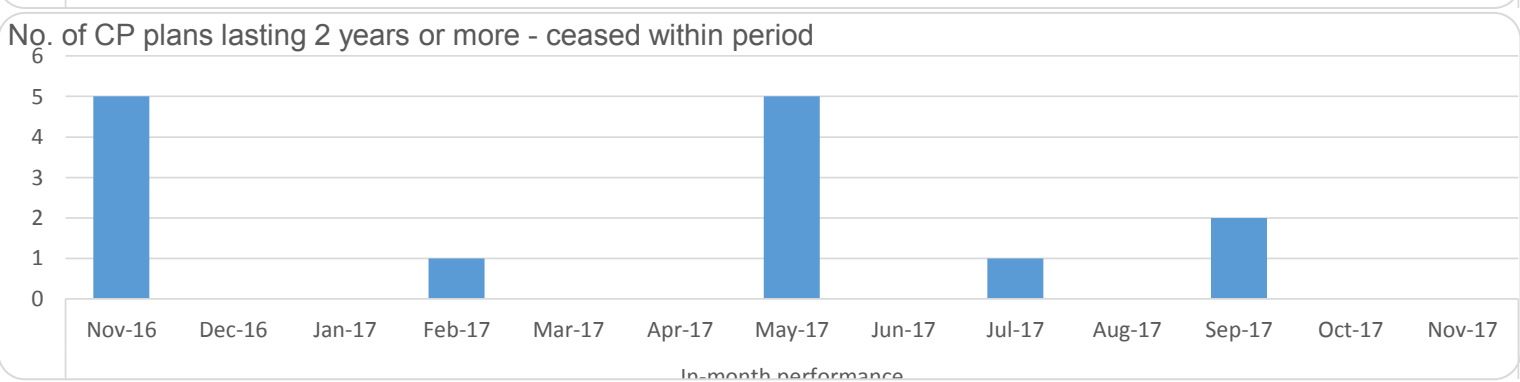
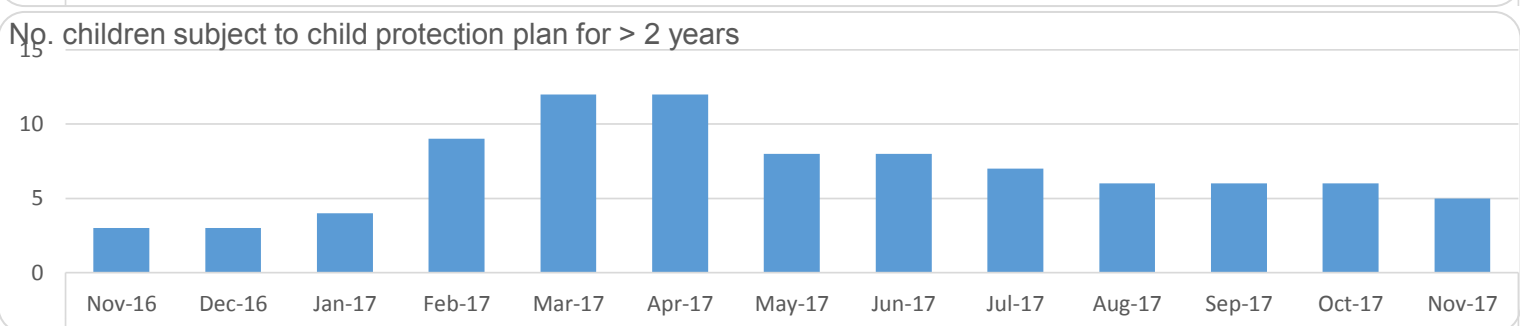
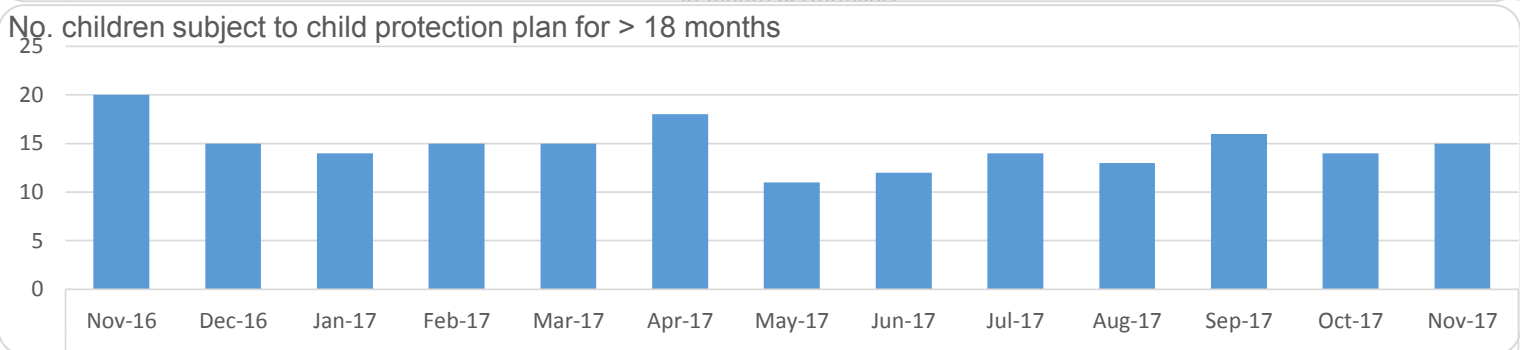
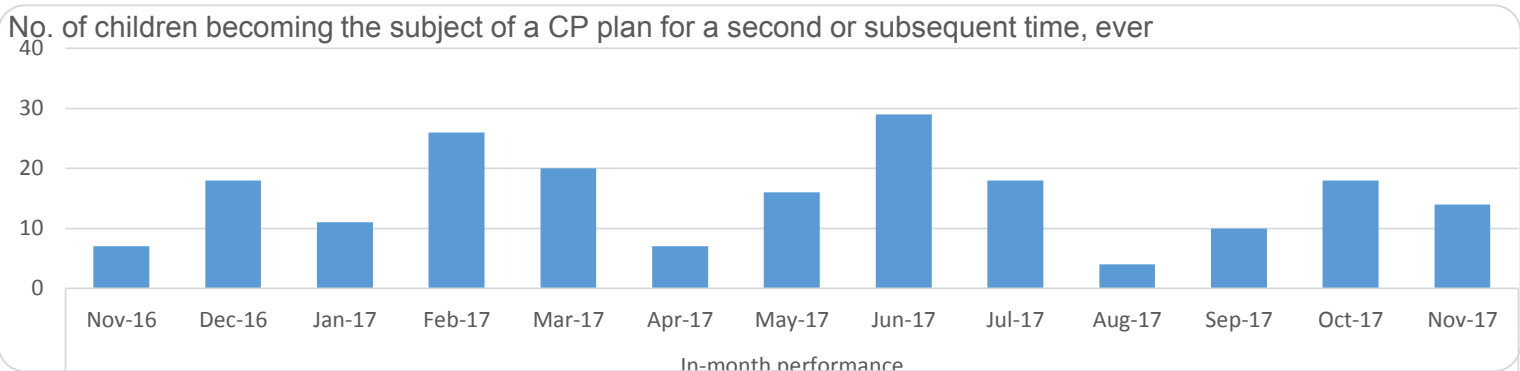


Child Protection Time Periods

(County - November 2017)

Definition	Child Protection plans remain in force until the child is considered to no longer be at risk of harm, moves out of the local authority area, or reaches the age of 18.
Performance analysis	Whilst the numbers of children subject to a second to subsequent CP are lower than they have been, the % remains higher than statistical neighbour and national averages. A recent audit of cases in this cohort raised a hypothesis regarding a possible lack of robust support when previous CP plans have closed. If numbers rise in the next few months, further exploration of this may be needed to test the previously considered hypothesis.

		6.9a	6.9b	6.10a	6.10n	6.10b	6.11n	6.11b
		No. of children becoming the subject of a CP plan for a second or subsequent time, ever	% of children becoming the subject of a CP plan for a second or subsequent time - ever - rolling 12 months	No. children subject to child protection plan for > 18 months	No. children subject to child protection plan for > 2 years	% children subject to child protection plan for > 2 years	No. of CP plans lasting 2 years or more - ceased within period	% of CP plans ceased within period that had lasted 2 years or more
Good perf. is:		Low	Low	Low	Low	Low	-	High
In-month performance	Nov-16	7	22.5%	20	3	0.6%	5	4.7%
	Dec-16	18	22.2%	15	3	0.6%	0	0.0%
	Jan-17	11	21.6%	14	4	0.7%	0	0.0%
	Feb-17	26	22.6%	15	9	1.6%	1	1.6%
	Mar-17	20	23.1%	15	12	2.1%	0	0.0%
	Apr-17	7	22.7%	18	12	2.1%	0	0.0%
	May-17	16	21.8%	11	8	1.4%	5	5.8%
	Jun-17	29	23.1%	12	8	1.5%	0	0.0%
	Jul-17	18	23.1%	14	7	1.3%	1	1.3%
	Aug-17	4	23.3%	13	6	1.1%	0	0.0%
	Sep-17	10	22.8%	16	6	1.1%	2	2.8%
	Oct-17	18	22.4%	14	6	1.1%	0	0.0%
	Nov-17	14	23.6%	15	5	0.9%	0	0.0%
Benchmarking								
Norfolk			23.6%			0.9%		0.0%
Stat neigh avg			19.2%			3.3%		
Nat. avg			17.9%			2.1%		
Nat. top quartile			10.5%			0.3%		
Eastern region			10.6%			1.9%		3.1%



Child Protection Reviews and Visits

(County - November 2017)

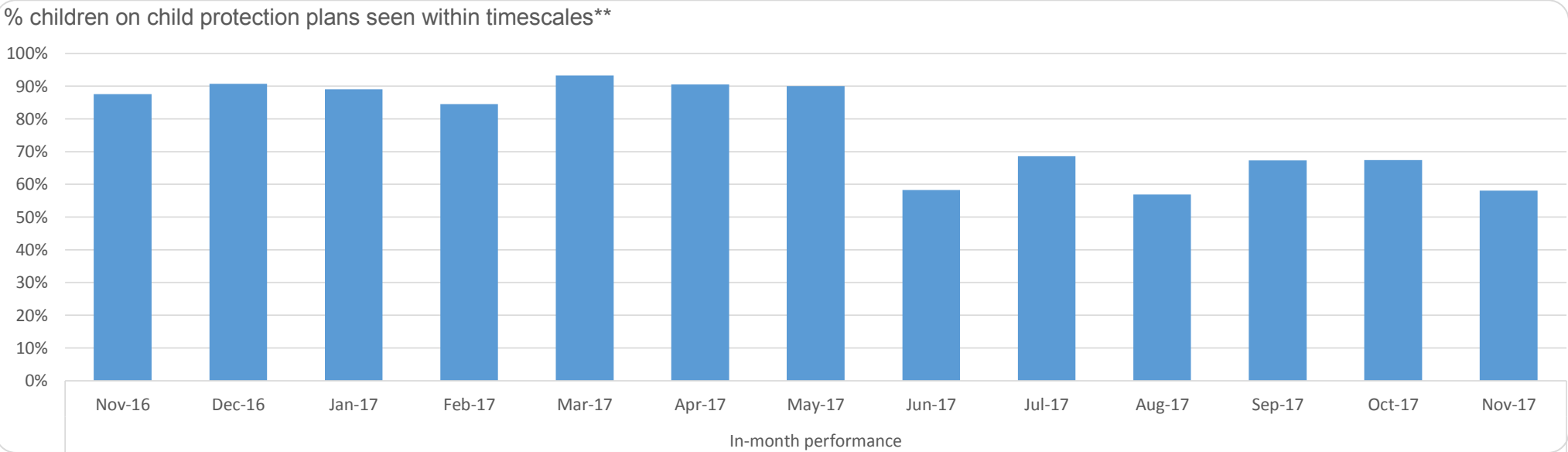
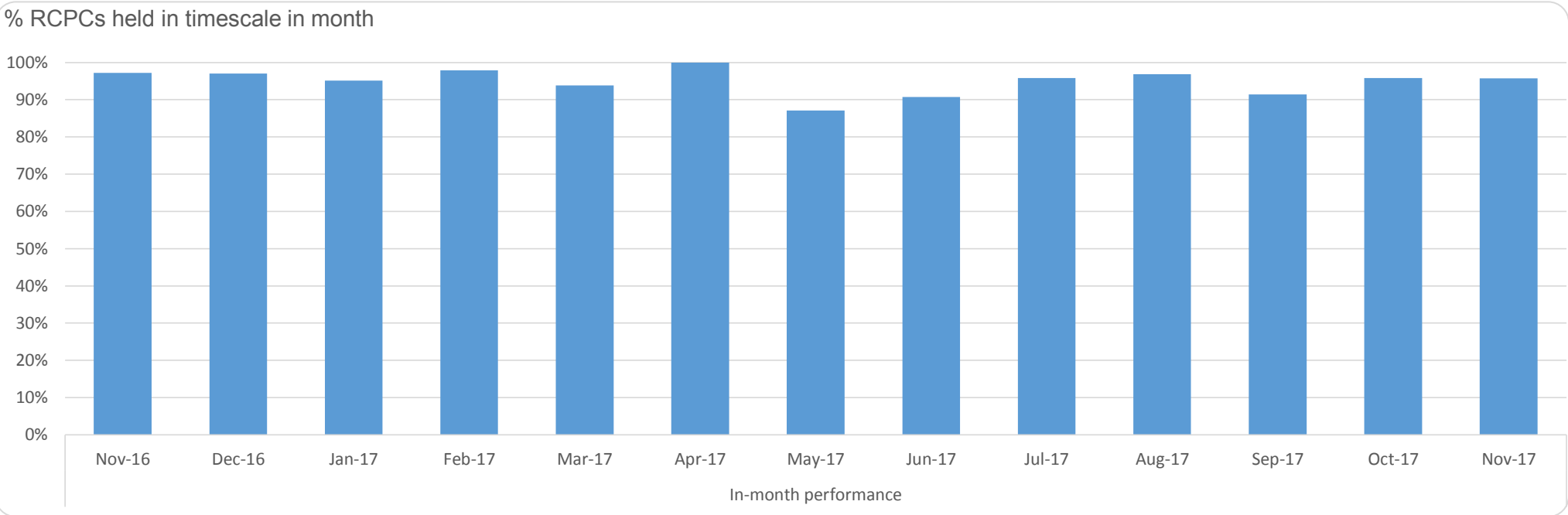
Definition

A child protection plan is reviewed after 3 months at a Review Conference and at intervals of no more than 6 months thereafter. The Norfolk Recording Timescales Framework states that children subject to a CP plan should be visited a minimum of 4 weekly (20 working days), however this timescale was changed in July 17 to 10 working days

Performance analysis

It is concerning that the percentage of children on CP plans seen within the 10 day timescales has fallen to 58%. The timescale was reduced from 20 working days in July 17 and whilst an initial dip in performance was expected, it was expected that this practice would become quickly embedded. Breckland and South are both showing good performance at circa 84%, whilst North have shown a big drop in performance from 72% in October to 31.8%. The Head of Social Work in the North needs to work with team managers to ensure there is clear expectation regarding whether children have been seen or not (i.e. if it is a recording issue) and put plans in place to address this. Given the differences in performance, consideration is needed as to why some localities can meet the timescale and others are finding this more of a challenge. Is this a caseload/SW vacancy issue or a fundamental practice issue?

		6.12	6.14
		% RCPCs held in timescale in month	% children on child protection plans seen within timescales**
Good perf. is:		High	High
In-month performance	Nov-16	97.2%	87.5%
	Dec-16	97.0%	90.7%
	Jan-17	95.1%	89.1%
	Feb-17	97.9%	84.5%
	Mar-17	93.8%	93.3%
	Apr-17	100.0%	90.5%
	May-17	87.1%	90.0%
	Jun-17	90.7%	58.3%
	Jul-17	95.8%	68.6%
	Aug-17	96.8%	56.9%
	Sep-17	91.4%	67.3%
	Oct-17	95.8%	67.5%
	Nov-17	95.7%	58.1%
Benchmarking			
Eastern region		77.5%	

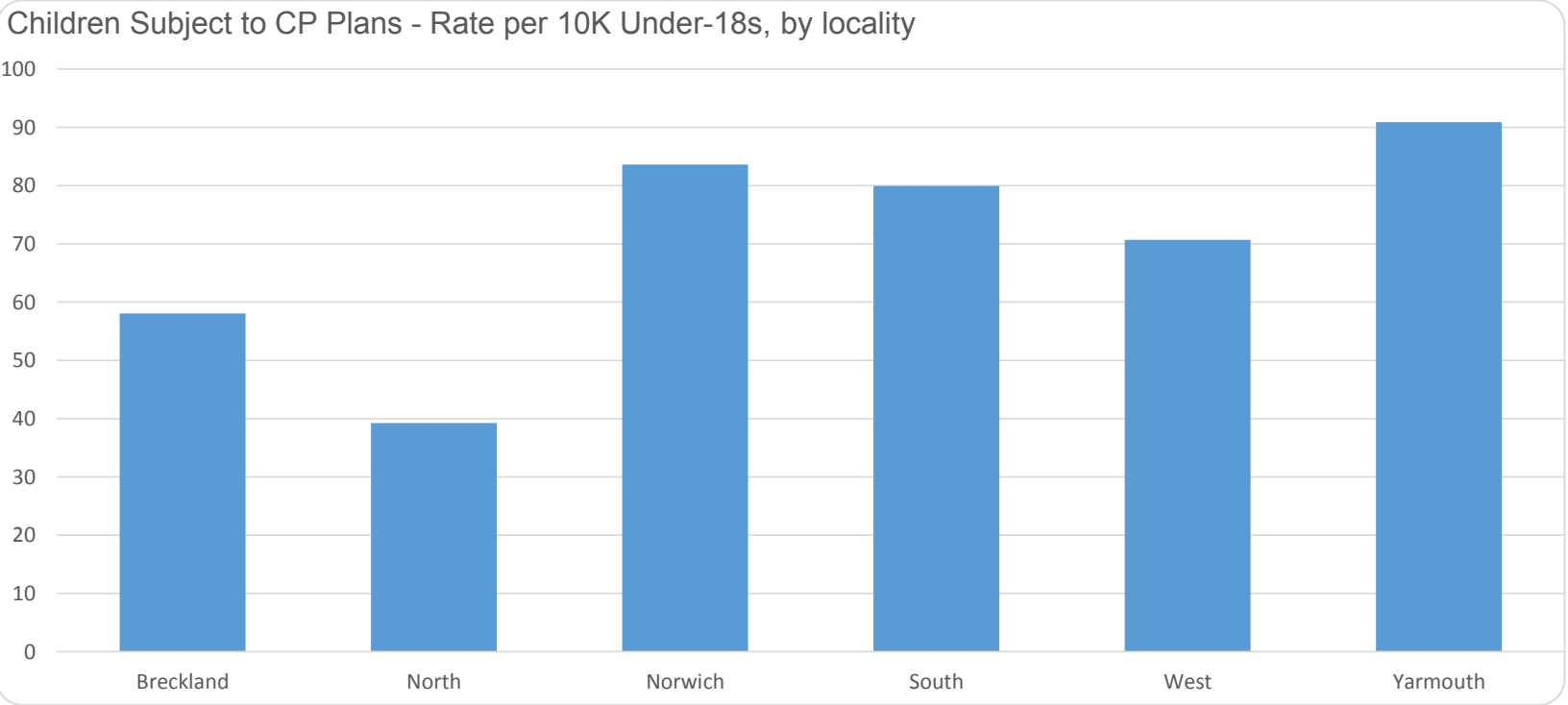
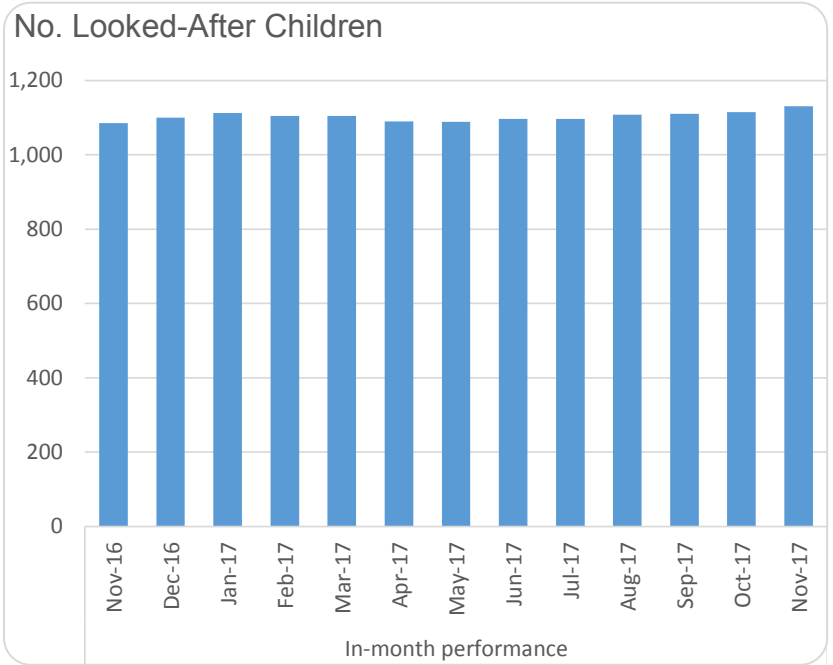
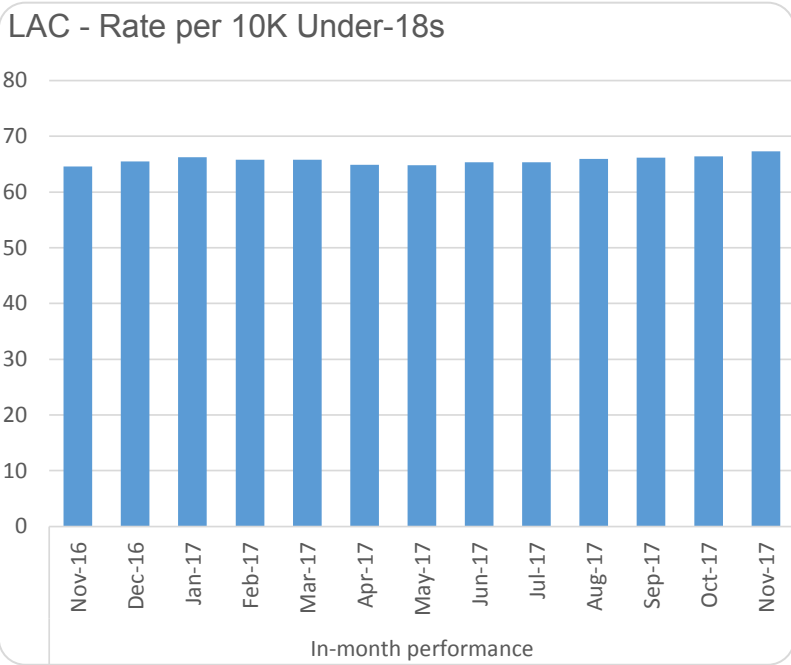


Looked After Children

(County - November 2017)

Definition	Looked After Children are those children who have become the responsibility of the Local Authority. This can happen voluntarily by parents (section 20) or through Care Proceedings.
Performance analysis	The number of LAC in Norfolk has increased from 1085 in November 16 to 1131 at the end of November 17, an increase of 46 children in 12 months. Between November 16 and February 17 there was a small rise in numbers but this did start to decrease again, and by April 17 the figure was 1093. It was hoped that new initiatives around 'Edge of Care' and Early Help, alongside identified practice changes would start to show a small impact on our Looked after Children numbers over the following months. Whilst initially we did see some decrease, this has not been sustained. An analytical report is being completed to look at the cohort of children who have become Looked After between 01/04/17 & 30/11/17 to ascertain whether there are any trends or indicators that could lead to hypothesis around the increase in numbers and any practice issues. It also considers all children who have ceased to be looked after in the same period of time, looking in particular at age groups and the length of time spent in care. It is currently too soon to speculate about the impact of the New Directions Service as it has only been fully operational since October 2017.

		7.2	7.1	7.3	7.4	
		LAC - Rate per 10K Under-18s	No. Looked-After Children	Admissions of Looked After Children	Number of children who have ceased to be Looked After Children	
		Good perf. is: <i>Low</i>	<i>Low</i>	<i>Low</i>	<i>High</i>	
In-month performance	Nov-16	64.6	1,085	56	33	
	Dec-16	65.5	1,100	42	29	
	Jan-17	66.3	1,113	42	27	
	Feb-17	65.8	1,105	22	25	
	Mar-17	65.8	1,105	45	38	
	Apr-17	64.9	1,090	32	45	
	May-17	64.8	1,089	30	29	
	Jun-17	65.3	1,097	40	28	
	Jul-17	65.3	1,097	43	36	
	Aug-17	66.0	1,108	34	23	
	Sep-17	66.2	1,111	41	20	
	Oct-17	66.4	1,115	41	33	
Nov-17	67.3	1,131	59	35		
Benchmarking		Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
LAC - Rate per 10K Under-18s		67.3	53.0	60.0	36.0	49.88522697





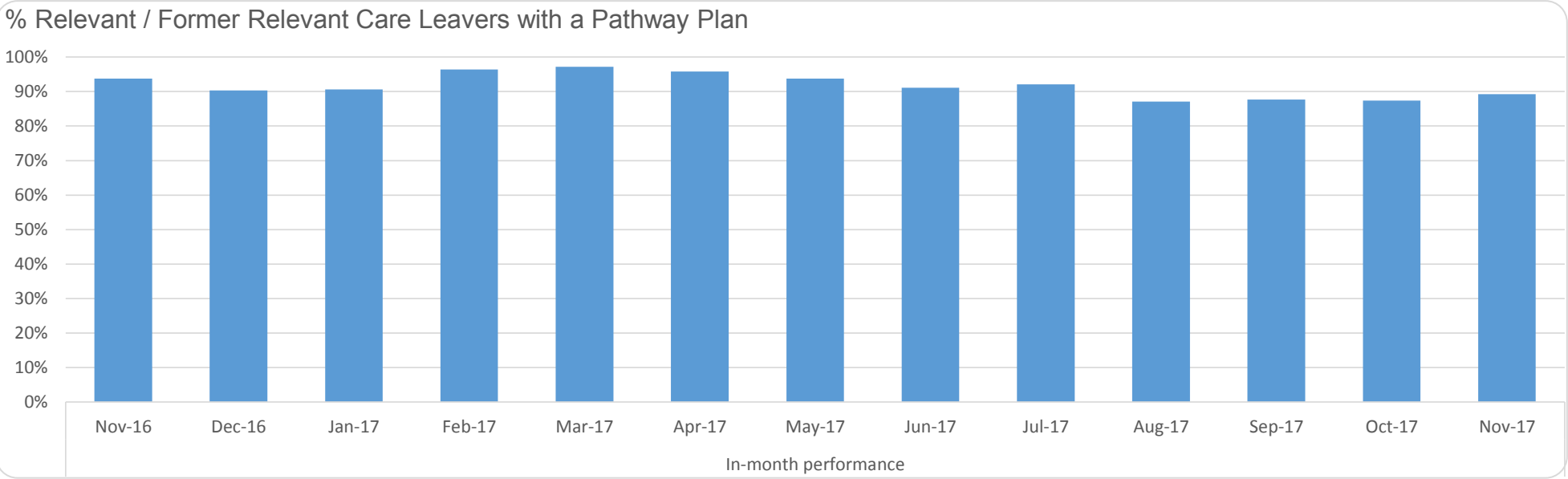
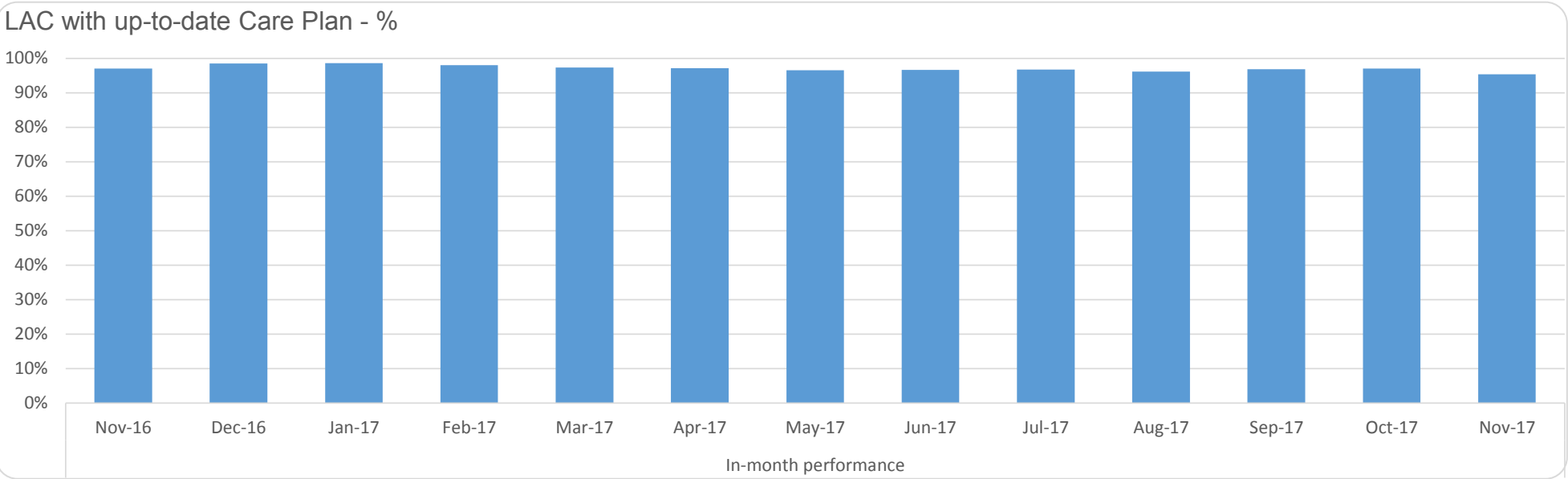
Definition

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

Performance analysis

In respect of care planning, all localities aside from Norwich and Gt Yarmouth have seen small decline in performance from last month, although all still remain over 90%. The percentage of care leavers with Pathway plans has increased which is positive, although it is acknowledged more work is needed to return to the high performance seen in the Spring. What is even more encouraging is latest data from audit shows that more Pathway Plans that have been audited have been considered good (66% as at end October 17).

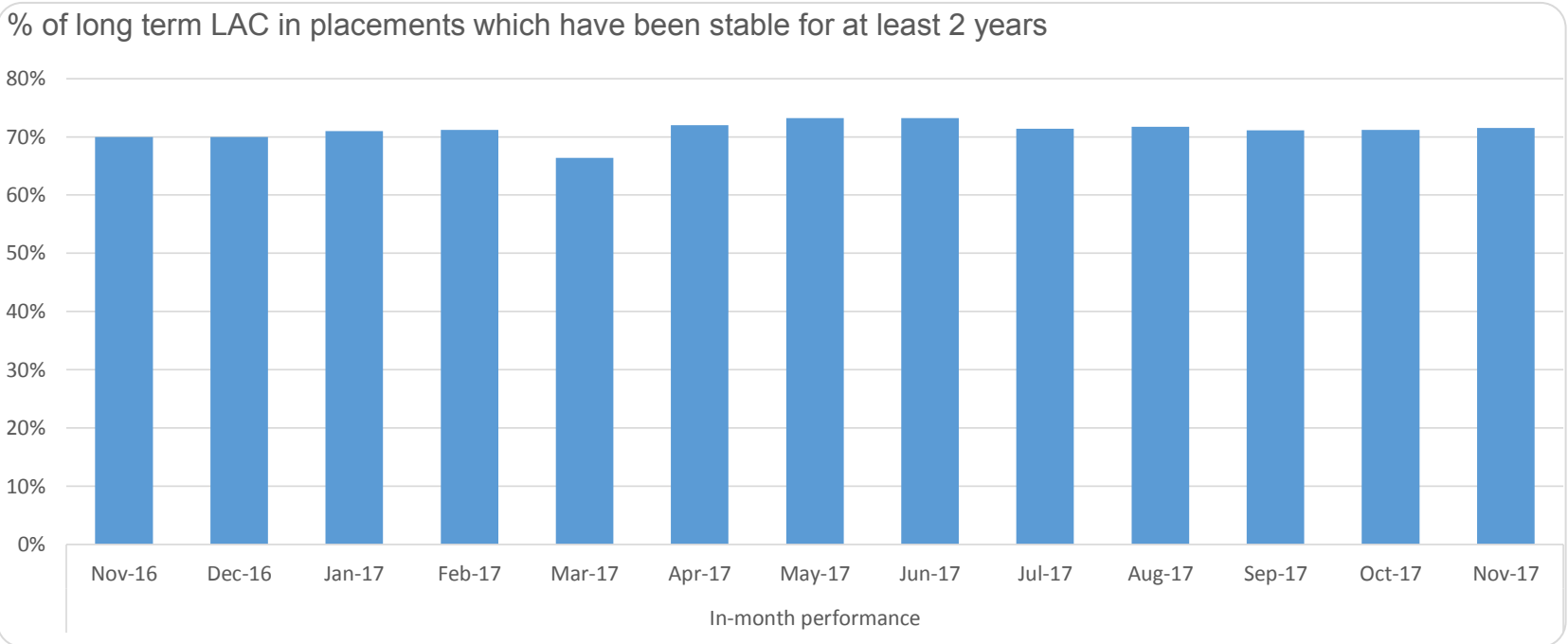
		7.14	8.2
		LAC with up-to-date Care Plan - %	% Relevant / Former Relevant Care Leavers with a Pathway Plan
Good perf. is:		High	High
In-month performance	Nov-16	97.1%	93.8%
	Dec-16	98.5%	90.4%
	Jan-17	98.6%	90.6%
	Feb-17	98.0%	96.4%
	Mar-17	97.3%	97.2%
	Apr-17	97.1%	95.8%
	May-17	96.5%	93.8%
	Jun-17	96.6%	91.1%
	Jul-17	96.7%	92.0%
	Aug-17	96.1%	87.1%
	Sep-17	96.8%	87.6%
	Oct-17	97.0%	87.4%
	Nov-17	95.3%	89.2%



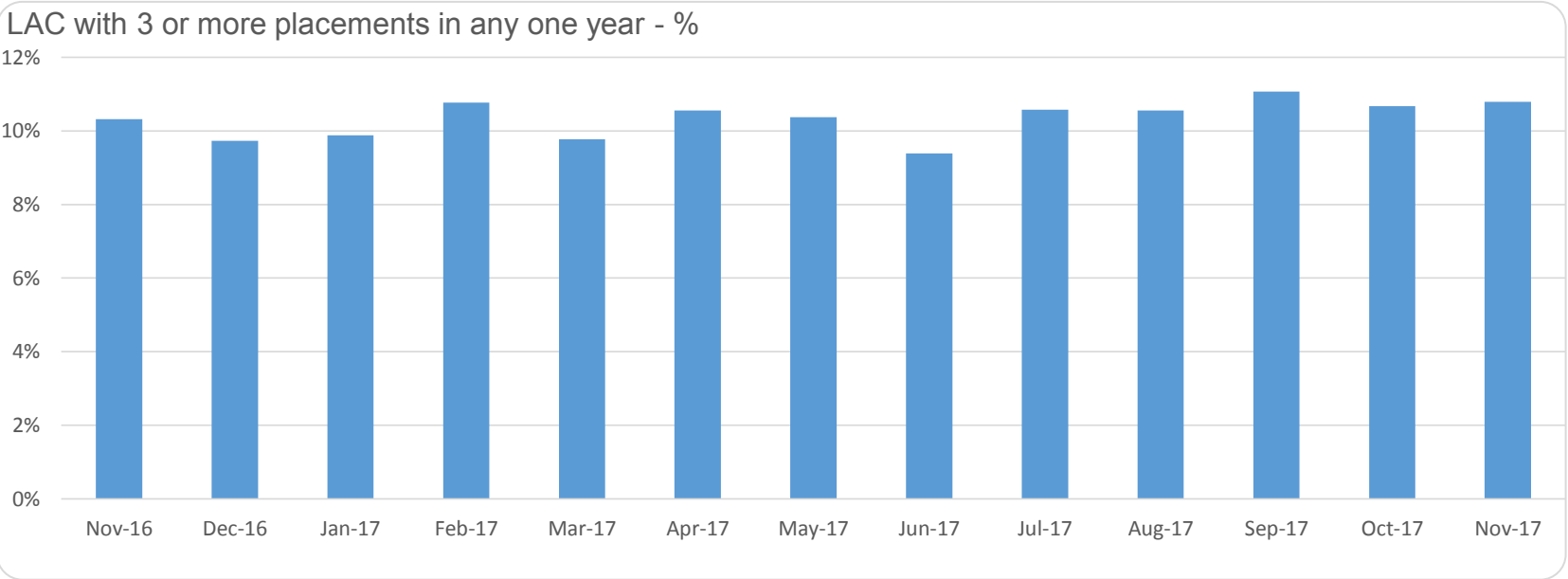


Definition	A LAC placement is where a child has become looked after by the Local Authority and is placed with foster carers, in a residential home or with parents or other relatives.
Performance analysis	The figures for stability of placement remain reasonably in line with statistical neighbour and national averages. The issues of long term foster care as a permanency option for our looked after children is raised in recent analysis of LAC starts and ceases, whereby although it is acknowledged that long term foster/ residential care is the right permanency plan for some children, we need ensure we are not defaulting to care plans of long term care until independence without tenacious work to establish an alternative to care option for children alongside reassessment of children's care needs and their parents' (or wider family's) ability to meet these as they get older.

		9.1	9.2n	9.2
		% of long term LAC in placements which have been stable for at least 2 years	LAC with 3 or more placements in any one year - No.	LAC with 3 or more placements in any one year - %
Good perf. is:		High	-	Low
In-month performance	Nov-16	70%	112	10.3%
	Dec-16	70%	107	9.7%
	Jan-17	71%	110	9.9%
	Feb-17	71%	119	10.8%
	Mar-17	66%	108	9.8%
	Apr-17	72%	115	10.6%
	May-17	73%	113	10.4%
	Jun-17	73%	103	9.4%
	Jul-17	71%	116	10.6%
	Aug-17	72%	117	10.6%
	Sep-17	71%	123	11.1%
	Oct-17	71%	119	10.7%
	Nov-17	72%	122	10.8%



Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Eastern region
% of long term LAC in placements which have been stable for at least 2 years	71.5%	66.9%	68.0%	
LAC with 3 or more placements in any one year - %	10.8%	10.3%	10.0%	8.6%



Looked After Children in residential placements

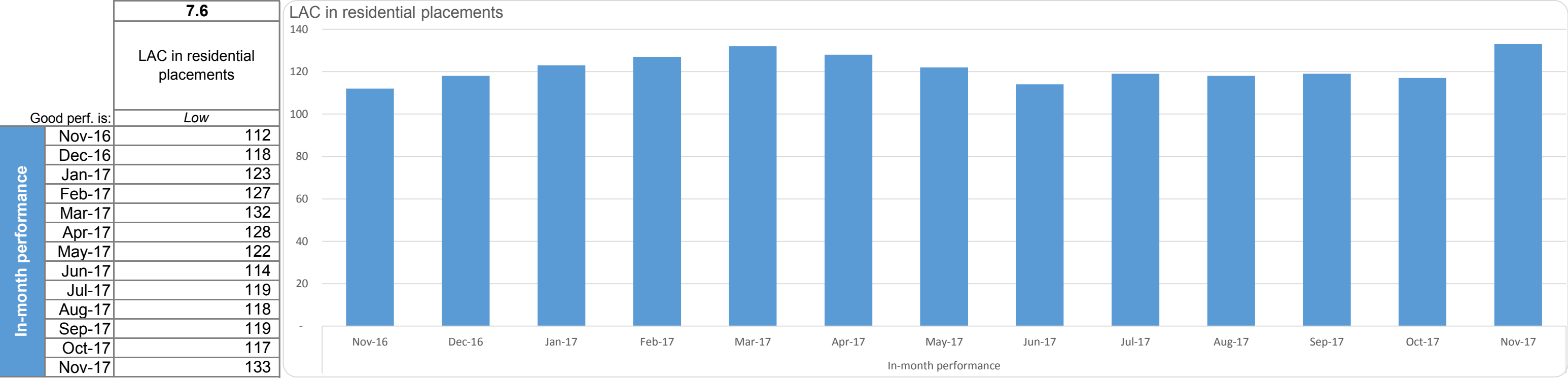
(County - November 2017)

Definition

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

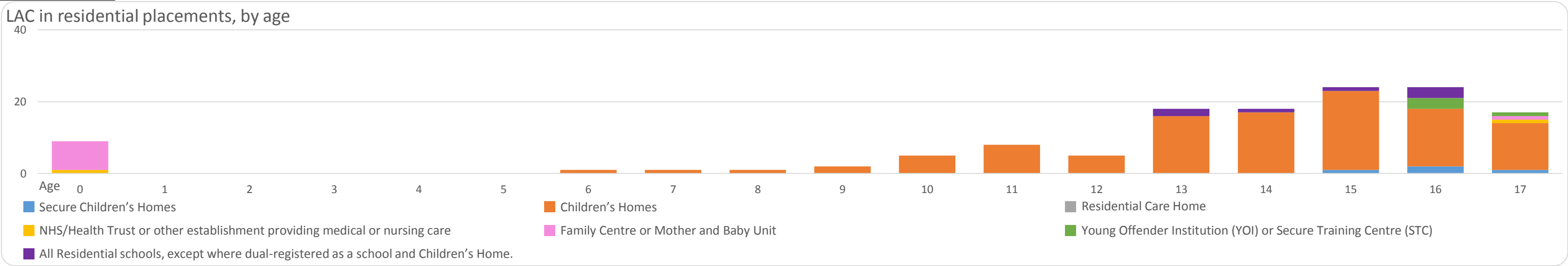
Performance analysis

The number of children placed in residential placements has risen sharply in the past month, to the highest number seen in the past year. The Local Authorities goal was to reduce this number to 105 children by the end of 2017, and although it was acknowledged that this was unlikely to be achieved, it was hoped that numbers would continue to fall. There were 58 children who started to be looked after in November, and this is likely to account for some of the increase in residential placements, especially given the sufficiency and availability of some foster carers who can work with complex and challenging behaviour. More case level examination of those children who have recently been placed in residential settings is needed to fully understand the increase. We are continuing work to increase the number of in-house carers to provide suitable alternatives to residential.



By age and placement:

		0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Nov-17	Secure Children's Homes	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	2	1
	Children's Homes	0	0	0	0	0	0	1	1	1	2	5	8	5	16	17	22	16	13
	Residential Care Home	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	NHS/Health Trust or other establishment providing medical or nursing care	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
	Family Centre or Mother and Baby Unit	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
	Young Offender Institution (YOI) or Secure Training Centre (STC)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	1
	All Residential schools, except where dual-registered as a school and Children's Home.	0	0	0	0	0	0	0	0	0	0	0	0	0	2	1	1	3	0

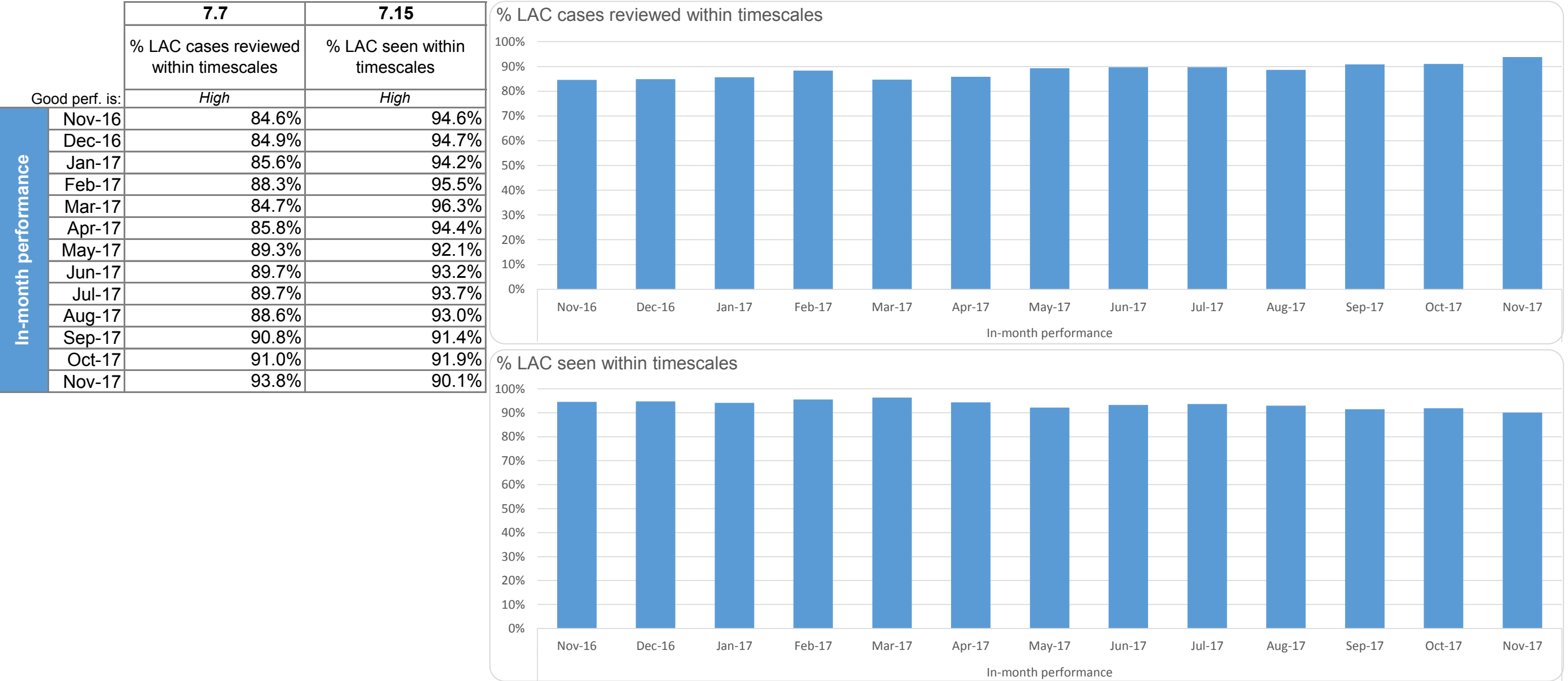


Definition

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

Performance analysis

LAC reviews in timescales data is at its highest for the last 12 months and evidences that alongside routine data checking to correct errors, the recording of meetings is more likely to be error free than previously. Thus the data gives a truer picture of performance than before and we can be assured that the majority of children have LAC reviews in timescales. Whilst over 90% of Looked After Children are still seen within timescales the figure has been dropping since July 17. The fall this month is due to small percentage decreases (between 2.5% and 5%) in West, South and Gt Yarmouth. This may be due to the impact of increasing LAC numbers but needs scrutiny by managers within those localities to ensure they know which children haven't been seen, why and what the plan is.

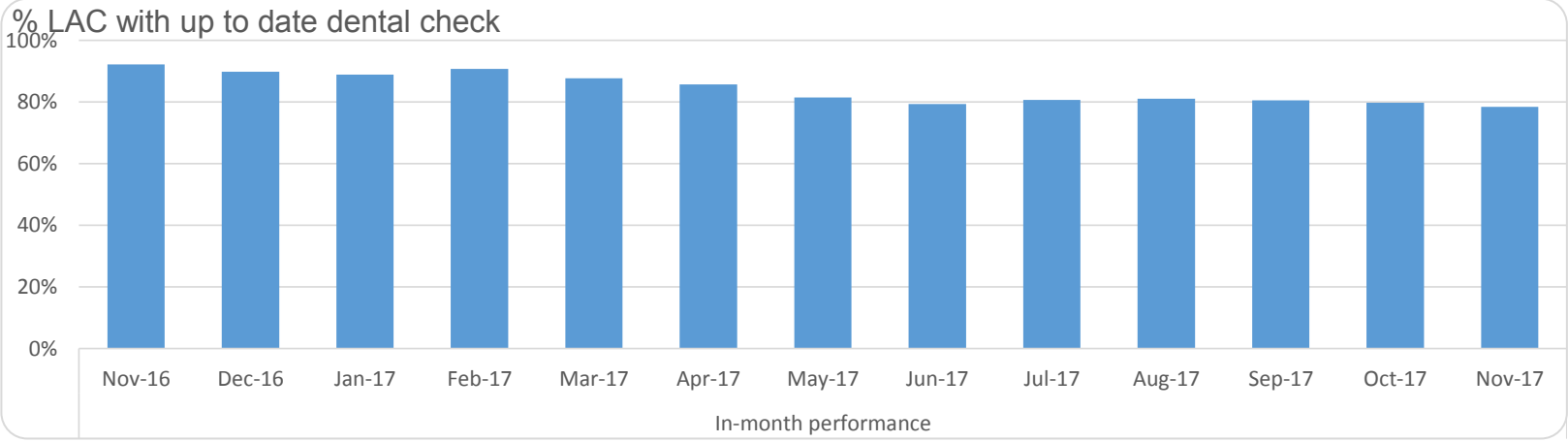
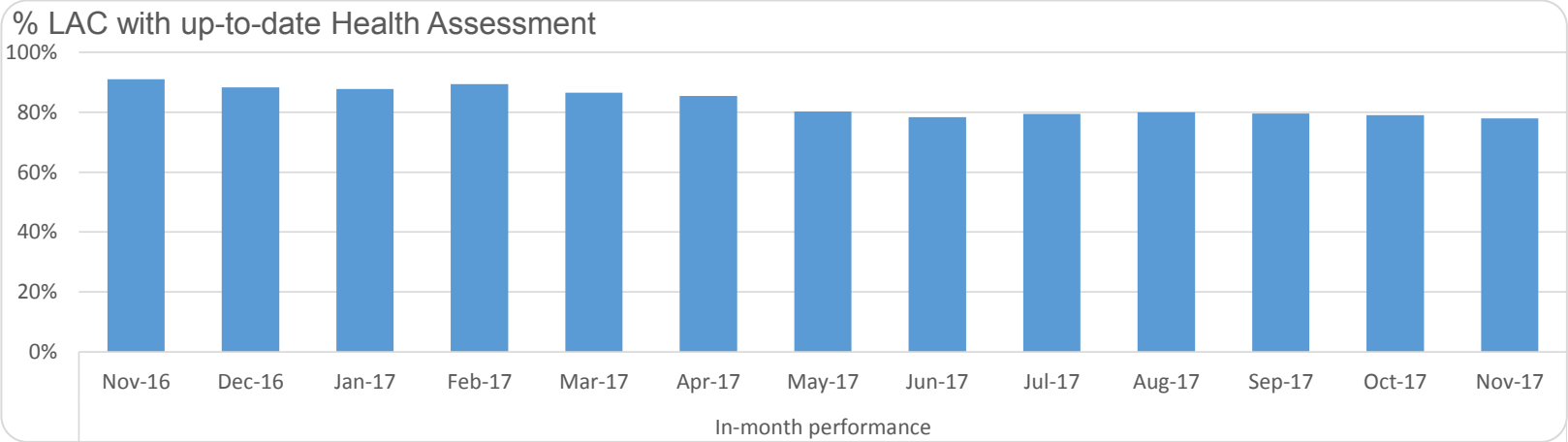
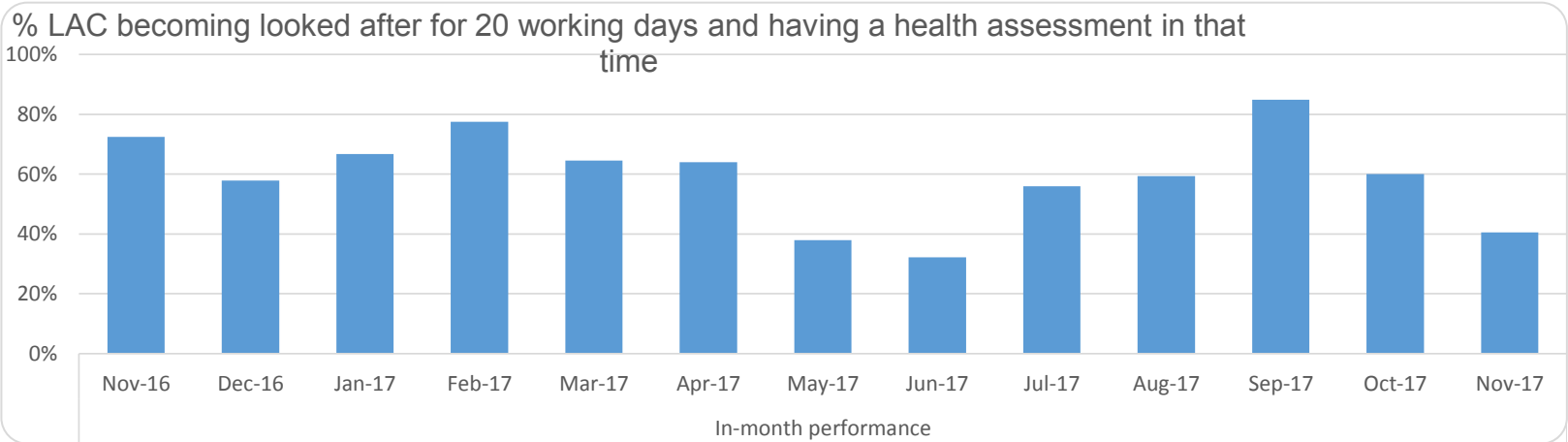


Looked After Children Health

(County - November 2017)

Definition	Local Authorities have a duty to safeguard and to promote the welfare of the children they look after. There is a statutory duty on Local Authorities to make arrangements to ensure that every child who is looked after has his/her health needs fully assessed and a health plan clearly set out.
Performance analysis	The drop in Initial Health Assessment (IHAs) figures is disappointing as we want to see sustained improvement in this area. Previously delays in health assessment were primarily due to our Health Partners capacity to offer appointments. They have addressed this and are now more able to offer timely assessments. The QA Hub log all reasons for delays and it is apparent that the drop in IHAs in timescales is due to 3 main factors - social work teams not forwarding the relevant paperwork within 5 working days of the child becoming LAC, difficulties in arranging IHAs for our children placed out of county and foster carers cancelling or not arriving for appointments. Whilst the issue of IHAs for out of county children is more complex, the other factors for the drop in performance can be remedied via strong messages to social work teams regarding the expectations around completing requests for IHA and Supervising Social Workers advising foster carers of the importance of the IHA and that they should not be cancelled (or not attend) without very good reason and agreement.

		7.9n	7.9	7.10	7.10p	7.11	7.11p
		# LAC having a health assessment within 20 days of becoming LAC	% LAC becoming looked after for 20 working days and having a health assessment in that time	LAC with up-to-date Health Assessment - No.	% LAC with up-to-date Health Assessment	LAC with up to date dental check - No.	% LAC with up to date dental check
Good perf. is:		Info	High	High	High	High	High
In-month performance	Nov-16	29	72.5%	683	91.1%	691	92.1%
	Dec-16	26	57.8%	661	88.4%	672	89.8%
	Jan-17	28	66.7%	652	87.8%	660	88.8%
	Feb-17	31	77.5%	666	89.4%	676	90.7%
	Mar-17	20	64.5%	641	86.5%	650	87.7%
	Apr-17	16	64.0%	622	85.4%	624	85.7%
	May-17	11	37.9%	590	80.3%	599	81.5%
	Jun-17	9	32.1%	579	78.3%	586	79.3%
	Jul-17	19	55.9%	602	79.4%	611	80.6%
	Aug-17	19	59.4%	614	79.9%	622	81.0%
	Sep-17	28	84.8%	611	79.6%	618	80.5%
	Oct-17	24	60.0%	613	79.1%	618	79.7%
	Nov-17	15	40.5%	610	78.0%	613	78.4%
Benchmarking							
Eastern region			44.2%				



Looked After Children Personal Education Plans

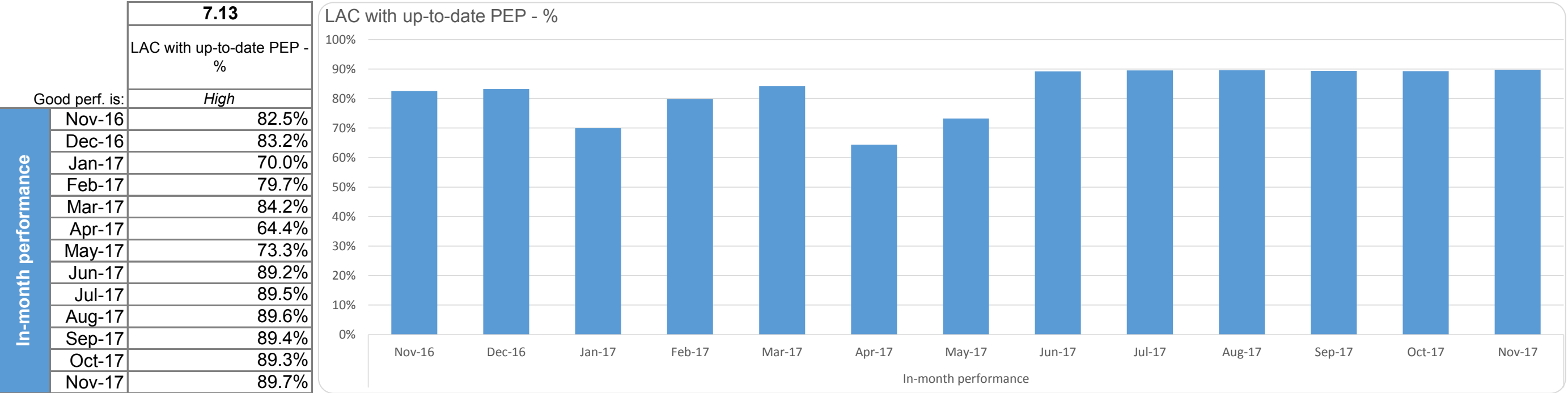
(County - November 2017)

Definition

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

Performance analysis

The practice of completing PEPs is now embedded in the service and performacne in this area continues to be good. Q2 data suggests that Norfolk is slightly above the Eastern Region average of 85.8%.



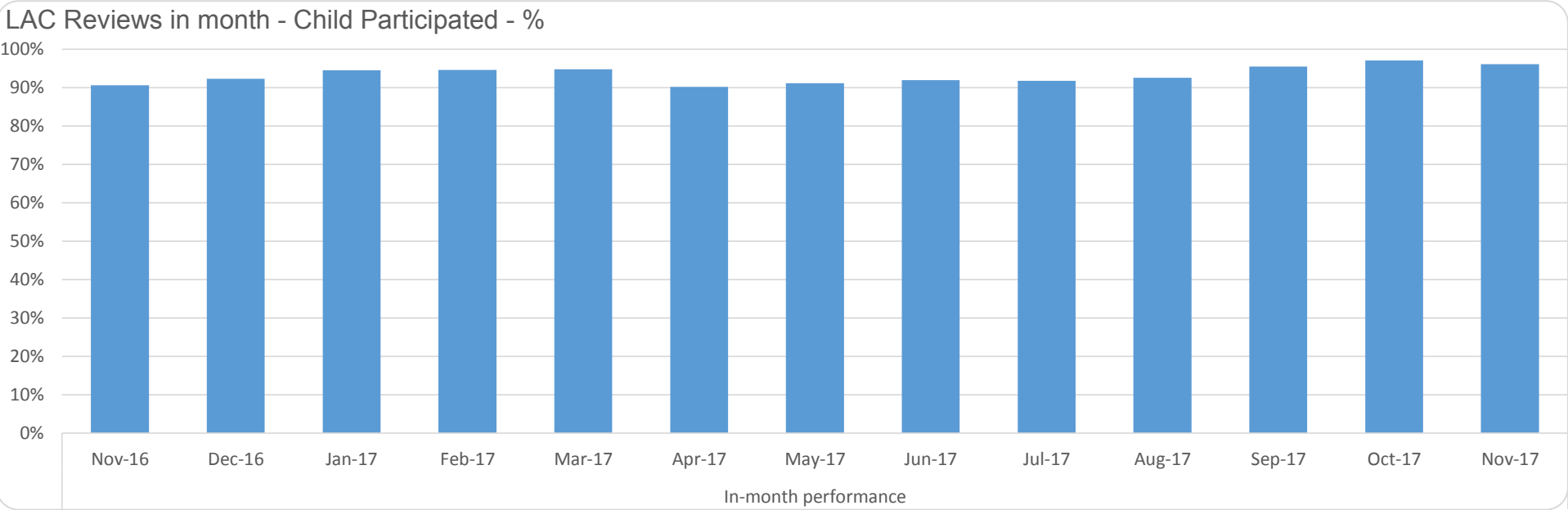
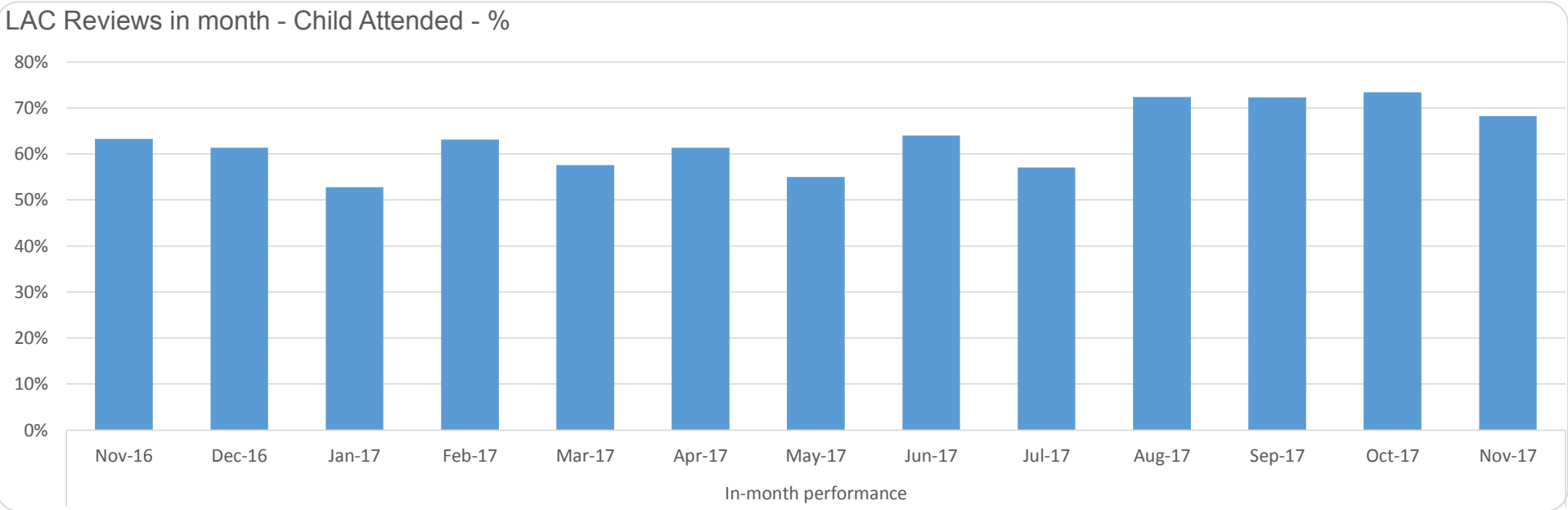
Definition

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

Performance analysis

The attendance of children at their LAC reviews has fallen slightly in November. Whilst this is still higher than before August it is important we do not lose the momentum of the good practice implemented by the IRO service and social work teams to facilitate reviews that encourage children to attend.

		7.17	7.18
		LAC Reviews in month - Child Attended - %	LAC Reviews in month - Child Participated - %
Good perf. is:		High	High
In-month performance	Nov-16	63.3%	90.6%
	Dec-16	61.3%	92.3%
	Jan-17	52.8%	94.5%
	Feb-17	63.1%	94.6%
	Mar-17	57.6%	94.8%
	Apr-17	61.4%	90.2%
	May-17	55.0%	91.1%
	Jun-17	64.0%	91.9%
	Jul-17	57.1%	91.7%
	Aug-17	72.4%	92.5%
	Sep-17	72.3%	95.5%
	Oct-17	73.4%	97.0%
	Nov-17	68.2%	96.1%



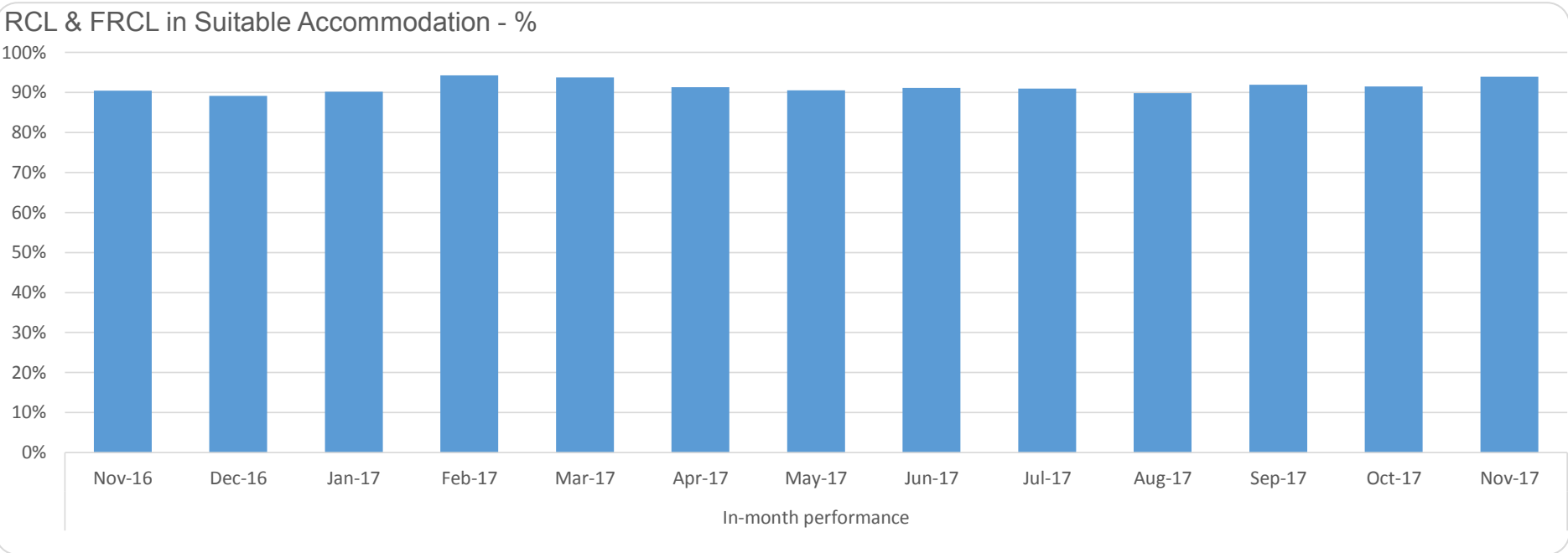
Definition

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

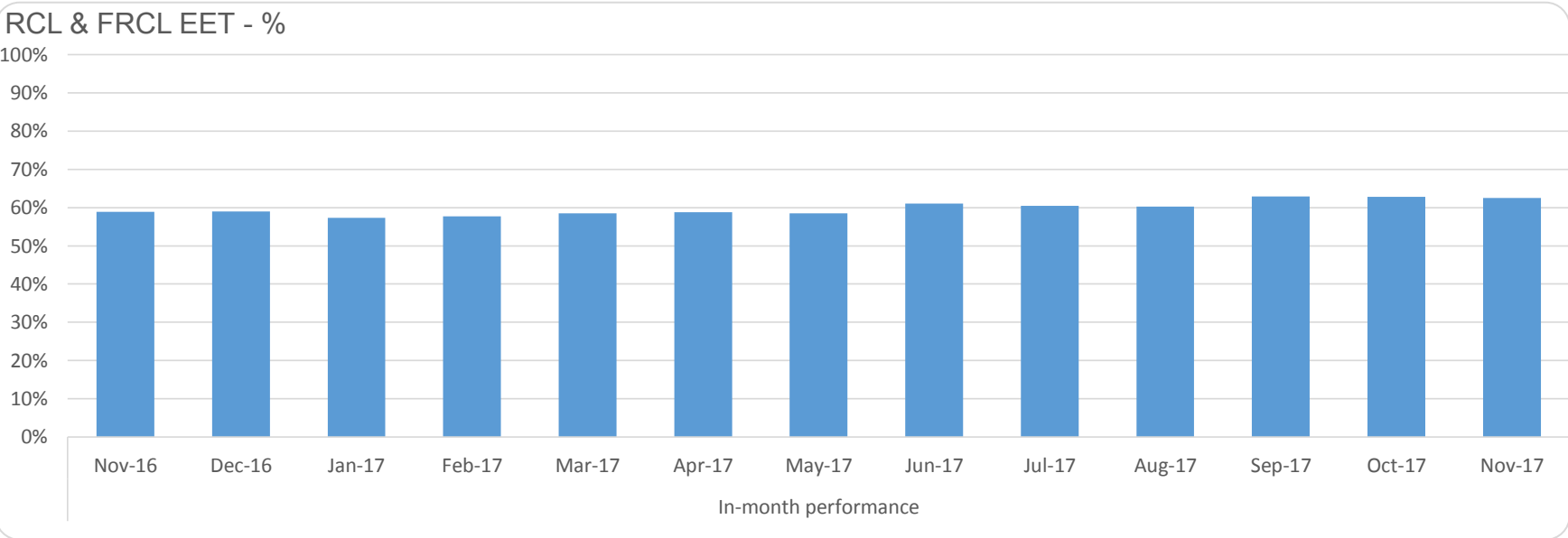
Performance analysis

Eastern Region Q2 data shows that Norfolk is the second best performing local authority in the region for Care Leavers being in Education, Employment or Training and we are significantly above national average. It is important that we remain focused on being aspirational for our care leavers and the continuing improvements in the quality of Pathways Plans will support this.

		8.1	8.3	8.4
		Number of care leavers	RCL & FRCL in Suitable Accommodation - %	RCL & FRCL EET - %
Good perf. is:		High	High	High
In-month performance	Nov-16	482	90.5%	58.9%
	Dec-16	488	89.1%	59.0%
	Jan-17	478	90.2%	57.3%
	Feb-17	471	94.3%	57.7%
	Mar-17	463	93.7%	58.5%
	Apr-17	473	91.3%	58.8%
	May-17	465	90.5%	58.5%
	Jun-17	462	91.1%	61.0%
	Jul-17	465	91.0%	60.4%
	Aug-17	395	89.9%	60.3%
	Sep-17	445	91.9%	62.9%
	Oct-17	436	91.5%	62.8%
	Nov-17	446	93.9%	62.6%



Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
RCL & FRCL in Suitable Accommodation - %	93.9%	88.0%	83.0%	94.0%	
RCL & FRCL EET - %	62.6%	53.0%	49.0%	63.0%	59.7%





Definition

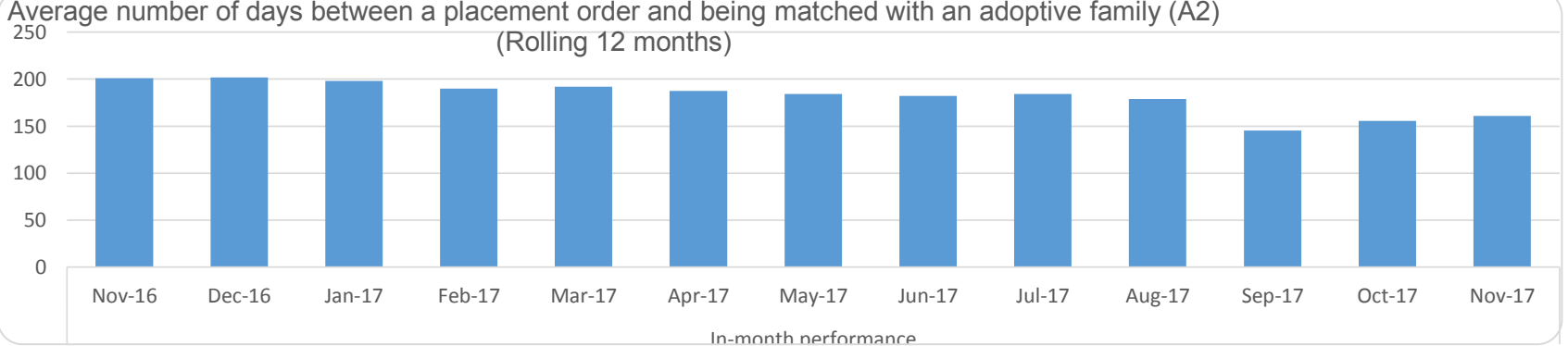
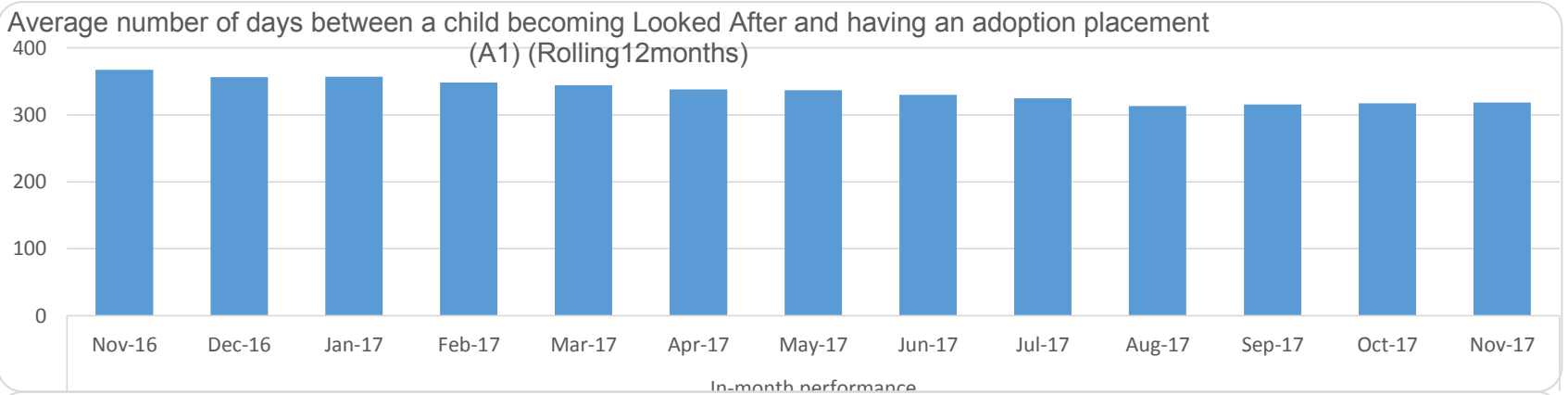
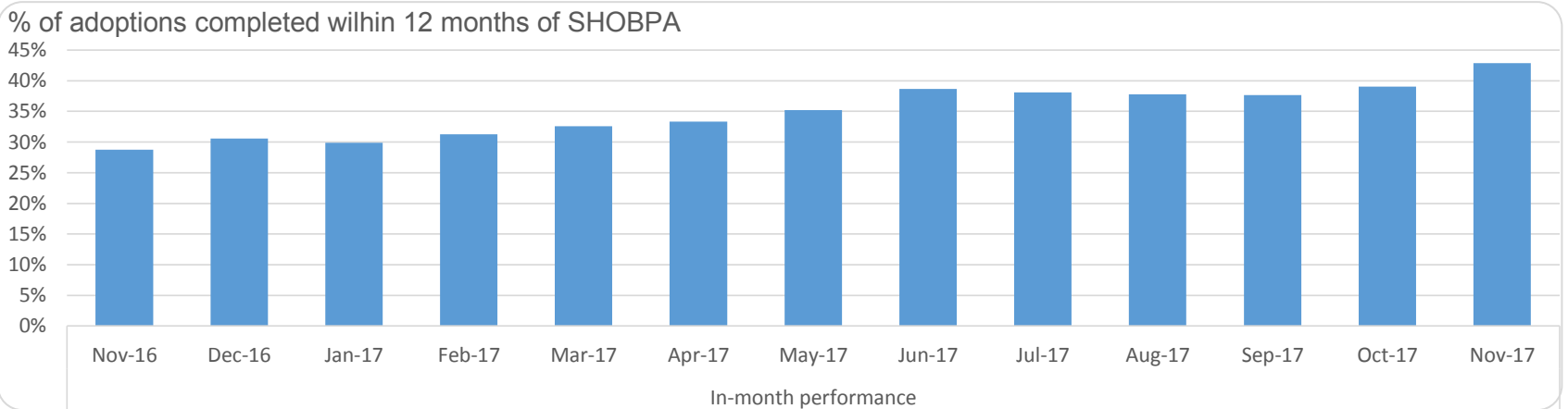
Following a child becoming a LAC, it may be deemed suitable for a child to be adopted, a legal process of becoming a non-biological parent. The date it is agreed that it is in the best interests of the child to be placed for adoption is known as their SHOBPA. Following this family finding is undertaken to find a suitable match based on the child's needs. Once placed for adoption the placement is monitored for a minimum of 10 weeks before the matter is placed before the Court for an adoption order to be made.

Performance analysis

Our adoption performance continues to improve and we are evidencing that we secure permanence through adoption in a timely way for most of our children with placement orders. There will be children who fall outside of these timescales, but these are often 'good news' stories where older children, or children with more complex needs, are placed in 'forever families' after a long time in foster care.

		10.1a	10.1b	10.2	10.3
		Number of adoptions completed within 12 months of SHOBPA	% of adoptions completed within 12 months of SHOBPA	Average number of days between a child becoming Looked After and having an adoption placement (A1) (Rolling12months)	Average number of days between a placement order and being matched with an adoptive family (A2) (Rolling 12 months)
Good perf. is:		Info	High	Low	Low
In-month performance	Nov-16	25	29%	367	201
	Dec-16	26	31%	356	202
	Jan-17	23	30%	357	198
	Feb-17	25	31%	348	190
	Mar-17	28	33%	344	192
	Apr-17	28	33%	338	187
	May-17	31	35%	337	184
	Jun-17	34	39%	330	182
	Jul-17	32	38%	325	184
	Aug-17	31	38%	313	179
	Sep-17	29	38%	315	145
	Oct-17	32	39%	317	156
	Nov-17	36	43%	318	161

Benchmarking	Eastern region
Average number of days between a child becoming Looked After and having an adoption placement (A1) (Rolling12months)	386
Average number of days between a placement order and being matched with an adoptive family (A2) (Rolling 12 months)	179





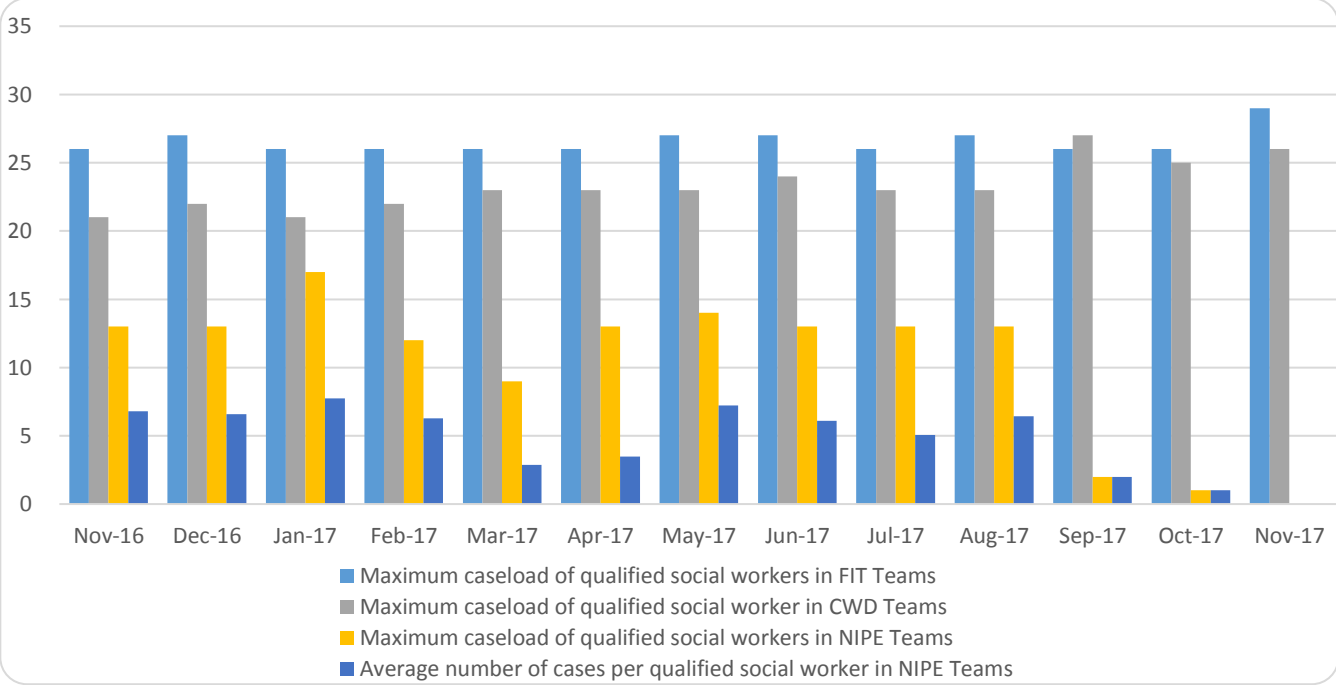
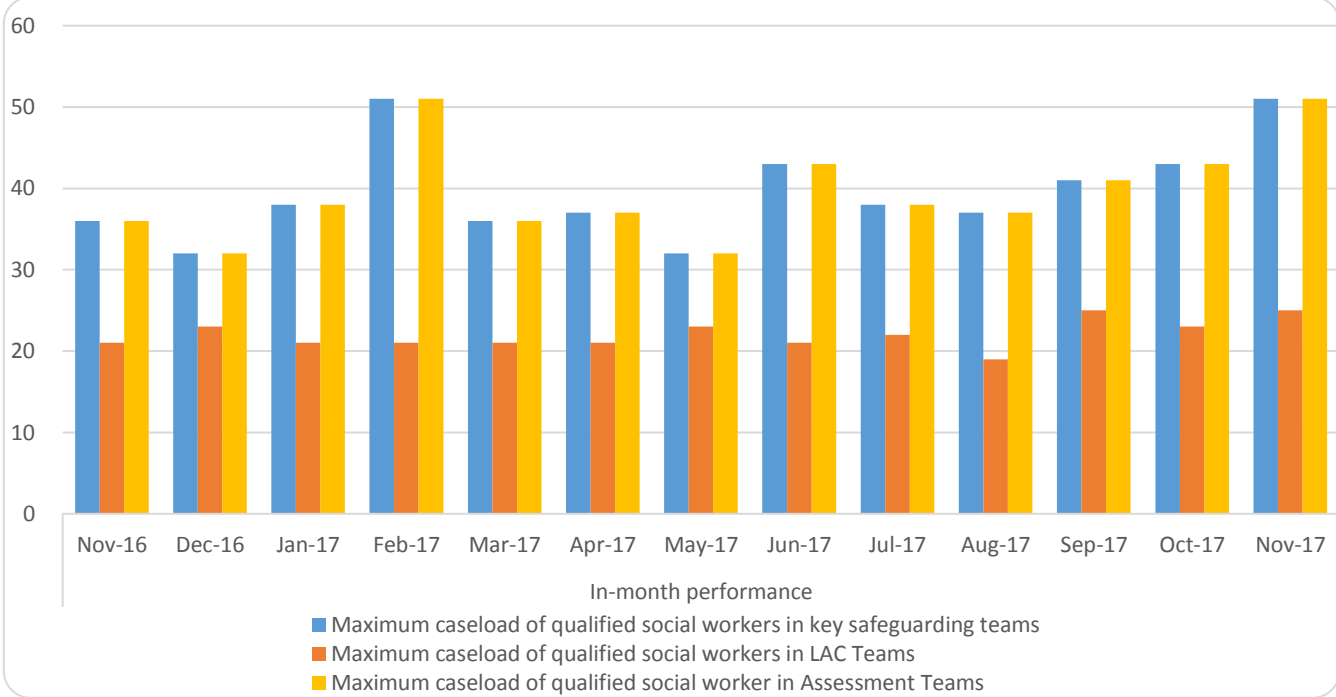
Definition

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




Performance analysis



The caseloads within Assessment Teams are a concern across most of the localities. The allocations data on 06/12/17 showed that 12 Assessment team social workers across 5 localities had caseloads of over 40 children (the only locality where this was not the case was North). Whilst the increase in referrals has impacted on increased caseloads, there are also issues regarding staff vacancies and sickness and throughput of work, with many of these cases already having been assessed and awaiting either closure or step down. Whilst this is an issue that needs to be addressed strategically by CSLT, Heads of Localities and Heads of Social Work, it is also important that each worker concerned has a work plan devised with their team manager.

		11.1	11.2	11.3	11.4	11.5	11.6	11.6a
		Maximum caseload of qualified social workers in key safeguarding teams	Maximum caseload of qualified social workers in LAC Teams	Maximum caseload of qualified social worker in Assessment Teams	Maximum caseload of qualified social workers in FIT Teams	Maximum caseload of qualified social worker in CWD Teams	Maximum caseload of qualified social workers in NIPE Teams	Average number of cases per qualified social worker in NIPE Teams
Good perf. is:		Low	Low	Low	Low	Low	Low	Low
In-month performance	Nov-16	36	21	36	26	21	13	7
	Dec-16	32	23	32	27	22	13	7
	Jan-17	38	21	38	26	21	17	8
	Feb-17	51	21	51	26	22	12	6
	Mar-17	36	21	36	26	23	9	3
	Apr-17	37	21	37	26	23	13	3
	May-17	32	23	32	27	23	14	7
	Jun-17	43	21	43	27	24	13	6
	Jul-17	38	22	38	26	23	13	5
	Aug-17	37	19	37	27	23	13	6
	Sep-17	41	25	41	26	27	2	2
	Oct-17	43	23	43	26	25	1	1
	Nov-17	51	25	51	29	26	-	-





Risk Register - Norfolk County Council																				
	Risk Register Name		Children's Service Risk Register														Red			
	Prepared by		Debby McKechnie														High			
	Date updated		December 2017														Med			
	Next update due		March 2018														Low			
CDGSTP	Area	Risk Number	Risk Name	Risk Description	Date entered on risk register	Current Likelihood	Current Impact	Current Risk Score	Tasks to mitigate the risk	Progress update	Target Likelihood	Target Impact	Target Risk Score	Target Date	Current Direction of Travel of Risk	Prospects of meeting Target Risk Score by Target Date	Risk Owner	Reviewed and/or updated by	Date of review and/or update	
C	Children's Services	RM14284	The amount spent on home to school transport at significant variance to predicted best estimates	There is an increasing demand on services as our numbers of SEND are rising, this coupled with ensuring there is appropriate sufficient placement choice is having an impact on cost. Rising transport costs, the nature of the demand-led service (particularly for students with special needs) and the inability to reduce the need for transport or the distance travelled will result in a continued overspend on the home to school transport budgets and an inability to reduce costs.	04/11/2015	4	3	12	Continue to enforce education transport policy, and work with commissioners re school placements. Continually review the transport networks, to look for integration and efficiency opportunities. Work with Norse to reduce transport costs and ensure the fleet is used efficiently and effectively. Look for further, more innovative, ways to plan, procure and integrate transport.  Overall risk treatment: reduce. Further updates will be included in the next committee report	Norfolk County Council have now progressed to the contract 'sign-up' stage with Hackney Community Transport to formally start the 'payment by results' initiative. The plan over the next 5 years, is for a cohort of 100 pupils per year to be targeted for this intensive work via Hackney Community Transport (HCT). There was a 'start up' meeting on 2 March between the Passenger Transport Unit, Education Inclusion Service, Special School Head teachers and HCT. First cohorts have been identified by special schools and HCT have been advised. Contract sign-off is imminent and implementation via HCT will progress through the current summer term. Impact and implementation will be from September 2017. The recent budget setting process for FY2017/18 has confirmed that the budget will be increased and, therefore, the risk to achieving a balanced budget has reduced for this reason also. We are, therefore, now forecasting to achieve a balanced budget within FY17/18 and recommend that the risk target score is reduced accordingly from 6 to 4.	2	2	4	31/03/2018		Amber	Chris Snudden	Michael Bateman	02/01/2018	
C	Children's Services	RM14147	Potential failure to move out of intervention		01/12/2013	2	5	10	Quarterly stocktake meetings are undertaken by Essex, commissioned by the Department for Education. Responsive action plans are designed and delivered following each Ofsted monitoring visit/Essex stocktake. Our Improvement Plan is in place. An Improvement Board has been established to drive and monitor improvement activity. This Board is Chaired by the Managing Director and has a senior level Multi Agency	Feedback from the June 2017 monitoring visit was positive with Ofsted identifying progress and expressing greater levels of confidence in key areas of previous concern. As a result of our improvement, Ofsted have assessed that we do not require further monitoring visits and as a result, we will be subject to reinsertion in the next 6 months. Feedback from Essex stocktake meetings consistently evidence improvement. The Improvement Board is well established and is ensuring the requisite pace and focus is maintained. Currently awaiting publication of recent Ofsted	1	5	5	19/01/2018		Green	Sara Tough	Debby McKechnie	02/01/2018	
D	Children's Services	RM14157	Lack of Corporate capacity and capability reduces the ability of Children's Services to improve.	Lack of NCC capacity and infrastructure to support the back-office functions that Children's Services needs in particular ICT and I&A capacity limitations	13/03/2014	3	2	6	Corporate sign-up to 'Children First' with all support Departments prioritising Children's Services Replacement Social Care Recording System (Liquidlogic) has been procured.	ICT prioritising Children's Services requests/repairs. Recruitment processes for social workers have been streamlined and are being overseen by an experienced social work manager. A 'virtual team' for Children's Services has been created within I&A with additional resource added. Streamlined performance reporting better aligned to business requirements. Liquidlogic project is currently on time and on budget working towards March 2018 implementation	1	3	3	02/01/2018		Green	Sara Tough	Debby McKechnie	30/09/2017	

CDGSTP	Area	Risk Number	Risk Name	Risk Description	Date entered on risk register	Current Likelihood	Current Impact	Current Risk Score	Tasks to mitigate the risk	Progress update	Target Likelihood	Target Impact	Target Risk Score	Target Date	Current Direction of Travel of Risk	Prospects of meeting Target Risk Score by Target Date	Risk Owner	Reviewed and/or updated by	Date of review and/or update
D	Children's Services	RM14148	Overreliance on interim capacity	Overreliance on interim capacity in social worker teams leads to unsustainable performance improvement.	01/12/2013	2	4	8	Greater understanding of workforce data as it relates to geographical variation and the County as a whole. Review and update of our 'offer to social workers, to include the new social care academy. Where agency staff are working in operational teams, we will seek to retain the same worker in each role until a substantive replacement is secured.	HR Business partner is working with corporate colleagues on a suite of key workforce data. The NIPE programme has evidenced positive impact in relation to permanent Social Work retention. NIPE Social Workers are allocated immediately to Social Work teams upon appointment with protected caseloads but experiencing a more realistic experience of Social Work interventions. The social care academy has been launched. Agency retention is generally good in relation to achieving sustainable performance but clearly this implications in relation to costs. IR35 implications are understood and have been widely communicated. The introduction of smaller teams has positively impacted on the numbers of workers that Team Managers have responsibility for thus improving quality of oversight of individual case.	1	3	3	02/01/2018		Green	Sara Tough	Debby McKechnie	30/09/2017
D	Children's Services	RM13906	Looked After Children overspends	That the Looked After Children's budget could result in significant overspends that will need to be funded from elsewhere within Children's Services or other parts of Norfolk County Council	18/05/2011	3	4	12	The permanence panel and monitoring group are in place and are ensuring the right children are in the right placements. A residential placement panel has been established to ensure specific scrutiny is given to the appropriateness/effectiveness and costs of residential placements. A review of the individual and collective effectiveness of LAC-related panels is being undertaken. All CS costs are rigorously and routinely scrutinised. A centralised, coordinated approach to	New Directions edge of care service is now operational. Review of first 3 months intervention currently taking place to demonstrate initial impact to be concluded by February 2018. Current activity taking place analyse current cohort of Looked After Children against cost to better understand cost per head for each Looked After Child. Work is currently underway to implement Norfolk Futures programme with the aim of ensuring the right children receive the right services at the right time for the right cost. The Head of Service for commissioning is now in post. The numbers of children in residential care are reducing	2	3	6	02/01/2018		Amber	Sara Tough	Debby McKechnie	30/09/2017

# Children's Services Committee

<b>Report title:</b>	<b>Children's Services Finance Monitoring Report Period 8 (November) 2017-18</b>
<b>Date of meeting:</b>	<b>16 January 2018</b>
<b>Responsible Chief Officer:</b>	<b>Sara Tough Executive Director of Children's Services</b>
<b>Strategic impact</b>  <p>This report provides an update on the performance and financial forecast outturn information for the 2017-18 financial year to Children's Services committee.</p> <p>The report sets out the financial outturn data for the period ending 31 March 2018 as at the end of November 2017 (period 8).</p> <p>The report sets out the variations between the approved budget for 2017/18 and the forecast spending during the year, as well as the variations between the forecast outturn information as at period 8 compared to period 6. These are described in paragraphs 2.1 and 2.2 below. The overall financial position covers the Revenue Budget, School Balances, Reserves and Provisions, and the Capital Budget for Children's Services.</p>	

## Executive summary

The main financial points within the paper are:

- The Children's Services revenue budget shows a projected overspend of £6.005m for the 2017-18 financial year (this could reduce to £3.414m if one off use of £2.591m reserves is approved);
- The Schools' revenue budget shows a projected overspend of £9.439m for the 2017-18 financial year;
- The projected level of Locally Maintained School balances as at 31 March 2018 is £11.874m;
- The expected level of unused reserves and provisions as at 31 March 2018 is £8.294m, which is a combination of £3.682m for Schools and £4.612m for Children's Services;
- The Children's Services capital budget is £58.782m following re-profiling to future years and other changes;
- Management action is being taken to reduce the projected level of overspend against both the Children's Services revenue budget and the Schools' revenue budget;
- Any overspend against the Schools' revenue budget will be funded through a loan from Locally Maintained Schools balances that will need to be repaid in future years, with proposals taken to the Schools Forum;

## Recommendations:

**Members are invited to discuss the contents of this report and in particular to agree:**

- a) the forecast outturn position at period 8 for the 2017-18 Revenue Budget for both the Local Authority Budget and Schools Budget**
- b) To endorse and recommend to Policy and Resources Committee the use of £2.591m reserves, as set out in section 2.3, to reduce the level of the Children's Services forecast revenue overspend.**
- c) The forecast outturn position at period 8 for the 2017-18 Capital Programme**

## 1. Introduction

- 1.1 The children's Services Committee has a key role in overseeing the financial positions of the department including reviewing the revenue budget, reserves and capital programme
- 1.2 The financial outturn forecast for 2017-18 as at the end of September 2017 (period 6) was provided to Children's Services committee in November. This report showed an overspend of £4.021m against the Children's Services revenue budget and an overspend of £7.070m against the Schools' revenue budget.
- 1.3 In addition, it was reported that it was anticipated that the following additional in-year costs would be offset through the utilisation of one-off monies (the source of which is being investigated by officers and to be confirmed):
- Two Children's services savings that have been rated as RED in respect of 2017-18, representing a savings shortfall of £1.182m. Delivery of savings from changes in the Education Service have been delayed due to the extended general election purdah period, and the Troubled Families grant from Government is forecast to be lower than originally expected.
  - There is an expected overspend relating to the contract costs of specialist intervention and support for children with behavioural and mental health needs, and their families. A change in commissioning strategy has meant we are continuing with the contract and need to identify new funding.
- 1.4 At the November meeting of the Policy and Resources Committee it was reported that *"Officers have investigated the use of one-off funding sources. After some investigation, a proposed use of S106 monies was not pursued. However, officers have identified a one-off source of revenue receipts previously applied for capital purposes which can be used to mitigate these overspends, up to a maximum of £2.1m. This proposal was agreed.*

## 2. Detailed Information

### 2.1 Revenue Local Authority budget

- 2.1.1 The following summary table shows, by type of budget, the forecast spend for the year where there is a variance to the 2017-18 budget. The table shows the variance both in terms of a cash sum and as a percentage of the approved budget, and the main reasons for the variances.

Division of service	Approved budget £m	Outturn £m	+Over/- Underspend £m	+Over/ - Underspend as % of budget	Movement since last report £m	Reasons for significant variance from budget	Reasons for significant movement in variance compared to previous report
<b>Forecast Overspends</b>							
Looked After Children - Agency Fostering	15.091	16.721	1.630	11	+0.399	There has been a significant increase in number of children currently supported compared to the 16-17 average and since the start of 17-18. The costs have increased as a result of both the full year effect of a contract changes during 16/17 and the additional numbers of children. Part of the £9m one-off investment was allocated alongside the inflationary increase in the budget, but the allocation was based upon the assumption that Independent Fostering Agency usage would remain at 2016-17 levels	Net increase of 21 placements
Looked After Children - Agency Residential	11.372	12.184	0.812	7	+0.535	There has been an increase in the number of children currently supported compared to 16-17 average. Overall expenditure is forecast to be in excess of £1m higher than 16-17. Part of the £9m one-off investment was allocated alongside the inflationary increase in the budget	Net increase of 14 placements

Division of service	Approved budget £m	Outturn £m	+Over/- Underspend £m	+Over/ - Underspend as % of budget	Movement since last report £m	Reasons for significant variance from budget	Reasons for significant movement in variance compared to previous report
Looked After Children - In-house Fostering	8.767	9.784	1.017	12	-0.071	The forecast is higher than last year's outturn due to supporting additional children fostered in-house. This shift is in line with management action during 2017-18 that aims to alter the placement mix towards in-house fostering.	Reduced number of placements
Looked After Children - In-house Residential	4.980	5.134	0.154	3	-0.046	Additional costs due to high level of maternity and sickness	Reduced sickness levels of staff
Client costs: Social Care Looked After Children	1.764	2.389	0.625	35	0.208	The overspend is primarily due to additional LAC children and accommodation costs arising as a result of market conditions	As per the budget variance explanation
Client costs: Social Care Non Looked After Children	0.468	0.649	0.181	39	+0.181	Additional therapy costs for Children in Need to prevent them becoming Looked After	As per the budget variance explanation
Client costs: Leaving Care	1.991	2.345	0.354	18	+0.354	The overspend is primarily due to additional accommodation costs arising as a result of market conditions	As per the budget variance explanation



Division of service	Approved budget £m	Outturn £m	+Over/- Underspend £m	+Over/ - Underspend as % of budget	Movement since last report £m	Reasons for significant variance from budget	Reasons for significant movement in variance compared to previous report
Staying-put fostering	0.000	0.273	0.273	n/a	+0.008	Additional net cost over and above the government grant received of £0.371m. This level of forecast spend is similar to last year for a similar number of young people supported	
Adoption allowances	1.414	1.650	0.236	17	-0.072	The overall number of adopters receiving allowances has dropped compared to 2016/17, though this year has the full year impact of some allowances and some allowances have been extended	Revised allowance payment forecasts
Fostering and Adoption staff costs	2.955	3.129	0.174	6	+0.174	Additional staff costs due to the use of agency staff to cover vacancies	As per the budget variance explanation
Independent Reviewing Officers	1.609	1.878	0.269	17	+0.109	Additional posts have been required over and above the agreed establishment due to the number of Looked After Children. Some have been funded as part of the £9m one-off investment.	As per the budget variance explanation

Division of service	Approved budget £m	Outturn £m	+Over/- Underspend £m	+Over/ - Underspend as % of budget	Movement since last report £m	Reasons for significant variance from budget	Reasons for significant movement in variance compared to previous report
Children with Disabilities client costs	1.412	2.132	0.720	45	+0.079	Additional costs for extensive nursing support (less health contribution) that were not anticipated when the budget was set	As per the budget variance explanation
Children’s Services staff training	0.275	0.336	0.061	22		Additional cost of systemic training programme for social work managers	
Advocacy Services	0.302	0.377	0.075	25		Expansion of the advocacy service contract	
Social Care legal costs	3.454	3.622	0.168	5	+0.168	Additional legal costs due to the additional number of Looked After Children and referral cases	As per the budget variance explanation
Home to school / college transport	28.427	28.887	0.460	2	+0.460	Increased cost of special education needs transport due to transporting pupils at the new Wherry school and the increased unit cost of individual journeys.	As per the budget variance explanation
Sub Total of Forecast Overspends			7.209		2.486		
Forecast Underspends							
Children’s Centres	10.150	9.890	-0.260	-3		Forecast in line with current contractual obligations to all providers, which has resulted in a small under-spend expected in-year due to the phasing of spend over the whole life of the contracts	

Division of service	Approved budget £m	Outturn £m	+Over/- Underspend £m	+Over/ - Underspend as % of budget	Movement since last report £m	Reasons for significant variance from budget	Reasons for significant movement in variance compared to previous report
Early Help Support	7.281	7.061	-0.220	-3		Vacancies were held in the team in readiness for the New Direction service under the remit of Barnardos	
CWD short term breaks and personal budgets	2.100	1.800	-0.300	-14	-0.300	Reduced take up of short term breaks and use of personal budgets for children with disabilities	As per the budget variance explanation
Special Guardianship Orders (SGOs)	3.849	3.774	-0.075	-2	-0.075	Reduced number and cost of Special Guardianship Orders	As per the budget variance explanation
School / College redundancy / pension costs	4.473	4.124	-0.349	-8	-0.127	Reduced school redundancy costs and reduced number of pension beneficiaries. Budget has been historically reduced on a yearly basis, and will be reviewed to identify further ongoing reductions (which can differ from in-year impact)	As per the budget variance explanation
<b>Sub Total of Forecast Underspends</b>			<b>-1.204</b>		<b>-0.502</b>		
<b>Total NCC funded</b>			<b>6.005</b>		<b>+1.984</b>		

- 2.1.2 It remains a top priority of the local authority to reduce the numbers of children in its care. However, it is recognised that this is not something that will happen quickly and we need to give new initiatives time to have a positive impact. Officers have identified a number of actions to be taken with the intention of reducing the in-year forecast overspend and the expected impact. These actions are summarised in the table below:

Action to be taken	Expected Impact
Strengthen management arrangements in social work teams through (i) creation of locality panels; (ii) introducing different approaches to challenging practice; (iii) introducing a different approach to placements and channels into care proceedings; and (iv) looking to reduce unit cost as well as volumes	Reduce the volume of LAC placements increased scrutiny of practice and planning; reduced staff turnover resulting in improved retention of skills, knowledge and expertise; increase in effective casework that, in turn, should reduce the volume of LAC
Recruitment campaign to increase the number of local authority foster carers (including specialist foster carers)	Additional local authority foster carers will facilitate a shift in the placement mix for Looked After Children from residential to fostering, and from Independent Fostering Agencies to in-house fostering; improved matching that should reduce breakdowns and improve outcomes for children, which will result in reduced work associated with dealing with breakdowns and identifying alternative placements
Review of commissioning and placement arrangements to ensure appropriate resources and management oversight in place	Pro-active action to increase sufficiency in the market place to ensure that the right placements are available to meet the needs of the presenting children and young people
Review commissioned contracts and partnership arrangements	Identification of any in-year or ongoing reductions that can be agreed and / or clawbacks that are due
Engagement of support and scrutiny from the Local Government Association	'Critical friend' approach to provide support, advice and constructive challenge to the leadership team to identify potential areas to reduce spend
Following agreement by both Children's Services and Policy and Resources committees, a transformational demand management programme is being developed (to begin in earnest from 2018) as part of the County Council's priorities. The potential to accelerate some of the measures to achieve early outcomes in 2017-18 will be examined	Utilisation of one-off investment to achieve improved outcomes for Children and Young People and recurring cost savings

## 2.2 Revenue – Schools Budget

- 2.2.1 The Dedicated Schools Grant is a ring-fenced grant, made up of three blocks: the Schools Block, the High Needs Block and the Early Years Block that must be used in support of the Schools Budget. The Schools Budget has two main elements, the amounts delegated to schools and the amounts held centrally for pupil related spending.
- 2.2.2 The Dedicated Schools Grant must be accounted for separately to the other Children's Services spending and funding.
- 2.2.3 The following summary table shows by type of budget, the forecast spend for the year where there is a variance to the 2017-18 budget. The table shows the variance both in terms of a cash sum and as a percentage of the approved budget, and the main reasons for the variances.

Division of service	Approved budget £m	Outturn £m	+Over/- Underspend £m	+Over/ - Underspend as % of budget	Movement since last report £m	Reasons for significant variance from budget	Reasons for significant movement in variance compared to previous report
<b>Forecast Overspends</b>							
Post 16 Further Education High Needs top up funding	2.400	3.205	0.805	34	+0.217	New additional responsibility for the local authority from April 2017 compounded by additional responsibilities from previous years. However, insufficient funding has been provided to match demand.	Additional number of High Needs pupils in Further Education
Special Schools places	27.655	28.196	0.541	2	+0.144	Costs of additional places that have opened during this financial year	As per the budget variance explanation
Special Education non- maintained school placements	17.553	22.996	5.443	31	+1.385	Additional places in excess of budgeted provision due to the level of demand and the cost of placements, partially offset by an estimate for released DSG funding following the Education Services Review	Increase in the volume of placements as result of complex needs demand that cannot be met by Norfolk's special schools as they are all full.
Short Stay School for Norfolk	1.791	2.748	0.957	53	-0.122	Review of the forecast following the purchase of additional places to meet need and an increase in the top-up funding agreed	As per the budget variance explanation

Division of service	Approved budget £m	Outturn £m	+Over/- Underspend £m	+Over/ - Underspend as % of budget	Movement since last report £m	Reasons for significant variance from budget	Reasons for significant movement in variance compared to previous report
Alternative Education provision contracts	2.811	4.928	2.117	75	+0.218	Additional contracts with alternative education providers for children who are not in full time education.	Increase in the volume of placements as result of complex needs demand that cannot be met by Norfolk's special schools as they are all full.
Early Years High Needs EHCP plans	0.000	0.185	0.185	n/a	+0.185	Additional funding to early years providers, for children subject to an Education Health and Care Plan	As per the budget variance explanation
Permanent Exclusions Charges	-0.500	-0.402	0.098	20	+0.186	Reduced funding removed from schools due to the reduced number of excluded pupils	As per the budget variance explanation
Sub Total of Forecast Overspends			10.146		2.213		
Forecast Underspends							

Division of service	Approved budget £m	Outturn £m	+Over/- Underspend £m	+Over/ - Underspend as % of budget	Movement since last report £m	Reasons for significant variance from budget	Reasons for significant movement in variance compared to previous report
Out of county recoupment	0.750	0.638	-0.112	-25	+0.077	Lower than budgeted net expenditure relating to NCC children placed out of county in other Local Authority's maintained special schools, offset by income from other Local Authorities that have children placed in NCC maintained special schools	As per the budget variance explanation
School growth contingency	0.950	0.838	-0.112	-12		Lower than planned pupil number growth	
School contingency funds	0.500	0.200	-0.300	-60	+0.045	Lower than budgeted call on contingency funds expected	Revised forecast
School staff suspensions	0.267	0.084	-0.183	-69	+0.034	Costs of school staff suspensions expected to be lower than anticipated when the budget was set	As per the budget variance explanation
<b>Sub Total of Forecast Underspends</b>			<b>-0.707</b>		<b>0.156</b>		
<b>Total DSG funded</b>			<b>9.439</b>		<b>1.977</b>		

- 2.2.4 Commitments against the Dedicated Schools Grant can vary as changing trends become apparent and available provision changes.
- 2.2.5 Any overspend in 2017-18 will need to be funded from a loan from Locally Maintained Schools balances, (or other school balances if insufficient), that will need to be repaid in future years. A plan to reduce the under-lying overspend and to repay the loan, whilst meeting the needs of Children and Young People, is being developed and proposals have been discussed and agreed at the Schools' Forum, following a consultation with schools.. The outcome of this work is included with the "*Dedicated Schools Grant 2018-19*" paper included as a separate paper within the Children's Committee agenda.
- 2.2.6 The Scheme for Financing Schools in Norfolk sets out the local framework within which delegated financial management is undertaken. In respect of budget plans the expectation is that schools submit budget plans at the end of the summer term, taking account, in particular, the actual level of balances held at the end of the previous financial year.
- 2.2.7 Based on budget information provided by schools, the projection of LMS balances is as follows:

#### **Projected School Balances as at 31 March 2018**

<b>Title/description</b>	<b>Balance at 01-04-17 £m</b>	<b>Forecast balance at 31-03-18 £m</b>	<b>In year Variance £m</b>	<b>Schools becoming academies</b>
Nursery schools	0.054	0.115	+0.061	0.000
Primary schools	13.304	9.360	-1.980	-1.964
Secondary schools	1.291	0.512	+0.024	-0.803
Special schools	1.225	1.125	-0.100	0.000
School Clusters	1.693	0.762	-0.931	0.000
<b>Total</b>	<b>17.567</b>	<b>11.874</b>	<b>-1.956</b>	<b>-2.767</b>

### **2.3 Reserves and Provisions**

- 2.3.1 A number of Reserves and Provisions exist within Children's Services. The following table sets out the balances on the reserves and provisions in the Children's Services accounts at 1 April 2017 and the projected balances at 31 March 2018. The table has been divided between those reserves and provisions relating to Schools and those that are General Children's Services reserves and provisions.
- 2.3.2 Committee is asked to endorse and recommend to Policy and Resources Committee, to approve the allocation of £2.591m reserves to revenue, to partly offset the Children's Services projected overspend. This is made up of the £2.418m balance of the PFI sinking fund reserve, the £0.052m balance of the School Sickness Insurance Scheme reserve and £0.121m unrequired unconditional grants and contributions reserve.
- 2.3.3 The £2.418m use of the PFI reserve would leave a "hole" to pay future contractor unitary payments over the remaining life of the programme. An annual budget of £0.220m (plus inflation) from 2018-19 onwards would be needed to fund this shortfall.
- 2.3.4 The Schools/college pension budgets are showing a 2017/18 underspend of £0.349m. This is due to less pension claims from previous employees and reduced redundancy



payments. A budget reduction of £0.100m is planned for next year. There is therefore £0.220m budget available in the 2018/19 financial year, based on the £0.349m underspend continuing.

- 2.3.5 It is requested that £0.220m budget is “vired” within Children’s Services; from the schools/college pensions’ budget to the PFI revenue budget, to safeguard the future funding of the PFI.

Title/description	Balance at 01-04-17 £m	Balance at 31-03-18 £m	Variance £m	To recommend to P&R £m	Reason for variance
Dedicated Schools Grant (DSG) reserve	0.000	0.000	+0.000	+0.000	
<b>Schools</b>					
Schools Non-Teaching Activities	0.733	0.733	+0.000	+0.000	These are school funds held on behalf of schools
Building Maintenance Partnership Pool (BMPP)	2.001	2.001	+0.000	+0.000	These are school funds held in relation to the BMPP, run on behalf of schools by Norfolk Property Services, for building maintenance activities
School Playing surface sinking fund	0.106	0.045	-0.061	+0.000	These are school funds held on behalf of schools for the replacement of playing surface astro turf
Non BMPP Building Maintenance Fund	0.903	0.903	+0.000	+0.000	These are school funds held on behalf of schools for building maintenance activities
<b>Schools total</b>	<b>3.743</b>	<b>3.682</b>	<b>-0.061</b>	<b>-0.000</b>	
<b>Children’s Services</b>					
Transport Days Equalisation Fund	0.101	0.494	+0.393	+0.000	Due to the timing of school holidays, there is a reduced number of transport days in the 2017-18 financial year and more in 2018-19
Education Provision for Holiday Pay	0.015	0.015	+0.000	+0.000	Holiday pay due to former Children’s Services catering staff
Norfolk PFI Sinking Fund	2.418	2.418	+0.000	-2.418	This reserve is used to fund future years contractor unitary payments
School Sickness Insurance Scheme	0.102	0.052	-0.050	-0.052	Children’s Services contribution to additional in-year savings requested by P&R committee
IT Earmarked Reserves	0.081	0.058	-0.023	+0.000	Planned use of IT reserves
Repairs and Renewals Fund	0.176	0.176	+0.000	+0.000	Funds held for future years replacement of equipment
Unconditional Grants and Contributions	1.746	1.353	-0.393	-0.121	Prior year and in year unconditional grants and contributions expected to be

Title/description	Balance at 01-04-17 £m	Balance at 31-03-18 £m	Variance £m	To recommend to P&R £m	Reason for variance
					spent in 2017-18 financial year and 2018-19
Children's Services post Ofsted Improvement Fund	0.108	0.046	-0.062	+0.000	Funds held for the sustainable trading activities with schools to support schools improvement
<b>Children's Services total</b>	<b>4.747</b>	<b>4.612</b>	<b>-0.135</b>	<b>-2.591</b>	
<b>Total</b>	<b>8.490</b>	<b>8.294</b>	<b>-0.196</b>	<b>-2.591</b>	

## 2.4 Capital

2.4.1 The approved Children's Services capital budget was £66.256m for 2017-18 and £74.727m for future years. Since the County Council set the budget in February, there have been some revisions to plans, with an element re-profiled to future years and some additional spend planned for 2017-18.

2.4.2 The table below shows the approved budget, amendments (updated for period 8) and the current capital budget for 2017-18 and future years.

### Capital Programme 2017-21

	Approved budget £m	Re-profiling £m	Other changes £m	Current Capital Budget £m
2017-18	66.256	-13.438	5.964	58.782
Future Years'	74.727	13.438	25.732	113.897
<b>Total</b>	<b>140.983</b>	<b>0</b>	<b>31.696</b>	<b>172.679</b>

2.4.3 Funding for the capital programme comes primarily from grants and contributions provided by central government. These are augmented by capital receipts, developer contributions, prudential borrowing, and contributions from revenue budgets and reserves. The following table shows the expected financing for the 2017-21 Children's Services capital programme. The sources of financing may be amended as the year progresses to ensure the most advantageous usage of funds for NCC, i.e. realised capital receipts may be utilised to offset the need for prudential borrowing.

### Financing 2017-21

Funding Stream	2017-18 Programme £m	Future Years' Forecast £m
Prudential Borrowing	4.776	5.000
Revenue & Reserves	0.310	
Grants and Contributions		
Department for Education	45.858	92.604
Developer Contributions	5.086	15.756
Other	2.753	0.537
<b>Total</b>	<b>58.783</b>	<b>113.897</b>

### **3. Financial Implications**

- 4.1 The forecast outturn for Children's Services is set out within the paper

### **4. Issues, risks and innovation**

- 4.1 This report provides financial performance information on a wide range of services monitored by the Children's Services Committee. Many of these services have a potential impact on residents or staff from one or more protected groups. The Council pays due regard to the need to eliminate unlawful discrimination, promote equality of opportunity and foster good relations.
- 4.2 This report outlines a number of risks that impact on the ability of Children's Services to deliver services within the budget available. These risks include the following:
- a) Pressure on services from a needs led service where number of service users continues to increase
  - b) In any forecast there are assumptions made about the risk and future patterns of expenditure. These risks reduce and the patterns of expenditure become more defined as the financial year progresses and as a result of the reduced risk the forecast becomes more accurate
  - c) Impact of legislation
  - d) The ability to be able to commission the right placement at the right time at the right price due to sufficiency difficulties in the market

### **5. Recommendations**

Members are invited to discuss the contents of this report and in particular to agree:

- a) The forecast outturn position at period 8 for the 2017-18 Revenue Budget for both the Local Authority Budget and Schools Budget
- b) The planned use of reserves
- c) To endorse and recommend to Policy and Resources Committee the use of £2.591m reserves as set out in section 2.3
- d) The forecast outturn position at period 8 for the 2017-18 Capital Programme

### **Officer Contact**

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

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# Children's Services Committee

<b>Report title:</b>	<b>Strategic and Financial Planning 2018-19 to 2021-22 and Revenue Budget 2018-19</b>
<b>Date of meeting:</b>	<b>16 January 2018</b>
<b>Responsible Chief Officer:</b>	<b>Sara Tough Executive Director of Children's Services</b>

## Strategic impact

The proposals in this report will inform Norfolk County Council's decisions on council tax and contribute towards the Council setting a legal budget for 2018-19 which sees its total resources targeted at meeting the needs of residents.

The information in this report is intended to enable the Committee to take a considered view of all the relevant factors to agree budget proposals for 2018-19 and the Medium Term Financial Strategy to 2021-22, and make recommendations on these to the Policy and Resources Committee. Policy and Resources will then consider how the proposals from Service Committees contribute to delivering an overall balanced budget position on 29 January 2018 before the Full Council meets 12 February to agree the final budget and level of council tax for 2018-19.

## Executive summary

This report sets out details of the County Council's strategy which will set out the future direction, vision and objectives for the Council across all its services. It also provides an overview of the financial issues for the Council, including the latest details of the Autumn Budget 2017 and the Local Government Finance Settlement for 2018-19. It then summarises this Committee's saving proposals for 2018-19, identified budget pressures and funding changes, and sets out the proposed cash-limited revenue budget as a result of these. The report also provides details of the proposed capital programme.

Details of the outcomes of rural and equality impact assessments in respect of the 2018-19 Budget proposals are set out in the paper, alongside the findings of public consultation around specific savings proposals, where relevant to the Committee.

Policy and Resources Committee works with Service Committees to coordinate the budget-setting process, advising on the overall planning context for the Council. Service Committees review and advise on the budget proposals for their individual service areas. The report therefore provides an update on the Service Committee's detailed planning to feed into the Council's budget process for 2018-19. The County Council is due to agree its budget for 2018-19, and Medium Term Financial Strategy to 2021-22 on 12 February 2018.

### The Children's Services Committee is recommended to:

- 1) Note the new corporate priorities – Norfolk Futures – to focus on demand management, prevention and early help, and a locality focus to service provision as set out in section 2 of this report.**

- 2) Consider and agree the service-specific budgeting issues for 2018-19 as set out in section 5;
- 3) Consider and comment on the Committee's specific budget proposals for 2018-19 to 2021-22, including the findings of public consultation in respect of the budget proposals set out in Appendix 2;
- 4) Consider the findings of equality and rural impact assessments, attached at Appendix 3 to this report, and in doing so, note the Council's duty under the Equality Act 2010 to have due regard to the need to:
  - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
  - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
  - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 5) Consider and agree any mitigating actions proposed in the equality and rural impact assessments;
- 6) Consider the recommendations of the Executive Director of Finance and Commercial Services, and:
  - a. Recommend to Policy and Resources Committee that the Council's budget includes an inflationary increase of 2.99% in council tax in 2018-19, within the council tax referendum limit of 3.0% for 2018-19;
  - b. Note that the Council's budget planning includes an increase in council tax of 3.0% for the Adult Social Care precept in 2018-19, meaning that no increase in the Adult Social Care precept would be levied in 2019-20.
- 7) Agree and recommend to Policy and Resources Committee the draft Committee Revenue Budget as set out in Appendix 4:
  - a. including all of the savings for 2018-19 to 2021-22 as set out. *Or*
  - b. removing any savings unacceptable to the Committee and replacing them with alternative savings proposals within the Committee's remit.

For consideration by Policy and Resources Committee on 29 January 2018, to enable Policy and Resources Committee to recommend a sound, whole-Council budget to Full Council on 12 February 2018.
- 8) Agree and recommend the Capital Programmes and schemes relevant to this Committee as set out in Appendix 5 to Policy and Resources Committee for consideration on 29 January 2018, to enable Policy and Resources Committee to recommend a Capital Programme to Full Council on 12 February 2018.

## 1. Introduction

- 1.1. The Council's approach to medium term service and financial planning includes a rolling medium term financial strategy, with an annual budget agreed each year.

The County Council agreed the 2017-18 Budget and Medium Term Financial Strategy (MTFS) to 2019-20 at its meeting 20 February 2017. At this point, the MTFS identified a gap for budget planning purposes of £35.015m.

- 1.2. The MTFS position is updated through the year to provide Members with the latest available financial forecasts to inform wider budget setting work across the organisation. As previously reported to Committees, Policy and Resources Committee considered a report “Strategic and Financial Planning 2018-19 to 2021-22” on 3 July 2017, which set out a forecast gap of £100.000m for the period to 2021-22.
- 1.3. This year, the budget-setting process is closely aligned with development of the new Council Plan and associated corporate strategy work. Further details of this were set out in the report “Caring for your County” and in the Strategic and Financial Planning reports considered by Policy and Resources Committee.
- 1.4. Norfolk County Council is due to agree its new Budget and Medium Term Financial Strategy for 2018-19 to 2021-22 on 12 February 2018. This paper sets out the latest information on the Local Government Finance Settlement and the financial and planning context for the County Council for 2018-19 to 2021-22. It summarises the Committee’s pressures, changes and savings proposals for 2018-19, the proposed cash limit revenue budget based on all current proposals and identified pressures, and the proposed capital programme.

## **2. County Council Strategy and Norfolk Futures**

- 2.1. The County Council Strategy will set out the future direction, vision and objectives for the Council across all its services.
- 2.2. A key plank of the new strategy will be Norfolk Futures. This comprises a number of initiatives focused on demand management, prevention and early help, and a locality focus to service provision, as referenced in the Strategic and Financial Planning 2018-19 to 2021-22 report presented at Policy and Resources 30 October 2017.
- 2.3. Norfolk Futures will focus on delivering the administration’s manifesto priorities over the Medium Term Financial Strategy period and include:

### **2.4 Local Service strategy:**

- We want to proactively target our services in the places where they are most needed in our market towns, Norwich, Great Yarmouth and King’s Lynn.
- Joining up different areas of the council’s work under one roof will enable the closure of little-used buildings and remodelled services.
- Refocusing our investment, based on the evidence we have of service usage will mean we can create services that meet the need of the residents in that place, rather than a one size fits all offer.

### **2.5 A new deal for families in crisis:**

- We want to keep families together when life gets tough, and reduce the number of children entering the care system.

- To achieve this will we focus on early intervention to keep children safely at home.
- When we have to help and offer care we will use foster care and adoption where appropriate, which we know deliver better outcomes for our children.
- We will reduce our use of residential care and invest in specialist support alternatives.
- Care leavers will be better supported through high quality post 16 provision.

## **2.6 Promoting independence for vulnerable adults:**

- We want to give people the skills and confidence to live independently and safely, in their own homes, for as long as possible.
- To do this we will focus on those most likely to need our formal services at some point to help them to stay independent for longer.
- This will involve supporting people to overcome problems and find renewed levels of independence.
- Helping people with learning difficulties to do the things we all want to do in life.
- Strengthen social work so that it prevents, reduces and delays need.

## **2.7 Smarter information and advice:**

- We want to make it easier for people to find trusted, reliable information to make decisions that improve their independence and well-being.
- Direct and connect people to services in their local community.
- This will help people to take control of their lives and their futures and to reduce reliance on health and local authority services.

## **2.8 Towards a Housing Strategy:**

We care about the large number of people who are not able to afford a home of their own. As a county council we can help by accelerating the delivery of new housing, in all forms, throughout Norfolk by:

- Using county council landholdings to undertake direct development via Repton Property Developments Ltd, NCC's development company.
- Providing up-front finance for infrastructure development.
- Acquiring strategic landholdings with a view to development.
- Working in partnership with housing authorities, the HCA, and the LEP to secure additional investment.
- Highlight gaps in the type and location of accommodation to meet the needs of the people of Norfolk today and in the future.

## **2.9 Digital Norfolk:**

Driving the creation of a sustainable technology infrastructure for better broadband and mobile services.

- Norfolk will be a place where all appropriate local government services are available online and are used safely and effectively by people to live, work, learn and play.
- We want to use technological solutions, to provide smarter ways of working and reduce costs within the council and in frontline services.



- Support provision of smarter information and advice by providing quicker, reliable access.
- This could include more online transactions, which are more convenient for many people and are more cost effective.

## 2.10 Commercialisation:

- Sweating our assets to maximise return on investment to invest in frontline services. Making the most of our under-utilised buildings and land by selling or leasing it to generate rent income.
- Running traded services profitably to make a return for the County Council to invest in frontline services.
- Seeking out new commercial opportunities.
- Managing the council's services in the most efficient way.
- Make sure the £700m we spend through contracted out services is managed and reviewed to ensure value for money.

## 3. Strategic financial context

- 3.1. Through the submission of an Efficiency Plan in 2016<sup>1</sup>, the Council has gained access to confirmed funding allocations for the four years 2016-17 to 2019-20. As a result, the Council's main funding settlement in the period to 2019-20 is not expected to change substantially, although allocations are confirmed annually in the Local Government Finance Settlement.
- 3.2. The **Autumn Budget**, announced by the Chancellor of the Exchequer, Philip Hammond, on Wednesday 22 November 2017 contained relatively few announcements with implications for the County Council. The Chancellor characterised it as a "balanced approach" being adopted in the Budget, including preparing for the exit from the EU, maintaining fiscal responsibility, investing in skills and infrastructure, supporting housebuilding and home ownership and helping families with the rising cost of living.
- 3.3. The **provisional Local Government Finance Settlement for 2018-19** was announced on 19 December 2017. The 2018-19 Settlement represents the third year of the four year certainty offer which began in 2016-17, and was described by the Government as providing a path to a new system which will build on the current 50% retention scheme and will see councils retain an increased proportion of locally collected business rates. The Department for Communities and Local Government plans to implement the latest phase of the Business Rates Retention Scheme (BRRS) in 2020-21, which will see 75% of business rates retained by local government. This is to be achieved by rolling in existing grants including Public Health Grant and Revenue Support Grant. Local Government will also retain a 75% share of growth from the 2020-21 reset onwards. 100% Business Rates pilots are continuing with a number of new pilots announced for 2018-19. Norfolk was not one of the 2018-19 pilots, although there may be a further opportunity to apply to participate in 2019-20.
- 3.4. In recognition of the pressures facing local government, the settlement includes plans for the core council tax referendum limit of 2% to be increased by 1% to **allow a maximum increase of 3%** before a local referendum is required (in line

<sup>1</sup> <https://www.norfolk.gov.uk/what-we-do-and-how-we-work/our-budget-and-council-tax/our-budget/our-budget>

with inflation) in both 2018-19 and 2019-20. The implications of this are discussed in the section on the latest 2018-19 budget position below.

- 3.5. The Settlement acknowledged concerns about planned reductions to Rural Services Delivery Grant (RSDG) and as a result this is to be increased by £15m in 2018-19 – so that RSDG will remain at £65m throughout the settlement period (i.e. to 2019-20). There has been no change to the distribution methodology, which means an additional (one-off) £0.737m for the County Council in 2018-19.
- 3.6. The Government set out plans to look at options for dealing with the negative Revenue Support Grant (RSG) allocations within the settlement which appear in 2019-20, and intends to consult in the spring to inform planning for the 2019-20 settlement. It should be noted that Norfolk is not in a negative RSG position during the four year settlement. The Government has also published a formal consultation on the review of relative needs and resources, intended to deliver an updated and more responsive distribution methodology for funding to be implemented from 2020-21.
- 3.7. No new funding has been announced for social care. However the Government has recognised that a long term solution to adequately funding social care services is required, and confirmed that a green paper on future challenges within adult social care is due to be published in summer 2018. There was no mention in the Settlement of any funding for the recently announced local government pay offer for 2018-19 and 2019-20 of 2% in each year, with higher increases for those earning less than £19,430. There was also no extension of the Transitional Grant provided in 2016-17 and 2017-18, which has ceased in 2018-19.
- 3.8. The latest estimate of the Council's overall budget position for 2018-19 as a result of the above, and any other issues, will be reported to Policy and Resources Committee in January.

## **4. 2018-19 Budget planning**

### **4.1 2017-20 Medium Term Financial Strategy**

County Council approved the 2017-18 Budget and the Medium Term Financial Strategy for the period 2017-18 to 2019-20 on 20 February 2017. The Medium Term Financial Strategy to 2019-20 set out a balanced budget for 2017-18, but a deficit remained of £16.125m in 2018-19, and £18.890m in 2019-20. The Medium Term Financial Strategy for 2017-20 therefore set out a forecast gap for the years 2018-19 and 2019-20 of **£35.015m** and included planned net savings of **£72.737m**.

### **4.2 2017-18 budget position**

The latest details of the Committee's 2017-18 budget position are set out in the budget monitoring report elsewhere on the agenda. The Council's overarching budget planning for 2018-19 continues to assume that the 2017-18 Budget will be fully delivered (i.e. that all savings are achieved as planned and there are no significant overspends).

### **4.3 The budget planning process for 2018-19**

As reported to Service Committees in September, since the preparation of the Medium Term Financial Strategy, further pressures on the budget were identified, resulting in changes to the Council's budget planning position. At that point, the estimate of the budget gap for the four year planning period up to 2021-22 was **£100.000m**, and in September Service Committees were informed of the allocation of savings targets to aid in closing this projected gap.

In October, Service Committees then reported to Policy and Resources on the savings proposals identified to assist in closing the forecast gap for 2018-19. The total **gross** savings proposed were £41.593m. Policy and Resources Committee also considered a number of further changes to the Council's budget planning including the reversal and delay of a number of savings agreed as part of the 2017-18 Budget that had been identified as no longer deliverable in 2018-19. After new savings had been included, against the target **a budget gap of £7.806m remained for 2018-19 and £63.351m for the MTFs planning period 2018-22**. Policy and Resources Committee launched consultation on £3.580m of savings for 2018-19, and the level of council tax for the year, in order for Service Committees to consider the outcomes of consultation in January to inform their budget setting decisions.

In November Service Committees were updated on the position reported to Policy and Resources Committee but were not asked to identify further savings. In view of the remaining gap position for 2018-19, Committees were advised that **any change to planned savings or removal of proposals would require alternative savings to be identified**.

The budget position and the associated assumptions are kept under continuous review. The latest financial planning position will be presented to Policy and Resources Committee in January prior to budget-setting by County Council in February. The outline budget-setting timetable for 2018-19 is set out for information in Appendix 1 to this report.

#### 4.4 Latest 2018-19 Budget position

The council's budget planning was originally based on an increase in council tax of 4.9%, and the general approach set out in the council's Medium Term Financial Strategy has been to raise general council tax in line with inflation, reflecting the Government's assumptions within the local government financial settlement.

The Government has now provided the discretion to raise general council tax by an additional 1% without the need for a local referendum in both 2018-19 and 2019-20, recognising the higher forecast rate of inflation. **This means council tax can be raised by 3% for general council tax and 3% for the adult social care precept, a total of 5.99% in 2018-19**. The Government's core spending power figures now assume the council will raise council tax by the maximum amount available of 5.99%.

Since the last budget report to Policy and Resources Committee in October 2017, a number of pressures have emerged which require funding in 2018-19. These include:

- Additional on-going funding to support Children's Services;
- Funding for the £12m investment in Children's Services;

- The national pay award offer of 2% plus higher increases for those earning less than £19,430;
- Changes to planned savings; and
- Continuing higher inflation rates

**An additional 1.09% increase in council tax, to raise council tax by the maximum amount of 5.99% without requiring a local referendum would be worth approximately £3.9m in 2018-19 based on current tax base estimates. This would contribute to funding the above pressures, closing the gap in 2018-19, and reducing the 2019-20 forecast budget gap. A council tax increase of 5.99% would therefore enable a substantially more robust budget for 2018-19 and significantly reduce the risks for the council over the Medium Term Financial Strategy period.**

In setting the annual budget, Section 25 of the Local Government Finance Act 2003 requires the Executive Director of Finance (Section 151 Officer) to report to members on the robustness of budget estimates and the adequacy of proposed financial reserves. This informs the development of a robust and deliverable budget for 2018-19.

#### 4.5 Budget planning assumptions 2018-19

Key assumptions within the Council's current budget model include:

- **A CPI (2.99%) increase in council tax** above the 3% Adult Social Care precept, based on the updated assumptions used by the Government in the time of the 2018-19 local government settlement. Any reduction in this increase will require additional savings to be found. It should be noted that currently CPI is running at 3.0%<sup>2</sup>. The assumed council tax increases are subject to Full Council's decisions on the levels of Council Tax, which will be made before the start of each financial year. In addition to an annual increase in the level of Council Tax (but with no increase in council tax in 2021-22), the budget assumes modest annual tax base increases of 0.5%;
- **That Revenue Support Grant will substantially disappear in 2020-21. This equates to a pressure of around £39m, but significant uncertainty is attached to this and clearly the level of savings required in year three could be materially lower should this loss of funding not take place;**
- 2017-18 Budget and savings delivered in line with current plans (no overspend);
- Use of additional Adult Social Care funding during 2017-18 and future years as agreed by Adult Social Care Committee 10 July 2017, with no changes to the overall funding allocations in 2018-19;
- 2017-18 growth in Children's Services is included as an ongoing pressure and additional investment is included with Children's Services budgets to reflect 2017-18 pressures;
- Ongoing annual pressures will exist in waste budgets; and
- That undeliverable savings have been removed as set out elsewhere in this report, and that all the remaining savings proposed and included for 2018-19 can be successfully achieved.

<sup>2</sup> UK consumer price inflation: October 2017, published by the Office for National Statistics:  
<https://www.ons.gov.uk/economy/inflationandpriceindices/bulletins/consumerpriceinflation/october2017>  
 C:\Program Files (x86)\neevia.com\docConverterPro\temp\NVDC\ED7996FA-6B8F-454A-B31F-969357190A23\8b108731-74e8-4e22-84e9-97f371751437.docx

The Executive Director of Finance and Commercial Services' judgement on the robustness of the 2018-19 Budget is substantially based upon these assumptions.

## **5. Service Budget, Strategy and Priorities 2018-19**

5.1. The priorities for Children's Services for 2018-19 to 2019-20 are:-

- To be delivering the very best service for the children of Norfolk
- To be a "Good" Children's Services (with outstanding features), as defined by Ofsted.
- To have stable leadership and strong partnerships
- To have a strong and capable permanent workforce
- To manage within a realistic budget
- To have effective demand management
- To have more permanence options for Children.
- Strengthening outcomes for Looked After Children and Care Leavers
- Strengthening performance management and business intelligenc

5.2. The main challenges and issues facing Children's Services are:-

- Improving outcomes for vulnerable children and pupils in Norfolk;
- Increase in service demand;
- Recruitment and retention of staff;
- Sufficiency in Looked after Children placements;
- Sufficiency in Special Education Needs and Disability placements;

5.3. There were no new specific implications of the settlement on the Children's Services committee.

5.4 However, as a result of the settlement, £2.000m has been added to the base of the Finance General budget. This budget will be available to fund the already agreed one-off £12.000m Children's Services investment over the next few years.

5.5 Last year's settlement confirmed the end of the Education Services grant from September 2017 and a new grant for School Improvement (monitoring and brokering). We received clarification on the use of this grant earlier this year, which has resulted in addition spending pressures on brokering arrangements. This change has been reflected in the Children's Services draft budget.

5.6 The settlement also detailed the Dedicated Schools Grant (DSG) funding, which is covered in a separate paper elsewhere on this Children's Services Committee agenda.

## **6. Budget proposals for the Children's Services Committee**

6.1 The first consideration for savings has been further efficiencies and ensuring that the service utilising resources effectively. The subsequent area of consideration has been whether additional income can be secured for services that we can charge for. Proposals brought to the committee have avoided reducing preventative services and early intervention activities that are targeted at the most vulnerable families in need of our support.

- 6.2 The following table sets out a summary of the savings proposals for Children's Services committee to consider for recommendation to Policy and Resources committee:

<b>Proposal</b> Note: savings are shown as a negative figure	<b>Savings 2018-19 £m</b>	<b>Savings 2019-20 £m</b>	<b>Savings 2020-21 £m</b>	<b>Savings 2021-22 £m</b>	<b>Total 2018-22 £m</b>
Reduction in legal expenses	-0.142	-0.142			-0.284
Early Years training	-0.090				-0.090
Reduced reliance on agency social workers		-0.200			-0.200
Reduced Looked After Children's costs		-1.000	-2.000	-2.000	-5.000
Children Centred services	-2.000	-3.000			-5.000
<b>Total new Children's savings</b>	<b>-2.232</b>	<b>-4.432</b>	<b>-2.000</b>	<b>-2.000</b>	<b>-10.574</b>

- 6.3 **Reduction in legal expenses to ensure that we are getting legal advice only when we need to and that it is provided by a legal professional at the right level 2018-19 £0.142m saving; 2019-20 £0.142m saving**

*Why is this being considered?*

Improvements are currently being made to the robustness of social work decision making, and it is expected that this will lead to social workers only engaging legal services at the most appropriate time.

*What would be required?*

Guidance to social workers will be updated to provide clarity as to when legal advice about cases should be sought to ensure that we are getting legal advice only when we need to. Additionally, through work with legal services, Children's Services will ensure that when legal advice is needed, it is provided by a legal professional at the right level so that the Council are not paying more than needed to for legal advice.

*What are the implications of the proposal?*

The cost of legal advice for the department should reduce whilst ensuring that appropriate advice is sought at the right time and provided by a legal professional at the right level.

- 6.4 **Increase income received for Early Years training through charging more than we currently do 2018-19 £0.090m saving**

*Why is this being considered?*

Early years training provision has previously been reviewed with changes made to the charges for training courses that the Council sells to nurseries, pre-schools and other early year's providers. The Council has the power to offer training for all early years providers and is able to impose reasonable charges when securing such services. The Council is required to secure appropriate training provision for specific groups (such as those who are judged less than 'good' by OFSTED) and to ensure that providers are able to access training around the Early Years Foundation Stage, SEND/Vulnerable groups and Safeguarding. The Council should enable providers to choose where and how they take up training or quality improvement.

*What would be required?*

A review would be undertaken of the training courses that we currently sell to nurseries, pre-schools and other early year's providers, alongside a review of the charges.

*What are the implications of the proposal?*

Children's Services early years training offer will be a more traded and commercialised programme. This will mean that those early years settings that choose to access the training offer will be charged more for the provision than they are currently charged, thus increasing the income received and reducing the net cost of the service to the Council.

**6.5 Reduce the reliance on agency social workers through the recruitment of more permanent social workers and improved retention of existing staff  
2019-20 £0.200m saving**

*Why is this being considered?*

Children's Services currently relies significantly upon agency social workers and managers whilst work is undertaken to improve recruitment and retention of permanent staff. Additional funding has previously been allocated to offset the additional costs of agency workers.

*What would be required?*

Actions to improve rates of recruitment and retention are already being taken, and these actions have been effective. This activity includes recruiting, inducting and supporting newly qualified social workers through the Norfolk Institute of Professional Excellence; in effect "growing our own". These roles are supernumerary and the programme provides newly qualified social workers with additional support whilst they build up workloads and gain hands-on experience. This programme is key to the department being able to recruit and retain staff, and needs to be funded on a recurrent basis.

*What are the implications of the proposal?*

As the permanent workforce increases there will be less need to use agency workers, which will reduce the additional costs currently being incurred that are over and above the normal establishment costs for social workers. This proposal is expected to make savings in 2018-19, but this initial release of funding will be utilised to provide recurrent funding for the supernumerary Norfolk Institute of Professional Excellence posts, which will ensure sustainable long-term recruitment. The remainder of the saving will be released in 2019-20.

**6.6 Implement the Demand Management and Prevention Strategy transformation programme to achieve better outcomes for the children and young people involved in our services and to reduce the numbers that we look after, which will ultimately lead to a reduction in how much we spend.  
2019-20 £1.000m saving; 2020-21 £2.000m saving; 2021-22 £2.000m saving**

*Why is this being considered?*

The numbers of children who are looked after has significantly increased in recent years, along with the cost of providing appropriate care and support. We want to ensure that the right care and support is being offered at the right time to the right people. As part of the Norfolk Futures programme, Policy and Resources committee has agreed significant one-off investment to develop earlier targeted help where needed and to re-balance the placement mix

available to meet the needs of the children and young people who do require care, which should result in a more sustainable system that provides better outcomes for children and families.

*What would be required?*

Investment in the Demand Management and Prevention Strategy transformation Programme will be required, as detailed in 3.2 above. This will include improving support to families to prevent children and young people from coming into care, and increasing the numbers of children who are fostered, particularly by foster carers who work directly for Norfolk County Council.

*What are the implications of the proposal?*

Over the life of the transformation programme, it is expected that the department will see a reduction in the number of children and young people who are looked after. This will be due to families being better supported to stay together and, where this not possible, there will be an increase in permanence arrangements. Additionally, it is expected that the placement mix for those children who do need to be looked after will change to see a shift towards foster care, particularly in-house foster care, and away from expensive, residential placements. This should lead to a reduced unit cost per child looked after. The reduction in numbers of children who are looked after and the reduction in unit cost will generate savings.

- 6.7 **Remodel the children's centre service offer to provide a more targeted response to families through working more closely with our other services and partners, for example by sharing buildings, and by focusing their work on the families that need them most**  
**2018-19 £2.000m saving; 2019-20 £3.000m saving**

*Why is this being considered?*

The current delivery model provides universal Children's Centre service access to all families in Norfolk and is delivered from both dedicated buildings and via a number of outreach locations. There is now an opportunity to consider how improved integration and collaboration between both universal and targeted support services to ensure that the appropriate response is provided to the right family at the right time.

*What would be required?*

Remodelling of the Children's Centre service for Norfolk is part of the Local Services Strategy corporate priority work, and will look at how other properties within the public estate can be utilised to support effective delivery of this service whilst making better use of available resources. That work will begin for the 18-19 financial year with our current providers and partners. It is envisaged the result would be services being provided more flexibly through effective joint working, including closer alignment with our library service and Public Health commissioned Healthy Child Programme. Ensuring that appropriate provision is made available to the most vulnerable families and communities will remain the key priority of the Children's Centre Service.

*What are the implications of the proposal?*

Children's Centre service providers already undertake a detailed needs analysis to identify vulnerable groups. The redesigned service will be more focussed on those target groups recognised through this local needs analysis. The provision of targeted information, guidance and support will be determined in collaboration



with the Healthy Child Programme and Social Care teams to ensure that each family that requires it receives an appropriate and effective response to meet their needs. It may also involve a scaling back of the universal offer from the Children's Centre service in some instances from 2018/19 onwards. Parents and children accessing Children's Centre Services will continue to be able to access a range of information, advice, guidance and support, including an increased offer from on-line support. For those in need of face to face support, this would be provided on a targeted outreach basis, as well as support being available via phone and on-line. This would apply to vulnerable families and communities living in both rural and urban areas.

## **7. Revenue Budget**

- 7.1. The tables in Appendix 4 set out in detail the Committee's proposed cash limited budget for 2018-19, and the medium term financial plans for 2019-20 to 2021-22. These are based on the identified pressures and proposed budget savings reported to this Committee in October, which have been updated in this report to reflect any changes to assumptions.
- 7.2 In recognition of the increased pressures on the Children's Services budget, as reflected in the 2017-18 projected overspend, £6.000m has been added to the base budget. This is to ensure that Children's Services has a "robust" budget going forwards.
- 7.3 Cost neutral adjustments for each Committee will be reflected within the Policy and Resources Revenue Budget 2018-19 to 2021-21 paper which will be presented on the 29 January 2018.
- 7.4 The Revenue Budget proposals set out in Appendix 4 form a suite of proposals which will enable the County Council to set a balanced Budget for 2018-19. **As such recommendations to add growth items, amend or remove proposed savings, or otherwise change the budget proposals will require the Committee to identify offsetting saving proposals or equivalent reductions in planned expenditure.**
- 7.5 The Executive Director of Finance and Commercial Services is required to comment on the robustness of budget proposals, and the estimates upon which the budget is based, as part of the annual budget-setting process. This assessment will be reported to Policy and Resources Committee and County Council.

## **8. Capital Programme 2018-19**

- 8.1. A summary of the Capital Programme and schemes relevant to this committee can be found in Appendix 5.

## **9. Public Consultation**

- 9.1. Under Section 3(2) of the Local Government Act 1999, authorities are under a duty to consult representatives of a wide range of local people when making decisions relating to local services. This includes council tax payers, those who use or are likely to use services provided by the authority and other stakeholders

or interested parties. There is also a common law duty of fairness which requires that consultation should take place at a time when proposals are at a formative stage; should be based on sufficient information to allow those consulted to give intelligent consideration of options; should give adequate time for consideration and response and that consultation responses should be conscientiously taken into account in the final decision.

9.2. Saving proposals to bridge the shortfall for 2018-19 were put forward by committees, the majority of which did not require consultation because they could be achieved without affecting service users.

9.3. Where individual savings for 2018-19 required consultation:

- The public consultations ran from the 6 November 2017 to 2 January 2018.
- Those consultations were published and consulted on via the Council's consultation hub Citizen Space at:  
<https://norfolk.citizenspace.com/consultation/budget2018/>
- We promoted the consultation through Your Norfolk residents' magazine, online publications, social media and our website.
- People were able to respond online and in writing. We also received responses by email to [HaveYourSay@norfolk.gov.uk](mailto:HaveYourSay@norfolk.gov.uk) and accepted responses in other format, for example, petitions.
- Consultation documents were available in hard copy, large print and easy read as standard and other formats on request.
- Every response has been read in detail and analysed to identify the range of people's opinions, any repeated or consistently expressed views, and the anticipated impact of proposals on people's lives.

#### **Children's centres and libraries consultation feedback**

9.4. The findings of this consultation are being reported back to the Children's Services Committee and the Communities Committee because our proposals relate to the work of both committees.

9.5 In addition to the steps the council has taken to promote the consultation, we have also had meetings with all the organisations who run our children's centres to discuss our proposals with them and we asked the organisations to promote the consultation on our behalf. We have also promoted the consultation on the Family Information Service social media.

9.6 We received 335 responses received to this consultation. Of these, just over half (172 people or 51%) replied as individuals. Twenty respondents told us they were responding on behalf of a group, organisation or business but not all gave the names of their organisations; some were employees whose response did not necessarily represent the organisational view. Of the respondents who described their relationship to the service, most were people who use the library service (197) and/or parents/carers of a child (or children) under aged 0-5 (139).

9.7 We received a petition with 5,792 signatures. Norfolk County Council Labour Group undertook a separate consultation and submitted the responses they received which contained 81 comments relating to this proposal.

9.8 Key issues and concerns were:

- a) Children's centre services are valued, and some respondents said they regard them as essential or a priority.
- b) Several people said they think that children's centre services should be reviewed, for example because it is good practice to review any service periodically and because children's centre services need to adapt to changes in the way people live their lives.
- c) Several respondents said that they think our proposals would have a negative effect on the health and wellbeing of families, and they are worried that families would become more isolated.
- d) A majority of people said that there need to be some children's centre services which all families can use, although some of these respondents said that there could be fewer universal services than there currently are.
- e) Several respondents said that having fewer universal services would make it harder for families to get help early on and before problems escalate, so families would end-up needing more intensive and costly support because they would end-up in crisis.
- f) Several respondents said it is difficult to identify which families need support - it is not just families on low incomes - the needs of families change over time and it is easier to provide support if families have built up a trusting relationship with children's centre staff from having attended universal groups.
- g) Some people said that children's centre services should be focused on the families that need them most, because the County Council has less money and so it is right or sensible that we should target our resources.
- h) Some people said they are worried that families living in rural areas would be negatively affected by the proposed changes to children's centre services, in particular some respondents said they are worried about having to travel further to get to services.
- i) Several people expressed support for children's centres and libraries sharing buildings, for example because it would help to get children reading or because it would help to make both services viable – although some people added that each area would need to be looked at on a case-by-case basis because co-location would not be suitable in every area.
- j) Many respondents said it would be difficult for our existing buildings to accommodate children's centre and library services, because there would not be enough space for both services, the buildings would not have the right facilities and there would not be enough parking for everyone.
- k) Many people said it would not be appropriate for children's centres and libraries to share buildings because they offer very different services, in particular people raised concerns about offering sensitive and confidential support to families when libraries are public buildings.

- 9.9 A full summary of the consultation feedback received to the children's centre and libraries proposal can be seen at Appendix 2.

## **10. Equality and rural impact assessment – findings and suggested mitigation**

- 10.1. When making decisions the Council must give due regard to the need to promote equality of opportunity and eliminate unlawful discrimination.
- 10.2. Equality and rural impact assessments have been carried out on each of Children's Services Committee's five budget proposals for 2018/19, to identify whether there may be any disproportionate or detrimental impact on people with protected characteristics or in rural areas.
- 10.3. It is evident from this process that the Committee's proposals will primarily impact on children and families – which is inevitable, because these groups constitute the majority of service users.
- 10.4. However, only one proposal (the proposal to Remodel the children's centre service offer) may have a detrimental impact on children and families.
- 10.5. Four mitigating are proposed to address this potential detrimental impact:-
- If the proposal to remodel children's centre services goes ahead, at an appropriate stage when the review has taken place, equality/rural impact assessments should be carried out on any options to cease, stop or change a service, to identify any potential impacts on service users. These assessments to include a risk assessment of access planning of potential sites, and a cost impact assessment on users.
  - If any detrimental impacts are identified, they should be reported to Children's Services Committee, along with any proposed mitigating actions that could be carried out, for consideration before a final decision is made.
  - Where service remodelling impacts on Norfolk County Council staff working patterns, line managers to consult with staff about any proposed changes, prior to them being agreed. This will enable any access issues to be highlighted. Where issues are identified, appropriate solutions should be sought e.g. reasonable adjustments.
  - HR Shared Service to continue to monitor whether staff with protected characteristics are disproportionately represented in redundancy or redeployment figures, and if so, take appropriate action.
- 10.6. The full assessment findings are attached for consideration at Appendix 3. Clear reasons are provided for each proposal to show why, or why not, detrimental impact has been identified, and the nature of this impact

## **11. Financial implications**

- 11.1. Financial implications for the Committee's Budget are set out throughout this report.

## 12. Issues, risks and innovation

- 12.1. Significant risks or implications have been set out throughout the report. Specific financial risks in this area are also identified in the Corporate Risk Register, including the risk of failing to manage significant reductions in local and national income streams (RM002) and the risk of failure to effectively plan how the Council will deliver services (RM006).
- 12.2. Decisions about significant savings proposals with an impact on levels of service delivery will require public consultation. As in previous years, saving proposals, and the Council's Budget as a whole, will be subject to equality and rural impact assessments later in the budget-setting process.

## 13. Background Papers

- 13.1. Background papers relevant to the preparation of this report are set out below.

Norfolk County Council Revenue and Capital Budget 2017-20, County Council, 20 February 2017, Item 4:

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/444/Committee/2/SelectedTab/Documents/Default.aspx>

Norfolk County Council Budget Book 2017-20, May 2017:

<https://www.norfolk.gov.uk/-/media/norfolk/downloads/what-we-do-and-how-we-work/budget-and-council-tax/the-2017-2020-budget-book.pdf?la=en>

Caring for your County, Policy and Resources Committee, 3 July 2017, Item 7:

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/1359/Committee/21/Default.aspx>

Strategic and Financial Planning 2018-19 to 2021-22, Policy and Resources Committee, 30 October 2017, Item 7:

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/638/Committee/21/SelectedTab/Documents/Default.aspx>

Children's Services Finance Monitoring Report, Children's Services Committee, 16 January 2018.

### Officer Contact

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

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

## Appendix 1 - 2018-19 Budget Timetable

Activity/Milestone	Time frame
County Council agree recommendations for 2017-20 including that further plans to meet the shortfall for 2018-19 to 2019-20 are brought back to Members during 2017-18	20 February 2017
Spring Budget 2017 announced	8 March 2017
Consider implications of service and financial guidance and context, and review / develop service planning options for 2018-20	March – June 2017
Executive Director of Finance and Commercial Services to commission review of 2016-17 outturn and 2017-18 Period 2 monitoring to identify funding from earmarked reserves to support Children's Services budget.	June 2017
Member review of the latest financial position on the financial planning for 2018-20 (Policy and Resources Committee)	July 2017
Member review of budget planning position including early savings proposals	September – October 2017
Consultation on new planning proposals and Council Tax 2018-21	October to December 2017 / January 2018
Service reporting to Members of service and budget planning – review of progress against three year plan and planning options	November 2017
Chancellor's Autumn Budget 2017	TBC November / December 2017
Provisional Local Government Finance Settlement	TBC December 2017
Service reporting to Members of service and financial planning and consultation feedback	January 2018
Committees agree revenue budget and capital programme recommendations to Policy and Resources Committee	Late January 2018
Policy and Resources Committee agree revenue budget and capital programme recommendations to County Council	29 January 2018
Confirmation from Districts of council tax base and Business Rate forecasts	31 January 2018
Final Local Government Finance Settlement	TBC February 2018
County Council agree Medium Term Financial Strategy 2018-19 to 2020-21, revenue budget, capital programme and level of Council Tax for 2018-19	12 February 2018



# Your views on the future of our children's centre services and libraries

## Overview

Norfolk County Council plays a huge part in people's lives – ensuring children and young people have the best start in life, protecting vulnerable people, maintaining a safe road system and helping to create a thriving economy. We'll continue to spend over a billion pounds every year providing public services that you, your family and friends use every day.

Norfolk is facing some big challenges though. Our population is growing, people are generally living longer and the type of services that people need is changing. And as you know, the cost of living is going up. As things become more expensive we also have higher costs, and the amount of money we have coming in isn't keeping up. At the same time the money that central government gives us has fallen by £189 million since 2011 and will fall to zero by 2021.

Even though we are proposing to increase council tax next year, the amount of money we hope to raise wouldn't be enough to balance our budget. This means we have to make some difficult decisions about how we spend your money.

Since 2011 we have saved £334 million. However, we now need to save a further £125 million by 2021. So we are looking again at the services we provide, how they work together, whether they are reaching the people who need them and where they are provided from. Our aim is to create services that meet the needs of residents living in different parts of Norfolk, rather than have a one-size fits all offer.

We are proposing to locate our services together in the same buildings wherever we can, to provide one-stop access to the County Council. In some places we might base more of our services in the same buildings as other organisations, such as district councils, health services and voluntary groups.



## Why we are consulting

As part of this work we are looking at the future of our children's centre services. We want your views on:

- our proposal to review how children's centre services are provided in each area of Norfolk
- our proposal to focus children's centre services on the families that need them most
- our proposal for more of our children's centre services and libraries to share buildings.

Together we think these proposals would save us £5.5 million over the next three years.

We will feed back the findings from our consultation to our county councillors as part of the evidence they will use to help them come to a decision about our proposals.

Your views will help us to decide the future of our children's centre services and libraries.

We are consulting through:

- Our online consultation – visit [www.norfolk.gov.uk/budget](http://www.norfolk.gov.uk/budget) to complete this consultation online.
- This paper copy of our consultation.

We are consulting from 6 November 2017 to 2 January 2018. Please note that if we receive any consultation responses after this date we cannot guarantee that we will be able to take them into account.

We will feed back the findings from our consultation to our county councillors as part of the evidence they will use to help them come to a decision about our proposals.

**If you need a copy of this consultation document in a different format please email [haveyoursay@norfolk.gov.uk](mailto:haveyoursay@norfolk.gov.uk), call 0344 800 8020 or Text Relay on 18001 0344 800 8020 (textphone) and we will do our best to help.**

## Background information

Children's centres offer all families with children under five a range of services, information and support in their local community. They also help some children aged 5-8 with the transition to school.

The support offered by each children's centre is based on the needs of the local community, but most offer advice about pregnancy, parenting support, play sessions, information about children's health, training courses for adults, as well as support finding specialist groups and services.

Some children's centre services are available to all families, such as play and stay sessions, and information, advice and guidance about parenting and other topics such as health services, training and jobs. Children's centres send information to all families registered with them about activities and services on offer locally, and this can include information about activities being run by other organisations, such as local charities and community groups.

Children's centres also provide some services which are for specific groups, for example sessions for new parents / carers or activities for children with disabilities. Children's centre staff plan these activities to help the families that they are working with at the time. So these activities are different depending on where you live and they change over time as the needs of families change.

Children's centre staff also work directly with families on a one-to-one basis. This might involve meeting with families in the children's centre or home visits. One-to-one sessions tend to be offered to families that need the most support. Sometimes this one-to-one support is used to coordinate the work of different organisations who are all supporting the same family, for example children's centres, social care teams and health visitors.

We have 53 children's centres, supporting families across the whole of Norfolk. Children's centre services are provided from a range of different buildings and locations:

- **In some areas all services are based in one children's centre building.** Whilst some of these children's centres are in purpose built venues, others are on school sites and some are in buildings they share with other organisations. Most of the children's centre's in urban areas have a dedicated building, because there are lots families living near to each other and so lots of people regularly going to activities at the children's centre building.
- **In other areas of Norfolk, children's centres have a base that they use to run activities, but they also offer services in village halls and community buildings.** This approach is used to provide services to families living in some of Norfolk's market towns and their surrounding villages.
- **In some areas there is no children's centre building, instead services are offered in different community buildings, such as village halls and community buildings.** This approach is used in urban and rural areas. It works well for rural communities, where

families are more spread out in different villages and there isn't one obvious place to have a children's centre building that all families could easily get to.

Having the service move around helps these families to attend activities and get support. In total we have 37 children's centre buildings. The size of the buildings and how they are used varies considerably.

Over 93% of all children aged 0-5 are currently registered with their local children's centre, which is over 41,000 children and over 33,000 families across Norfolk. We know that some families regularly go to their children's centre and use lots of our services, and that other families don't use children's centre services at all. Typically, three quarters of the children who are registered with their local children's centre use our services on at least three different occasions.

We have developed three proposals that we would like your views on. Together we think these proposals would save us £5.5 million over the next three years - £2 million in 2018/19, £3 million in 2019/20 and £0.5 million in 2020/21.

## **Our proposals**

### **Proposal one – review how children's centre services are provided in each area of Norfolk**

We are proposing review whether children's centre services are being provided in the most appropriate way in each area of Norfolk, or whether in some areas we should change the way they are provided.

We know that the needs of families across Norfolk vary considerably. We want to look at whether we can improve how children's centre services are provided, so that families get the right support, at the right time and in the right way.

### **Why do we want to review children's centre services now?**

The review we want to do isn't just about helping the County Council save money, there are a number of other reasons we want to look at what children's centre services we offer and how they are provided:

We know that the needs of families across Norfolk vary considerably. We want to look at whether we can improve how children's centre services are provided, so that families get the right support, at the right time and in the right way.

### **Why do we want to review children's centre services now?**

The review we want to do isn't just about helping the County Council save money, there are a number of other reasons we want to look at what children's centre services we offer and how they are provided:

- Since children's centres were established over a decade ago the needs of families have changed and the way that many parents / carers want to get support is different. Technology now plays a much bigger part in our lives. Parents / carers increasingly go online, open up an app or ask their peers for information and advice via WhatsApp, rather than go to a children's centre building. Our services need to adapt to how parents / carers want to get support.
- We know that some of the families who need the most support prefer to be supported at home, because they don't feel comfortable or confident enough to go to a children's centre building. We also know that some families prefer one-to-one sessions with a member of staff, rather than group activities. So we need to look at whether we have the right balance of activities taking place in dedicated children's centre buildings and one-to-one support for families.
- Over the last decade Norfolk has also changed. We've had new housing developments, some areas have had lots of money invested in them and families have moved around. As a result the demand for children's centre services has changed across Norfolk and we need to assess whether our buildings are in the right places and if they are all still required.
- There is also a shortage of pre-school, nursery and school places in some areas of Norfolk. So if families with young children could be better supported at home, in community buildings or online, then we could look at whether some children's centre buildings could be used to help families with childcare and their children's education.
- Our children's centres developed in quite an organic way, as funding became available and different opportunities arose. It therefore makes sense to look again at the services they are providing, the way they are supporting families and the buildings they are operating from to see whether we need to change anything.
- We have contracts with 12 other organisations to run our children's centres on our behalf, at a cost of approximately £10 million per year. All of the current contracts for running our children's centres end in March 2019, which means we have an opportunity to review what services our children's centres provide and how they operate.

### **What would our review look at?**

To review how children's centre services are provided in each area of Norfolk we would have to consider a wide range of factors. We are proposing to look at:

- The number of people using each children's centre service

- The number of people going to each children's centre building
- The needs of the families in different areas of Norfolk, including the level of deprivation
- Whether there are opportunities for children's centres to share buildings with other services or organisations – see proposal 3 for more information
- How people get to children's centre services and the transport options available
- The leasing arrangements for children's centre buildings.

Our review would produce recommendations for each area of Norfolk, including whether an area needs a dedicated children's centre building, if the children's centre could share a building with another organisation or if services would be better provided in community buildings. It would also make recommendations about the types of services needed and different ways of supporting families across Norfolk and in each area.

It is too early to say how children's centre services could change in different areas of Norfolk or what this would mean for each individual children's centre building. Much more detailed work would need to be done to understand this. We would consult on any significant changes to how buildings are used, where services are delivered from and changes to the services on offer.

### **Proposal two – focusing children's centre services on the families that need them most**

Children's centres provide a wide range of services. Some of these services are available to all families, such as play and stay sessions, and others are for families who need more support, for example families who are struggling with unemployment, substance misuse, domestic abuse, mental or physical health problems. The organisations who run our children's centres each carry out a detailed analysis to identify vulnerable families.

The Sure Start Children's Centre Statutory Guidance (2013) makes it clear that the service should be focused on helping families who need extra support:

“The core purpose of Children's Centres is to improve outcomes for young children and their families, with a “particular focus on families in greatest need of support” in order to reduce inequalities in: child development and school readiness; parenting aspirations, self-esteem and parenting skills; and child and family health and life chances”.

In 2015 we proposed to focus more of the work of our children's centres on supporting the families that need them most. We consulted people on what they thought of our proposal. We received 291 responses about this proposal, of which 198 people (68.0%) agreed with the proposal and 61 people (21.0 %) disagreed. 32 (11.0%), neither agreed nor disagreed with the proposal. Here is a summary of what people told us:

- Of those who expressed support for this proposal, two thirds did not give a reason for their support. Of those explaining their support, the largest number agreed that services should be better targeted. However a significant number that agreed with the proposal also argued that services should remain universal, providing a broad range of services. A smaller number of people stated that services need to change and needed to provide value for money.
- Of those who expressed opposition to the proposal, the majority stated that Children's Centres provided a universal, preventative service that should be protected and not cut. Some respondents argued that a more targeted approach would miss people that require support, who would then require more expensive services in the long run.

The County Council decided to go ahead with this proposal in February 2016. Since then we have worked with the organisations who run our children's centres to make some changes. Children's centre staff now work more closely with social care teams. The families they are both working with now receive more coordinated support. We've also seen that more of the activities which are available to all families are now being run by voluntary and community groups, instead of by children's centre staff. This has meant the staff can focus their time on the work with the families that need the most support. The changes we have made have saved us approximately £2.5 million.

Over the past 18 months we had a big push to encourage all families with young children to register with their children's centre. This has been very successful and it means that children's centre staff now come into contact with more families and so have a greater chance of identifying all the families that need extra support. This has also helped children's centres to build better connections with their local communities and we've seen parental satisfaction go up.

We are now proposing to look at what we can do to further improve children's centre services for the families that need them most. We want to look at ways of improving the plans we put in place to support families and how we share information between different organisations about the families we're working with.

In order to improve support to the vulnerable families and save money, we would need to look again at the services available to all families. This might mean that children's centres need to reduce how much they spend on services available to all families or change how they provide them, for example we want to increase the amount of support available for parents / carers online.

We would make sure that children's centre staff continue to work with health visitors, social care teams and others so that each family gets appropriate information, guidance and support.

### **What would proposals one and two mean for the people who use children's centre services?**

We think that the impact of our proposals would be:

- Families that are most in need of support would receive better support that is coordinated between children's centre staff, health visitors and social care teams.
- It might mean that families have to go to different buildings to get children's centres services. For example we might have fewer dedicated children's centres and there might be more services provided in community buildings.
- It might mean that parents / carers have to pay for some of the activities run by children's centres that are currently offered to all families for free, or that some services would have to stop.
- We would need to work with the organisations that run our children's centres to strike the difficult balance between offering services that all families can use and working with families who need extra support. It is important that there are services which all families can use. One reason for this is that we know that the families who are most in need of support are more likely to accept help if it feels like all families are getting some kind of support and if there is no stigma attached to getting help.

We want to know what you think of these proposals, and we are also talking with the organisations that run our children's centres to discuss them. Your views will help county councillors to set our budget, help us to decide whether we should make any changes to our existing contracts with the organisations that run our children's centres, and help us decide what we should include in the new contracts for our children's centre services for 2019/20 onwards. Your views will help us understand what impact our proposals would have on the people who use our services and whether any groups of people would be disproportionately affected.

### **Proposal three – closer working between children's centre services and libraries**

Norfolk has 47 libraries and eight mobile libraries. Our libraries welcome 3.4 million visitors a year, over 10 million online visitors and in 2016-17 our customers borrowed more than 4.9 million books, e-books, DVDs and other materials.

People of all ages use libraries and the service offers a wide range of activities and facilities, including free computer access and help to get online, community learning, literacy activities for children and adults, activities to support health and wellbeing and to reduce social isolation, baby and toddler rhymetimes, book groups, code clubs, work clubs, space for hire and online access to a wealth of knowledge and information.

We currently spend £8.5 million on libraries each year. 21% of the total population of the county have used a library in the last 12 months. 33% of children aged 0-5 in the county used a library in the same period.

We have previously asked people about the future of our library service:

- In 2013 we asked people what they thought of a proposal to make better use of our library buildings by sharing premises with other organisations.
- In 2015 we carried out some research about the future of the library service with library users, lapsed-users and people who do not use the library service.

The findings from this work told us that people are broadly supportive of libraries sharing buildings with other organisations.

People also broadly agree that libraries are a good place to provide a variety of support for families, such as parenting classes and family learning, and that it is good to encourage children to use the library service from a young age. We have used the findings from this work to develop this proposal, and to help us understand the impact it would have.

Many of our children's centres and libraries are located close to each other and they serve the same communities. The children's centres and libraries in Gorleston, Acle and Loddon are already located in the same building. We are proposing that more of our children's centres and libraries could share buildings in future. Because of the financial pressures we are facing we think that having these services located in their own buildings in communities across Norfolk is no longer sustainable.

We want it to be easy for residents to be able to get to and use our services. If more of our children's centres and libraries were to share buildings in future it would mean that these services could continue to be available across Norfolk and people would still be able to get to these services near to where they live. We think this is better than having to consider no longer providing some services in some communities, and for residents to have to travel further to get to our services.

We also know that reading with young children plays a vital role in their development. We believe that having more children's centres and libraries in the same building would encourage families to read more and help more children to be ready for school, which ultimately would improve their life chances.

Last year more than a third of books borrowed from Norfolk's libraries are taken out by children. In a national survey it was found that 1 in 3 children have no books in their home, 22% reported that they received no encouragement to read at home, and 90% of children who only read in class are either below average or average readers. The number of books in the home has as great an impact on a child's school attainment as parental education levels. Furthermore, a child aged 3-5 years who is taken to the library monthly is on average 2.5 months ahead in development terms than one who doesn't visit a library.

**What would this proposal mean for residents and the people who use children's centre services and our libraries?**



It is too early to say what this would mean for each individual children's centre and library. Much more detailed work would need to be done to understand this. We would consult on any significant changes to how buildings are used, where services are delivered from and changes to the services on offer.

We think that the impact of our proposal would be:

- Children's centre and library services could continue to be available across Norfolk and people would still be able to get to these services near to where they live, which is important in a large rural county like Norfolk.
- Having these services located together could help to improve children's literacy and life chances, by getting young children used to visiting a library and interested in reading and learning.
- Our library service would adapt to having more families visiting, for example by having more children's books available. This has happened in the three areas where our children's centres and libraries now share buildings.
- It might mean each service would have less space to operate. This would depend on how the space is currently being used in each of our buildings, whether there is any unused space or whether in some areas we could move both services into a different building that would provide the same amount of space that each service currently has.
- There could be greater demand for parking if more people were using our buildings for a greater range of services.
- We would need to carefully plan how the services would work together so that people could relax and enjoy using both services. For example, we wouldn't want library users disrupting a play and stay session, or there being too much noise for people trying to study in the library.
- We would need to coordinate the policies and practices of the children's centres and libraries in order to keep the people using both services safe.
- 

## **Your views on our proposals**

**1. What do you think about our proposal to review how children's centre services are provided in each area of Norfolk? What impact, if any, do you think that the proposal would have on you or your family?**

Please write your answer below:

**2. What do you think about our proposal to focus children's centre services on the families that need them most? What impact, if any, do you think that the proposal would have on you or your family?**

Please write your answer below:

**3. What do you think about our proposal for children's centres and libraries to share buildings and work more closely together? What impact, if any, do you think that the proposal would have on you or your family?**

Please write your answer below:

**4. Please select all of the descriptions that apply to you?**

I am a parent / carer of a child (or children) aged 0-5 ☐

I currently use children's centre services ☐

I currently use the library service ☐

I am a children's centre worker ☐

I work for an organisation that operates from a children's centre ☐

I work for the library service ☐

None of the above ☐

**5. If you currently use a children's centre, which one do you usually use? Please select one from the list below:**

Acle (Marshes) Children's Centre ☐

Attleborough Area Childrens Centre ☐

Aylsham Cluster Area Children's Centre ☐

Bowthorpe, West Earlham and Costessey Children's Centre	<input type="checkbox"/>
Caister Children's Centre	<input type="checkbox"/>
Catton Grove, Fiddlewood and Mile Cross Children's Centre	<input type="checkbox"/>
City and Eaton Children's Centre	<input type="checkbox"/>
Corpusty and Holt Area Children's Centre	<input type="checkbox"/>
Cromer Children's Centre	<input type="checkbox"/>
Dereham Central Children's Centre	<input type="checkbox"/>
Dereham South Children's Centre	<input type="checkbox"/>
Diss Children's Centre	<input type="checkbox"/>
Downham Market Childrens Centre	<input type="checkbox"/>
Drayton and Taverham Childrens Centre	<input type="checkbox"/>
Dussindale Children's Centre	<input type="checkbox"/>
Earlham Early Years Centre	<input type="checkbox"/>
East City and Framingham Earl Area Children's Centre	<input type="checkbox"/>
Emneth Children's Centre	<input type="checkbox"/>
Fakenham Gateway Children's Centre	<input type="checkbox"/>
Gorleston and Hopton Children's Centre	<input type="checkbox"/>
Greenacre Children's Centre, Peggotty Road, Great Yarmouth	<input type="checkbox"/>
Harleston Area Childrens Centre	<input type="checkbox"/>
Hellesdon Childrens Centre	<input type="checkbox"/>
Hethersett Area Childrens Centre	<input type="checkbox"/>
Hoveton & Broadland Area Children's Centre	<input type="checkbox"/>

Hunstanton Childrens Centre	<input type="checkbox"/>
Litcham Children's Centre	<input type="checkbox"/>
Loddon Area Childrens Centre	<input type="checkbox"/>
Long Stratton Area Childrens Centre	<input type="checkbox"/>
Methwold Children's Centre	<input type="checkbox"/>
Mundesley Children's Centre	<input type="checkbox"/>
Nar Children's Centre	<input type="checkbox"/>
North City Children's Centre, Angel Road Infant School	<input type="checkbox"/>
North Lynn, Gaywood North Bank and The Woottons Children's Centre	<input type="checkbox"/>
North Walsham Children's Centre	<input type="checkbox"/>
Priory Children's Centre, Great Yarmouth	<input type="checkbox"/>
Reepham Children's Centre	<input type="checkbox"/>
Seagulls Children's Centre, Gorleston	<input type="checkbox"/>
Spixworth & Sprowston Children's Centre	<input type="checkbox"/>
St Clement's Children's Centre, Terrington St Clement	<input type="checkbox"/>
Stalham and Sutton Children's Centre	<input type="checkbox"/>
Stibbard Children's Centre, Fakenham	<input type="checkbox"/>
Thetford Children's Centre, Kingsway	<input type="checkbox"/>
Thetford Drake Children's Centre, Drake Infant School & Nursery	<input type="checkbox"/>
Swaffham Children's Centre	<input type="checkbox"/>
Thorpe Hamlet and Heartsease Children's Centre	<input type="checkbox"/>
Trinity Children's Centre, Martham	<input type="checkbox"/>

Vancouver Children's Centre, King's Lynn	<input type="checkbox"/>
Village Green Children's Centre, Belton	<input type="checkbox"/>
Watton Children's Centre	<input type="checkbox"/>
Wells-next-the-sea Children's Centre	<input type="checkbox"/>
West Walton Children's Centre	<input type="checkbox"/>
Wymondham Area Children's Centre	<input type="checkbox"/>
Don't know	<input type="checkbox"/>

## About you

### Personal information, confidentiality and data protection

We use this information to see how representative the feedback is of Norfolk's population. We also use it to see if any particular groups of people are especially affected by our proposals.

We will process any personal information we receive from you in line with the Data Protection Act 1998. This means that Norfolk County Council will hold your personal data and only use it for the purpose for which it was collected, being this consultation. Under our record management policy we will keep this information for five years.

We will also, under normal circumstances, not pass your personal data on to anyone else. However, we may be asked under access to information laws to publish or disclose some, or all, of the information you provide in response to this consultation, including any personal information. We will only do this where such disclosure will comply with such relevant information laws which include the Freedom of Information Act 2000, the Data Protection Act 1998 and the Environmental Information Regulations 2004.

### 6. Are you responding as...?

Please select one answer

- |   |                          |
|---|--------------------------|
| An individual / member of the public        | <input type="checkbox"/> |
| A family                                    | <input type="checkbox"/> |
| On behalf of a voluntary or community group | <input type="checkbox"/> |
| On behalf of a statutory organisation       | <input type="checkbox"/> |

- |                                   |                          |
|-----------------------------------|--------------------------|
| On behalf of a business           | <input type="checkbox"/> |
| A Norfolk County Councillor       | <input type="checkbox"/> |
| A district or borough councillor  | <input type="checkbox"/> |
| A town or parish councillor       | <input type="checkbox"/> |
| A Norfolk County Council employee | <input type="checkbox"/> |

**7. If you are responding on behalf of another organisation, what is the name of the organisation, group or business?**

Please write your answer in the box:

**8. Are you...?**

Please select one answer

- |  |                          |
|--|--------------------------|
| Male   | <input type="checkbox"/> |
| Female   | <input type="checkbox"/> |
| Prefer to self-describe (please specify below) | <input type="checkbox"/> |
| Prefer not to say                              | <input type="checkbox"/> |

If you prefer to self-describe please specify here:

**9. How old are you?**

Please select one answer

- |          |                          |                   |                          |
|----------|--------------------------|-------------------|--------------------------|
| Under 18 | <input type="checkbox"/> | 55-64             | <input type="checkbox"/> |
| 18-24    | <input type="checkbox"/> | 65-74             | <input type="checkbox"/> |
| 25-34    | <input type="checkbox"/> | 75-84             | <input type="checkbox"/> |
| 35-44    | <input type="checkbox"/> | 85 or older       | <input type="checkbox"/> |
| 45-54    | <input type="checkbox"/> | Prefer not to say | <input type="checkbox"/> |

## Findings of Public Consultation

**10. Do you have any long-term illness disability or health problem that limits your daily activities or the work you can do?**

Please select one answer

Yes ☐No ☐Prefer not to say ☐**11. How would you describe your ethnic background?**

Please select one answer

White British ☐White Irish ☐White other ☐Mixed ☐Asian or Asian British ☐Black or Black British ☐Chinese ☐Prefer not to say ☐Other ethnic background - please describe below ☐**12. What is your first language?**

Please write your answer in the box:

**13. What is the first part of your postcode? (e.g. NR4)**



## Findings of Public Consultation

Please write your answer in the box:

### How we will make our decision and report back to you

We will take a report about the findings to this consultation to our Children's Services committee on 16 January 2018. The report will feedback what people have told us about the potential impact of our proposal. The feedback will also be reported at Full Council on 12 February 2018. Our county councillors will consider the consultation responses we receive very carefully. In particular, they will take into account:

- The impact of any proposal on individuals, groups or communities and in particular on people identified as having 'protected characteristics' under the Equality Act 2010. The protected characteristics are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation. As well as this equality impact assessment, councillors will consider the impact of proposals on rural areas
- The views of people and stakeholders consulted
- The evidence of need and what is proven to work effectively and well
- The financial and legal positions and any constraints at the time
- Any potential alternative options, models or ideas for making the savings.

**You can fill in our online feedback form at:** [www.norfolk.gov.uk/budget](http://www.norfolk.gov.uk/budget)

**You can send back a paper feedback form to:**

Freepost Plus RTCL-XSTT-JZSK, Norfolk County Council, Ground floor - south wing, County Hall, Martineau Lane, Norwich NR1 2DH.

However, if you want to help the council save money please use a stamp and send to this address: Stakeholder and Consultation Team, Norfolk County Council, Ground floor - south wing, County Hall, Martineau Lane, NR1 2DH.

You may wish to keep a copy of your response to our consultation for your own records.

**Your opinions are valuable to us. Thank you for taking the time to read this document and respond.**



**Findings of Public Consultation**

If you need this document in large print, audio, Braille, alternative format or in a different language please contact Customer Services on 0344 800 8020 or Text Relay on 18001 0344 800 8020 (textphone) and we will do our best to help.

**November 2017**

## Findings of Public Consultation

## Your views on the future of our children's centre services and libraries

## Respondent information

## Respondent Numbers

There were **335** responses received to this consultation. Of these, just over half (**172 people or 51%**) replied as individuals.

Responding as:			
An individual / member of the public	172	51%	
A family	105	31%	
On behalf of a voluntary or community group	7	2%	
On behalf of a statutory organisation	12	4%	
On behalf of a business	1	0%	
A Norfolk County Councillor	2	1%	
A district or borough councillor	0	0%	
A town or parish councillor	7	2%	
A Norfolk County Council employee	19	6%	
Not Answered	10	3%	
<b>Total</b>	<b>335</b>	<b>100%</b>	

Of the **335** responses received, the majority (**316 or 94%**) were online submissions to the consultation.

## How we received the responses

Online submission	316	94%
Email	16	5%
Consultation paper feedback form	3	1%
<b>Total</b>	<b>335</b>	<b>100%</b>

## Responses by groups, organisations and businesses

**10** respondents told us they were responding on behalf of a group, organisation or business, but not all gave the names of their organisations, some were residents whose response did not necessarily represent the organisational view. The organisations cited were:

- Cromer, Mundesley, and North Walsham Childrens Centre
- Action for Children
- Emneth Children's Centre
- NCH&C
- Sure Start Children's Centre
- Home-start Norfolk
- Ormesby St Margaret with Scratby Parish Council

## Findings of Public Consultation

<ul style="list-style-type: none"> <li>Learn play grow Norwich</li> </ul>		
<b>Relationship of respondent to service</b> <b>(respondents could choose as many as applicable)</b>		
I am a parent / carer of a child (or children) aged 0-5	139	42%
I currently use children's centre services	128	38%
I currently use the library service	197	59%
I am a children's centre worker	45	13%
I work for an organisation that operates from a children's centre	10	3%
I work for the library service	4	1%
None of the above	54	16%
Not Answered	24	7%

**Responses by groups, organisations and businesses**

**Twelve** respondents told us they were responding on behalf of a statutory organisation. The organisations cited are:

- Acle Children's Centre staff team
- Caister Children's Centre staff team
- City Locality Norfolk Healthy Child Programme
- Cromer Town Council
- NCH&C
- NHS Norwich Clinical Commissioning Group
- Ormiston
- Shipdham Parish Council
- Snettisham Parish Council
- South Norfolk Council
- Stalham Town Council
- Trinity Children's Centre staff team

The statutory organisations expressed the following views:

- It is good practice to review any service periodically and children's centre services need to adapt to changes in the way people live their lives.
- There is a lot of value in providing some children's centre services which all families can use – universal services provide help to families early on and prevent the need for more costly services later.
- A few of the organisations were supportive of the proposal for children's centres and libraries to share buildings, but they did include some caveats. For example, they support the idea as long as there is enough space for both services or as long as people using the services are not negatively affected. It was suggested co-location with libraries works well when each service has its own designated space.
- Some said they felt it would be difficult for our existing buildings to accommodate children's centre and library services because there would not be enough space for both

## Findings of Public Consultation

services or the buildings would not have the right facilities. They were also concerned that the two services would be too different to share buildings.

- They suggested a few ideas, including looking for more opportunities for joint working and collaboration with health services and exploring co-locating with other organisations, such as having more children's services co-located with schools.

**Seven** respondents told us they were responding on behalf of a voluntary or community group. The groups are:

- Action for Children
- Belton Church Foodbank
- Community Action Norfolk
- Home-start Norfolk
- Little Discoverers, West Norfolk School for Parents Charity

The voluntary and community groups expressed the following views:

- They were worried that families living in rural areas would be negatively affected by the proposed changes to children's centre and library services, in particular they were worried about people having to travel further to get to services.
- There is a lot of value in providing some children's centre services which all families can use – universal services provide help to families early on and prevent the need for more costly services later.
- A few of the groups were supportive of the proposal for children's centres and libraries to share buildings, but they did include some caveats. For example they support the idea as long as there is enough space for both services or as long as people using the services are not negatively affected.
- Some said they felt it would not be appropriate for children's centres and libraries to share buildings because they offer very different services, in particular people raised concerns about offering sensitive and confidential support to families in libraries which are public buildings.

**Two** respondents told us they were Norfolk County Councillors. One councillor was concerned about potential reduction in funding for the mobile library service. The other councillor was concerned about the impact on families of the proposed reduction in funding for children's centres. They felt that the County Council should continue to fund children's centres rather than spend money building new roads.

**Seven** respondents told us they were town and parish councillors. They expressed the following views:

- Four of the councillors said they felt it is good practice to review any service periodically.
- Three of the councillors were supportive of the proposal for children's centres and libraries to share buildings, with one adding the proviso that there should be no reduction

## Findings of Public Consultation

in the number of libraries. They thought this proposal would save money in the long-run and support children's literacy.

**Nineteen** respondents told us they were Norfolk County Council employees. This includes a few people who work at children's centres and some who use children's centres. They expressed the following views:

- Many of the employees said it is good practice to review any service periodically and children's centre services need to adapt to changes in the way people live their lives.
- Fifteen of the nineteen employees said that it is important to provide some children's centre services which all families can use. They said universal services enable staff to build a relationship with families and identify who needs targeted support – some of the respondents noted that it is not just families on low incomes who need targeted support. Many of the respondents also said universal services provide help to families early on and prevent the need for more costly services later.
- Many of the employees could see the benefits of children's centres and libraries sharing buildings, but their support for the proposal did include some caveats, for example they said they support the idea as long as there is enough space for both services or as long as people using the services are not negatively affected. They thought that each area would need to be looked at on case-by-case basis. It was suggested co-location with libraries works well when each service has its own designated space.
- A majority of employees said they felt it would be difficult for our existing buildings to accommodate children's centre and library services, because there would not be enough space for both services or the buildings would not have the right facilities. They were also concerned that the two services would be too different to share buildings, in particular employees raised concerns about offering sensitive and confidential support to families in libraries which are public buildings.
- Several employees were worried that our proposals would make it more difficult for families to get to children's centre or library services. They worried that families would be left isolated and that this would be bad for the mental health and wellbeing of parents / carers and children.

A response by Brandon Lewis MP was also received in which he said he thought we could find some savings without really affecting the services provided to families and that access to these essential services needs to be maintained, particularly for those living in more rural towns and villages, where children's centres and libraries act as community hubs.

## Findings of Public Consultation

## Summary of main themes

Overall theme	Issues raised	Number of times mentioned	Quotes
Children's centre services are valued and viewed as essential or a priority	<ul style="list-style-type: none"> <li>• Several respondents said that they regard children's centres as a vital part of the community and families really value the support offered</li> <li>• Some respondents said that children's centre services are key to supporting vulnerable families</li> <li>• Some respondents said we should be investing more in children's centre services</li> </ul>	142	<p>"Having somewhere to go where you feel comfortable to talk to people with knowledge of children's early years is irreplaceable."</p> <p>"Having the Children's centre to go to for breast feeding cafe and their other groups was a life line for me, as unlike other parent groups I knew it was a safe zone where I would have the support of professionals and I wouldn't have been judged."</p> <p>"Children's Centres are integral to the local community and are well used by families from all areas and needs."</p> <p>"This is a devastating blow to local communities and vulnerable families who rely on children centres for help in accessing the services they need."</p> <p>"The children centres are holding many families that do not meet thresholds for further support however are border line safeguarding which make these children extremely vulnerable."</p> <p>"I feel that funding needs to be increased to enable staff to continue their excellent work and provide community links to families who may feel isolated or who are vulnerable."</p> <p>"My boyfriend signed up for the maths course which had a creche, enabling both of us to study while my daughter was happily playing. He took his reference from the maths tutor and gained a place on a vocational course which took him to a paid</p>

## Findings of Public Consultation

			job in a primary school, none of which he could have done without the confidence and free help he got at the centre.”
Children’s centre services should be reviewed	<ul style="list-style-type: none"> <li>• It is good practice to regularly review services and to see how they could be improved</li> <li>• How people live their lives has changed, so children’s centre services need to change too</li> <li>• The current set of contracts will end soon and this provides a good opportunity to review services</li> <li>• Some people who said they support a review taking place, added that they would like to see the outcome of the review before deciding whether they agree with our proposals or not</li> </ul>	111	<p>“I believe a review of Children's Centre services would be a positive step. Assessing need according to locality might help to identify where services are under/over subscribed.”</p> <p>“I believe that a review is needed, as times change but our service specifications haven't changed to keep up.”</p> <p>“I am happy that a review is going to happen as it is important that the budget/finances are used for the biggest impact and to benefit the most people.”</p> <p>“Good idea, we need more services that focus on helping and supporting the families but in the local village halls, not in children centre building where many people do not want to go.”</p> <p>“I think all services should be reviewed to ensure residents are receiving value for money. The impact would depend on the findings and subsequent action.”</p>
Face-to-face support for families is important	<ul style="list-style-type: none"> <li>• Providing more information online could be a useful addition, but does not replace the need for face-to-face support</li> <li>• Parents / carers value the social interaction of face-to-face support and the opportunity to meet new people who are in a similar situation to them</li> </ul>	24	<p>“Online information in no way can replace the kind of advice and support available from a children’s centre, and I strongly feel should only be supplied in addition.”</p> <p>“The children’s centres are amazing and I have been relying on them so much with both my children. The idea that an app or WhatsApp could in any way replace what they provide is ridiculous. Getting out of the house, meeting other parents and children is so important. You can feel so lonely as a new parent!”</p>



## Findings of Public Consultation

			<p>"I would not have known any peers to befriend and then feel confident messaging for advice had there not been play and stay groups and similar at the local children's centre."</p>
Some families could afford or would be happy to pay a small amount towards the cost of children's centre services	<ul style="list-style-type: none"> <li>Some people suggested introducing small charges or allowing families to make a donation in order to keep services running</li> <li>The sorts of services that respondents said families could pay for or that they would be happy to contribute towards were stay and play sessions, baby massage classes and baby yoga</li> </ul>	31	<p>"All new moms feel alone and benefit from a good supportive postnatal group which should be free. But it's ok to charge from other activity sessions- I'm currently attending a baby yoga class which I'm happy to pay for as it's run really well."</p> <p>"For us money is a big constraint on the activities we undertake, a donation of £1-2 is a manageable amount for us per group, but many groups offered by other enterprises are much more than this and so we therefore to not attend them."</p> <p>"Perhaps some groups or activities could have nominal charges per family (say 50p) in order to help towards costs. However I think charging for most services would mean people would not access the support they need."</p> <p>"You could ask for a donation or membership or some other subtle way of keeping services free for those who need them."</p> <p>"I feel that more financially better off families should be able to contribute toward some courses such as Baby massage."</p>
Some families are worried about the financial implications of our proposals	<ul style="list-style-type: none"> <li>Some families are worried they wouldn't be able to afford to pay to attend groups or to pay more to get to children's centre services if they were delivered in a library or another location that was further away</li> </ul>	32	<p>"Some parents couldn't afford bus fares / cope with taking a couple of buses each way to get to other venues around town to get help."</p> <p>"Whilst on maternity leave I can't afford to pay for toddler groups so without the centre my children would not have any social interaction with other children. I suffer post natal</p>

## Findings of Public Consultation

			<p>depression and anxiety, and find the centre one of the only places I feel comfortable in taking the children when I'm low."</p> <p>"The targeted families we work with are so isolated, this would have such a negative impact on their lives as some of the families can't afford to pay for internet and have no vehicle to drive to other parts of the county....they would be left with nothing!"</p>
Some families are worried that our proposals would make it more difficult to get to children's centre or library services	<ul style="list-style-type: none"> <li>Some families are worried that our proposals would make it more difficult for them to get to children's centre or library services, for example if the services were co-located in a building that is further away from them</li> <li>Respondents were particularly concerned about families living in rural communities</li> </ul>	48	<p>"The Village Green Childrens Centre offers many services to families living in Belton and the surrounding villages who would have difficulty travelling into town for support in Gorleston / Great Yarmouth as public transport provided is neither reliable or cheap."</p> <p>"I can't get to the library easy it's 2 buses away. I've got 4 children 1 in nursery."</p> <p>"We do not have a library in the village, so for our parents this would mean a bus journey in to town. Buses do not serve the village very often particularly evenings for classes. There is no public car park near to the library and a local supermarket car park to there offers 2 hrs maximum stay."</p>
Our proposals would have a negative effect on the health and wellbeing of families	<ul style="list-style-type: none"> <li>Some people said that our proposals would have a negative impact on families</li> <li>Several respondents said that they feared families would be left isolated and that this would be bad for the mental health and</li> </ul>	133	<p>"Truly frightening. Simply put, reducing the budget for children's services by 50% will have a damaging effect on all Norfolk families."</p> <p>"I think it's madness. In total, changing Childrens Centre provision might save £5m - this is a drop in the ocean of the £125m needed and yet the negative impact on families will be huge."</p>

## Findings of Public Consultation

	wellbeing of parents / carers and children		<p>"The current services provided by Diss children's centre have been a fundamental part of raising my young family. Without this service I would have been isolated and struggled a great deal with some of the early stages of parenting and socialising."</p> <p>"The centre is a place where they feel welcome and they know that they won't be judged. Parents and their children get to meet other families and are able to play and socialize, all of this making them feel empowered and less isolated."</p>
All families should be offered children's centre services	<ul style="list-style-type: none"> <li>• A majority of people said that there need to be some universal services</li> <li>• Some respondents said there should be no reduction in the universal offer</li> <li>• Some respondents said there needs to be a universal offer, but that it could be reduced slightly</li> <li>• Several respondents said that having fewer universal services would make it harder for families to get help early on and before problems escalate, so families would end-up needing more intensive and costly support because they would end-up in crisis (this was mentioned 96 times)</li> </ul>	212	<p>"It seems like this policy is expecting the most vulnerable to simply turn up at the children's centres and ask for help. I can honestly say from our experience that this is not how things work. The most vulnerable are also the most depressed/socially excluded. It is only through the universal groups that these vulnerable parents are encouraged to interact with the centre staff where they can be identified and given the tailored care they desperately need."</p> <p>"The balance between targeted and universal services is crucial. If there is no early intervention then the number of children receiving statutory intervention will continue to increase, this will increase the cost to the local authority. Removing budget from this service is short sighted."</p> <p>"Targeted family support work is over subscribed at our Children's Centre and having universal groups enables us to provide an offer to families whilst they wait for support. Furthermore, universal groups act as a 'step down' for families and enables us to keep in touch with one another and monitor progress. If we didn't have these groups nobody would be able to identify when difficulties begin to arise again for a family."</p>

## Findings of Public Consultation

	<ul style="list-style-type: none"> <li>• A few respondents said that having fewer universal services would result in costs being passed on to other departments or organisations (this was mentioned nine times)</li> <li>• It is difficult to identify which families need support – it is not just families on low incomes – the needs of families change over time and it is easier to provide support if families have built up a trusting relationship with staff from having attended universal groups (this was mentioned 96 times)</li> </ul>	<p>“I think services should be available to everyone. Every child and family deserves equal opportunities and access to support if they feel they need it.”</p> <p>“As a parent that felt anxious about attending groups after a difficult birth it would have been easy to stay at home and hide but the universal baby group helped get us out the house and talking to the practitioners for advice.”</p> <p>“It is important to remember that you do not always need to be on a low income or live in an area of deprivation to be struggling and needing support. Many of our parents find parenting difficult and they feel isolated for many reasons.”</p> <p>“How would they know who these families are? Do they wear signs? I know I didn’t and I needed the children’s centre more than most!”</p> <p>“Narrowing the reach of services runs considerable risk of missing some of those in need. Selecting only those perceived to be in need could also stigmatise those families. Furthermore, ensuring a broad mix of users offers more opportunity for the 'nudge' effect of seeing how other people manage family life.”</p> <p>“Parents learn from how they see other parents acting towards and around their children just as much as from the trained staff. To invite only one group could be seen as labelling or condescending. It could be seen as a place where only poor or bad parents were invited and so become a negative rather than positive experience.”</p>
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## Findings of Public Consultation

			<p>"Needs them most' is not helping those that just need them. What happens to them - do they wait until they the get worse and then 'need them most'?"</p> <p>"Also services available to all in the community helps integration and building a community."</p> <p>"There is a wealth of evidence that providing early preventative services for families in the crucial first two years of a child's life is key to influencing better outcomes and life chances. This is where the expertise of children's centres excels as a universal service."</p> <p>"If you target services too much, and completely strip back services to just targeted work, children will start to slip though the net and be missed as all professionals know, that children of concern are identified in universal services. It is also known that families of concern will purposely avoid official targeted services as they do not trust children's services."</p> <p>"The breastfeeding support group is an example of a service which cannot be targeted at certain families as breastfeeding mothers all need support without exception."</p> <p>"I was identified by my Children's Centre as a vulnerable parent who needed help. This intervention turned my life around, saved my life and my family from mental breakdown. ... However, this would all have gone by unknown if I had not attended 2 universal groups at the Centre for 4-5 months before things started to unravel. ... From first hand experience I can tell you that whilst the interventions have helped me in the short term, it is attending the universal groups that have helped me in the long term."</p>
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## Findings of Public Consultation

Children's centre services should be focused on the families that need them most	<ul style="list-style-type: none"> <li>The County Council has less money and so it is right or sensible that we should focus our resources on the families that need support the most</li> <li>More affluent families could afford to pay for the services that they currently get from their children's centre for free</li> </ul>	48	<p>"Given limited resources it is best to focus childrens centre services on familes that need them most."</p> <p>"I think it is obvious that with limited funds available, they should be directed at those who need them the most."</p> <p>"I agree these services should be more targeted. The centre I attended was mainly accessed by middle class parents from adjoining areas."</p> <p>"I think in principle this is a good idea as there are more private groups available for those with resources to attend."</p> <p>"Good idea. Why are we spending money on people who don't need it 7yrs into the cuts?"</p> <p>"most vulnerable children are eligible for free early years childcare, so have ongoing access to services. Beyond the age of two it therefore makes sense for children's centre services to be much more targeted."</p>
Our proposals would negatively affect rural communities	<ul style="list-style-type: none"> <li>Some respondents were worried that families living in rural areas would be negatively affected by changes to children's centre services</li> </ul>	62	<p>"I worry that the rural communities and those who find it hard to leave the house will be worse off as a result of the review."</p> <p>"Having regular contact and daily access to a local support centre is invaluable to a rural community. Without this services families including my own are isolated and vulnerable."</p> <p>"A review is important of course but once more the villages miss out. Loddon is our nearest centre from Ditchingham which is about six miles with no bus route direct."</p>

## Findings of Public Consultation

			<p>"I think making cuts to services that offer support to children and families would be a real shame. North Norfolk is a rural area and it can be very easy for families to become isolated."</p> <p>"In rural Norfolk we have little facilities as it is, don't take even more away by combining two good but distinct resources and making each one the poorer for it."</p>
It is a good idea for children's centres and libraries to share buildings	<ul style="list-style-type: none"> <li>• Several people expressed support for the two services sharing buildings, for example because it would help to get children reading or because it would help to make both services viable</li> <li>• A few people said that it works well in Acle where the children's centre and library already share a building</li> <li>• Several people said they support the proposal but with caveats, for example they support the idea as long as there is enough space for both services or as long as people using the services are not negatively affected</li> <li>• Some people said that each area would need to be looked at on a case by case basis (this was mentioned 46 times)</li> </ul>	168	<p>"A brilliant idea! Hopefully it would encourage more parents to read with their children and mean the excellent services offered by the children's centres could continue. I'd hate to see centres fully close."</p> <p>"I think it would be a great idea to assist with imagination and reading skills."</p> <p>"There could be good synergies by combining services within the same buildings. Perhaps this may allow more weekend opening hours for libraries."</p> <p>"In the age of budget cuts, sharing facilities is definitely the way forward."</p> <p>"I think that this would be a good idea if it means saving our libraries."</p> <p>"A good idea if appropriate buildings are available."</p> <p>"This sounds like a good idea if space permits and doesn't limit activities such as messy play. We already enjoy our libraries bounce and rhyme time."</p>

## Findings of Public Consultation

			<p>"In my opinion only libraries that have a large and suitable separate space and outdoor space for a children's centre would be appropriate."</p> <p>"If a building is big enough I don't see a problem but you shouldn't cut either service just to squeeze them in."</p> <p>"Happy with this if the affect on the service is fully considered and not drastically reduced. Better to utilise all of 1 building than pay for two half used ones."</p> <p>"Sharing with a library works at Acle because the children's centre has its own designated space. Without separate space this could be less effective. Children's Centre services require different spaces to libraries."</p> <p>"I feel this is a good idea. We regularly visit Acle library which is already doing so, and our local Chidlrens centre of Martham work closely with the Library."</p> <p>"Where we had capital to build an extension for the Children's Centre at Acle this worked very well but where we fitted into space within the Gorleston library it was less successful. There are practical considerations. Ofsted were not happy with safeguarding concerns over access to toilets and their use by the general public."</p>
It would be difficult for our existing buildings to accommodate children's centre and library services	<ul style="list-style-type: none"> <li>Many respondents were concerned that our existing estate would not be suitable and said that we should not try to put both services into our existing</li> </ul>	151	<p>"Watton Library is far too small for the Children's Centre is be based there. There wouldn't be the space to be able to run the sessions that the Children's Centre currently offer."</p> <p>"I cannot visualise how groups and activities could successfully run from libraries. I feel storage and space to run groups</p>



## Findings of Public Consultation

	<p>children's centre or library buildings</p> <ul style="list-style-type: none"> <li>• Some respondents were concerned that the buildings would not have the right facilities, for example a couple of people questioned if you put a children's centre into one of our libraries would it have room for baby change facilities</li> <li>• A few respondents were concerned that there would not be enough parking for everyone</li> <li>• A couple of people raised concerns about the cost of adapting buildings so that they work for both services and questioned how much money this proposal would save</li> </ul>	<p>would be an issue and this would limit the number of activities available to families on a daily basis. I also don't feel that library buildings (if used) would have the right facilities for crèche provision."</p> <p>"Placing them in the same building wouldn't work here in the city where our Children's Centre is already so busy that they sometimes have to turn people away from groups that are at capacity."</p> <p>"Libraries are not particularly welcoming and the buildings are not child friendly. The buildings are older and don't feel as welcoming."</p> <p>"It would impact us if the library space was reduced to make space available for the children's centre to move in. Reducing space available for the library is not a positive move forwards."</p> <p>"If the library were just used to host groups, then this already occurs at many libraries, Bounce and Rhyme groups in particular. Would there be space in libraries for a sensory room? Or a breastfeeding cafe? Also a crèche/play room? All services that my family very much value at the children's centre."</p> <p>"There are many libraries which are currently in very small spaces and I don't think any library should lose space that is currently used for library provision. If there happened to be rooms unused in a library that would be large enough for a children's centre to operate from it then why not but I suspect that there are very few libraries where this is the case. Are you going to build brand new purpose built centres to house both library and children's Centre? If yes then great go for it!"</p>
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## Findings of Public Consultation

			<p>“Parking is already an issue at the Children's Centre and at the Libraries - will more parking space be made available if the services co-locate in one building in all areas?”</p> <p>“I feel that in order for this to work, the money that would need to be ploughed into the spaces would be ridiculous and the whole point of this is to try and save money.”</p> <p>“People often come into the Children's Centre to seek help and and can be in a state of great distress. Staff are able to take them to a confidential space to offer support. I suspect people would not feel comfortable entering the library to access support in the same way.”</p> <p>“Libraries would not be able to offer the outside garden space that some Children Centres can offer such as Emneth – and also the big equipment that is used in the garden such as play kitchens, herb gardens, logs and other natural explorative play items, in the actual surroundings rather than being brought inside and looked at out of context.”</p> <p>“I can just see well equipped, fit for purpose Children's Centres being sold off and everyone having to 'make-do' and double up in buildings that serve a multi-purpose.”</p>
It would not be appropriate for children's centres and libraries to share buildings because they offer	<ul style="list-style-type: none"> <li>Many people raised concerns about offering sensitive and confidential support to families from a shared children's centre and library building – libraries are public buildings that anyone can enter, whereas some children's</li> </ul>	140	<p>“While amalgamating the services appears a sensible option there a number of issues such as confidentiality, safeguarding and physical space. By definition Library's are public spaces and any member of the public can access them. Children's Centres on the other hand are targeted at children and families and there is a level of safeguarding built into the Centres. There is a danger that children could inadvertently be put at</p>

## Findings of Public Consultation

very different services	<p>centre services need privacy and respondents questioned how this balance could be achieved</p> <ul style="list-style-type: none"> <li>• Several parents and carers said they would not feel comfortable going to a shared building for noisy or messy group activities – and a few library users said they do not think it would be appropriate either and that they prefer a calmer environment to study or look for jobs</li> <li>• A few people said that parents and carers might not want to go to a building shared with a library if they struggle with reading</li> </ul>	<p>risk if services such as baby/child health clinics/child access visits/targetted groups are offered at such a public venue.”</p> <p>“If I want to breastfeed my baby I would feel uncomfortable doing so in a library. I would also feel that in a crisis it would be too public.”</p> <p>“There would need to be a designated area for the Children's Centre where confidentiality can be respected for families that may seek support from the CC for sensitive issues.”</p> <p>“It should also be taken into account that adults in vulnerable families are often uncomfortable in more public arenas and may feel pressured into accessing library facilities, which can pose an issue of there is a background involving illiteracy.”</p> <p>“Sessions such as Stay and Play require an outside area and many of the activities are too busy/noisy to be held in a library.”</p> <p>“We use the children's' centre for support and groups specifically for children with additional needs. The idea of trying to run groups for these children (who are not necessarily easily accepted in 'normal' society) in a space designed for peaceful study and reflection, doesn't really work.”</p> <p>“It often takes a lot of work with the more vulnerable families to build confidence to come into services in the safety of a children's centre, and this happens precisely because it is somewhere that is focusing on their needs, and not a totally public space. ... Children's centre staff are experts in recognising where parents are struggling, and engaging sensitively to encourage such families into services. This, and</p>
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## Findings of Public Consultation

			most importantly the primacy of the child's needs, could get lost in the attempt to provide everything under one roof.”
Ideas suggested by respondents	<ul style="list-style-type: none"> <li>• A few people suggested other services which they thought could be co-located, these included libraries and adult education, children's centres and services for older people, and more children's centres and schools</li> <li>• A couple of people suggested that children's centre staff could provide training to other professionals about working with young children</li> <li>• A couple of people suggested that we could reduce the amount of resource we use to monitor the performance of children's centres or we that we should put less focus on increasing the number of families who register with their children's centre</li> <li>• A couple of respondents said more should be done to support parents / carers to provide each other with peer support</li> </ul>	42	<p>“Sharing spaces with primary schools might be a better fit where available as most have better safeguarding set ups.”</p> <p>“Have you also considered using older people's care homes to provide services for families particularly in rural areas. Research shows that exposing young children to older people and vice versa is good for both.”</p> <p>“Have sessions in other unusual places (e.g. retirement homes) also been considered?”</p> <p>“In most areas where NCC has a significant presence (libraries, children centres, fire stations) there are already a range of community buildings and consideration should be given to how all community assets can be utilised effectively. Equally, public sector premises tend to be located in more populous areas which again creates issues of rural access.”</p> <p>“I think what would be better would be to use existing children's centre staff to instead help other local groups improve their groups by advising on good activities and resources. This is because they are run by enthusiastic committed people but they often don't have the relevant early years knowledge to deliver good quality sessions.”</p> <p>“Children's centre staff training the library staff.”</p> <p>“More should also be done to support pairing up families with other families who could offer support.”</p>

## Findings of Public Consultation

	<ul style="list-style-type: none"> <li>• One organisation said that we should look for more opportunities for joint working and collaboration with health services</li> <li>• One person suggested that if children's centres and libraries shared buildings then we could extend the opening hours of libraries</li> <li>• One person suggested that children's centres charge the other organisations who use rooms in their buildings</li> <li>• One person suggested that universal children's centre services could be delivered from libraries and targeted services from children's centres</li> </ul>		<p>"NHS Norwich CCG would like to ensure that community health services and health stakeholders are involved and engaged in the remodelling of this service, to seek opportunities for the co-location of staff and that services collaborate for the overall benefit of services provided to children and families."</p> <p>"Is it worth considering universal services being offered from libraries and targeted services being offered from fewer Children's Centre buildings."</p> <p>"I can see the benefits of maintaining lead CCs in areas of high deprivation with other CCs becoming linked satellites and sharing buildings and working more closely with libraries, health and/or leisure centres."</p> <p>"The library in Swaffham is too small. A small extension to the Community Centre (a community hub already) to accommodate them both would be really innovative!!"</p>
Challenge to the thinking behind the proposal	<ul style="list-style-type: none"> <li>• Some respondents challenged the thinking behind our proposals, in particular people were concerned that we have included a figure for how much we could save before we have carried out any review of our services</li> </ul>	60	<p>"To undertake a review in the light of a predetermined level of cuts is effectively limiting the range of possible outcomes."</p> <p>"This "proposal to review" sounds more like a cost cutting exercise which you have already costed as saving the county council £5.5 million. If the review demonstrates that more resources would benefit the development of children would the finance be found?"</p>

## Findings of Public Consultation

			“I am concerned that a review without clear objectives in relation to quality, outcomes and output will just become a cuts exercise.”
Comments about the consultation	<ul style="list-style-type: none"> <li>Some people were concerned that we would not listen to or act upon the responses to the consultation, or were critical of the consultation because they felt there was not enough information</li> </ul>	21	<p>“How can I assess the impact on my area if we have not had the review and I don't know which are affected?”</p> <p>“Council should have the integrity and decency to set out detailed proposals rather than vaguely-worded 'common-sense' general statements dressed up as public consultation.”</p> <p>“Consultation is a means to enable parents to feel involved in a decision but it's likely that any option will be detrimental as services will be reduced.”</p>

## Findings of Public Consultation

## Additional responses

**List responses received in addition to the standard format (eg. petitions, postcard campaigns, letters) and summarise main points**

We also received a petition from Norfolk County Labour Party signed by 5,792 people. The wording of the petition is:

**Protect Norfolk 'Sure Start' Children's Centres**

My local children's centre was a life-saver when my daughter was a baby and toddler. It was motivation to leave the house, to keep some structure to the day and to be able to seek advice in a non-threatening environment. I felt out of my depth as a new parent and the advice and support I received was invaluable. My daughter really benefited from activities with other children, and I was able to maintain some kind of social support network. I'm passionate about the excellent work our children's centres do and the difference they make to the lives of families in Norfolk. It's in everyone's interest that children in Norfolk are happy, safe and reaching their potential. Our children's centres play a crucial role in this. That's why I'm asking you to support this petition.....

We the undersigned value our 'sure start' centres and believe that the proposal to remove 50% (£5 million) from the budget for Norfolk's Children's Centres is a false economy that will harm the life chances of children and families in Norfolk. In particular we are concerned about the risks of increased isolation and poor parental mental health, as children's centres have also had a proven positive impact on these issues.

We think it is nonsense that the service will be "improved" by having half of its budget slashed.

Research into the early years has found that for every £1 spent on quality early care and education saves taxpayers £13 in future costs [1]

We believe that our Children's Centres should:

- Remain a universal, non-stigmatising, service accessible equally to all Norfolk families
- Continue to provide enhanced, targeted support to families most in need
- Continue to provide services through both outreach and in local child-centred community buildings
- Provide activities and support that ALL remain free to access

We call on the County Council to:

Abandon the proposal to remove 50% of funding from our children's centres and commit to protect this budget. To not do so is a false economy that will just 'shunt' cost on to other services and undermine the excellent progress made locally in 'school readiness' and early years outcomes.

[1] ref: Centre for Research in Early Childhood (2013) The impact of early education as a strategy in countering socioeconomic disadvantage).

**Findings of Public Consultation**

<https://www.change.org/p/norfolk-county-council-protect-norfolk-sure-start-children-s-centres>

Norfolk County Council Labour Group organised and promoted their own separate consultation. They described this consultation proposal as: “Slash the budget for Children’s Centres by 50% but not saying which ones will close or who will lose services. Vague language about remodelling and targeting those in need. This also hides plans to cut Library services without saying where or how. Mobile libraries threatened.”

Eighty one of the responses contained comments relating to this proposal. Respondents told us they really value children’s centres and libraries (including mobile libraries) and regard them as key services or essential (28 mentions), some said that they disagree with our proposals (20 mentions) and that these services should not be cut (21 mentions). Some respondents said they felt concerned about the impact on rural communities (20 mentions). Some respondents were critical of the Norfolk County Council consultation for not providing enough information (24 mentions).

**Produced by Stakeholder and Consultation Team**  
[ConsultationTeam@norfolk.gov.uk](mailto:ConsultationTeam@norfolk.gov.uk)





## **Children's Services budget proposals 2018 - 2019**

# **Equality and rural assessments – findings and recommendations**

**January 2018**

**Lead officer:** Equality & Diversity Manager (Jo Richardson), in consultation with Acting Assistant Director Early Help & Prevention (Sarah Jones) and Senior Accountant - Children's Services (Bruce Connors)

**This assessment helps you to consider the impact of service changes on people with protected characteristics and in rural areas. The assessment can be updated at any time to inform service planning and commissioning.**

**For help or more information please contact Equality & Diversity team, email: [equality@norfolk.gov.uk](mailto:equality@norfolk.gov.uk) or tel: 01603 222611.**

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## Summary of Rural and Equalities Impact Assessments

### The purpose of equality and rural assessments

1. The key aim, with both equality and rural assessments, is to enable elected members to consider the potential impact of decisions on different people and communities prior to decisions being taken. Mitigating actions can then be developed if adverse impact is identified.
2. It is not always possible to adopt the course of action that will best promote the needs of people with protected characteristics or in rural areas. However, assessments enable informed decisions to be made, that take into account every opportunity to minimise disadvantage.

### The Legal context

3. Public authorities have a duty under the Equality Act 2010 to consider the implications of proposals on people with protected characteristics. The Act states that public bodies must pay due regard to the need to:
  - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act<sup>i</sup>;
  - Advance equality of opportunity between people who share a relevant protected characteristic<sup>ii</sup> and people who do not share it<sup>iii</sup>;
  - Foster good relations between people who share a relevant protected characteristic and people who do not share it<sup>iv</sup>.
4. The full Act is available [here](#).

### The assessment process

5. This assessment comprises three phases:
  - **Phase 1** – we gather evidence on the proposals – looking at the people who might be affected, the findings of related assessments and public consultation, contextual information about local areas and populations and other relevant data. Where appropriate, we engage with residents, service users and stakeholders to better understand any issues that must be taken into account.
  - **Phase 2** – we analyse all the results. We make sure that any impacts highlighted by residents and stakeholders inform the final assessment. If the evidence indicates that the proposal may impact adversely on people with protected characteristics, mitigating actions are identified.
  - **Phase 3** –when completed, the findings are reported to service committees, to enable any issues to be taken into account before a decision is made.

### Children's Services 2018-2019 budget proposals

6. Children's Services Committee has put forward five budget proposals for 2018-2019:

## Summary of Rural and Equalities Impact Assessments

	Title of proposal	Description
1.	Reduction in legal expenses	<p>Improvements are being made to the robustness of social work decision making, and it is expected that this will lead to social workers only engaging legal services at the most appropriate time.</p> <p>Guidance to social workers will be updated to provide clarity as to when legal advice about cases should be sought to ensure that we are getting legal advice only when we need to. Additionally, through work with legal services, Children's Services will ensure that when legal advice is needed, it is provided by a legal professional at the right level so that the Council is not paying more than needed to for legal advice.</p> <p>The cost of legal advice for the department should reduce whilst ensuring that appropriate advice is sought at the right time and provided by a legal professional at the right level.</p>
2.	Increased income received for Early years training	<p>Early years training provision has previously been reviewed with changes made to the charges for training courses that the Council sells to nurseries, pre-schools and other early years providers. The Council has the power to offer training for all early years providers and is able to impose reasonable charges when securing such services. The Council is required to secure appropriate training provision for specific groups (such as those who are judged less than 'good' by OFSTED) and to ensure that providers are able to access training around the Early Years Foundation Stage, SEND/Vulnerable groups and Safeguarding. The Council should enable providers to choose where and how they take up training or quality improvement.</p> <p>A review would be undertaken of the training courses that we currently sell to nurseries, pre-schools and other early year's providers, alongside a review of the charges.</p> <p>Children's Services early years training offer will be a more traded and commercialised programme. This will mean that those early years settings that choose to access the training offer will be charged more for the provision than they are currently charged, thus increasing the income received and reducing the net cost of the service to the Council.</p>
3.	Reduce the reliance on agency social workers through the improved permanent recruitment and retention	<p>Children's Services currently relies significantly upon agency social workers and managers whilst work is undertaken to improve recruitment and retention of permanent staff. Additional funding has previously been allocated to offset the additional costs of agency workers.</p> <p>Actions to improve rates of recruitment and retention are already being taken, and these actions have been effective. This activity includes recruiting, inducting and supporting</p>

## Summary of Rural and Equalities Impact Assessments

	Title of proposal	Description
		<p>newly qualified social workers through the Norfolk Institute of Professional Excellence; in effect “growing our own”. These roles are supernumerary and the programme provides newly qualified social workers with additional support whilst they build up workloads and gain hands-on experience. This programme is key to the department being able to recruit and retain staff, and needs to be funded on a recurrent basis.</p> <p>As the permanent workforce increases there will be less need to use agency workers, which will reduce the additional costs currently being incurred that are over and above the normal establishment costs for social workers. This proposal is expected to make savings in 2018-19, but this initial release of funding will be utilised to provide recurrent funding for the supernumerary Norfolk Institute of Professional Excellence posts, which will ensure sustainable long-term recruitment. The remainder of the saving will be released in 2019-20.</p>
4.	Reduced Looked After Children's costs through implementation of the Demand Management and Prevention Strategy transformation programme	<p>The numbers of children who are looked after has significantly increased in recent years, along with the cost of providing appropriate care and support. We want to ensure that the right care and support is being offered at the right time to the right people. As part of the Norfolk Futures programme, Policy and Resources committee has agreed significant oneoff investment to develop earlier targeted help where needed and to re-balance the placement mix available to meet the needs of the children and young people who do require care, which should result in a more sustainable system that provides better outcomes for children and families</p> <p>Investment in the Demand Management and Prevention Strategy transformation programme will be required. This will include improving support to families to prevent children and young people from coming into care, and increasing the numbers of children who are fostered, particularly by foster carers who work directly for Norfolk County Council</p> <p>Over the life of the transformation programme, it is expected that the department will see a reduction in the number of children and young people who are looked after. This will be due to families being better supported to stay together and, where this not possible, there will be an increase in permanence arrangements.</p> <p>Additionally, it is expected that the placement mix for those children who do need to be looked after will change to see a shift towards foster care, particularly in-house foster care,</p>

## Summary of Rural and Equalities Impact Assessments

	Title of proposal	Description
		and away from expensive, residential placements. This should lead to a reduced unit cost per child looked after. The reduction in numbers of children who are looked after and the reduction in unit cost will generate savings.
	Remodel the children's centre service offer	<p>The current delivery model provides access to Children's Centre services to all families in Norfolk and is delivered from both dedicated buildings and via a number of outreach locations. There is an opportunity to consider how improved integration and collaboration between both universal and targeted support services to ensure that the appropriate response is provided to the right family at the right time.</p> <p>Remodelling of the Children's Centre service for Norfolk is part of the Local Services Strategy corporate priority work, and will look at how other properties within the public estate can be utilised to support effective delivery of the service whilst making better use of available resources.</p> <p>It is envisaged the result would be services being provided more flexibly through effective joint working, including closer alignment with the library service and Public Health commissioned Healthy Child Programme. Ensuring that appropriate provision is made available to the most vulnerable families and communities will remain the key priority of the Children's Centre Service.</p>

## Who is affected?

7. The proposals will affect all children and young people and their families in Norfolk, including those with protected characteristics; it will also affect staff:

<b>People of all ages</b>	<b>YES</b>
<b>Disability</b> (all disabilities and long-term health conditions)	<b>YES</b>
<b>Gender reassignment</b> (e.g. people who identify as transgender)	<b>YES</b>
<b>Marriage/civil partnerships</b>	<b>YES</b>
<b>Pregnancy &amp; Maternity</b>	<b>YES</b>
<b>Race</b> (different ethnic groups, including Gypsies and Travellers)	<b>YES</b>
<b>Religion/belief</b> (different faiths, including people with no religion or belief)	<b>YES</b>
<b>Sex</b> (i.e. men/women/intersex)	<b>YES</b>
<b>Sexual orientation</b> (e.g. lesbian, gay and bisexual people)	<b>YES</b>

8. The proposals will also affect families in rural areas.

## Summary of Rural and Equalities Impact Assessments

**Potential impact**

9. Overall, as in previous years, Children's Services budget proposals for 2018/19 will impact primarily on children and families – which is inevitable, because children and families constitute the majority of service users.
10. However, there is no evidence at this stage to indicate that the four proposals below will have any detrimental impact on children and families, or families in rural areas. The reasons why are explained below.
11. The one exception is the proposal to **remodel the children's centre service offer**. This is dealt with separately on **page 8**.

	<b>Title of proposal</b>	<b>Issues to note/potential impact</b>
1.	Reduction in legal expenses	There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because there is no change to service standards, quality or delivery.
2.	Increased income received for Early years training	There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because: <ul style="list-style-type: none"> <li>• There is no change to service standards, quality or delivery.</li> <li>• The new approach will apply equally to settings in both rural and urban areas.</li> <li>• The reduced level of funding will not inadvertently lead to higher costs for settings in rural areas.</li> </ul>
3.	Reduce the reliance on agency social workers through the improved permanent recruitment and retention	There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because: <ul style="list-style-type: none"> <li>• There is no change to service standards, quality or delivery.</li> <li>• The new approach will apply equally to operational delivery in rural and urban areas.</li> </ul>
4.	Reduced Looked After Children's costs through implementation of the Demand Management and Prevention Strategy transformation programme	There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because: <ul style="list-style-type: none"> <li>• There is no change to service standards, quality or delivery.</li> <li>• The new approach will apply equally to rural and urban areas.</li> <li>• The new approach will apply equally to operational delivery in rural and urban areas.</li> </ul>

## Summary of Rural and Equalities Impact Assessments

<b>Title of proposal:</b>	<b>Remodel the children's centre service offer</b>
<b>Reference:</b>	
<b>Lead Officer:</b>	Jo Richardson, Equality & Diversity Manager

## Analysis of proposal & potential impact

### Overview – about the proposal

1. This proposal seeks to remodel children's centre services in Norfolk. The aim of the proposal is to take account of demographic changes which are impacting on how children's centres are being used by families with children under five, and explore new ways of continuing to provide support and information to families at a reduced cost.
2. There are three elements to the proposal:
  - Review how children's centre services are provided in each area of Norfolk
  - Focus children's centre services on the families that need them most
  - More children's centre services and libraries to share buildings.
3. More details about these three elements of the proposal are set out in the consultation document: <https://norfolk.citizenspace.com/consultation/budget2018/>
4. The proposals would save £5.5 million over the next three years.

### More information about the proposal

5. If the proposal goes ahead, parents and children accessing children's centre services will continue to be able to access information, advice, guidance and support, including an increased offer from on-line support. For those in need of face to face support, this would be provided on a targeted outreach basis, as well as support being available via phone and on-line. This would apply to vulnerable families and communities living in both rural and urban areas.
6. The main change is that there may be a scaling back of the 'universal offer' from 2018/19 onwards. The 'universal offer' relates to services for all families/children, as opposed to families in need.
7. Children's centre providers already undertake a needs analysis to identify families in need, to inform the types of services which will be provided to the local community each year. The remodelled children's centre service will be more focussed on these target groups identified through the needs analysis.
8. The provision of targeted support will be determined in collaboration with the Healthy Child Programme and social care teams to ensure that each family in need receives an appropriate and effective response.

### The role of Norfolk's children's centres



**Summary of Rural and Equalities Impact Assessments**

9. Children's centres offer all families with children under five in Norfolk a range of services, information and support in their local community. They also help some children aged 5-8 with the transition to school.
10. Most children's centres offer advice about pregnancy, parenting support, play sessions, information about children's health, training courses for adults, as well as support finding specialist groups and services. However, generally speaking, the support offered is based on the needs of the local community.
11. Some children's centre services are available to all families, such as play and stay sessions, and information, advice and guidance about parenting and other topics such as health services, training and jobs. Children's centres send information to all families registered with them about activities and services on offer locally, and this can include information about activities being run by other organisations, such as local charities and community groups.
12. Children's centres also provide some services which are for specific groups, for example sessions for new parents / carers or activities for children with disabilities. Children's centre staff plan these activities to help the families that they are working with at the time. So these activities are different depending on where people live and they change over time as the needs of families change.
13. Children's centre staff also work directly with families on a one-to-one basis. This might involve meeting with families in the children's centre or home visits. One-to-one sessions tend to be offered to families that need the most support. Sometimes this one-to-one support is used to coordinate the work of different organisations who are all supporting the same family, for example children's centres, social care teams and health visitors.

**Number and location of Norfolk's children's centres**

14. There are 53 children's centres in Norfolk, provided from a range of different buildings and locations. The size of the buildings and how they are used varies considerably.
15. In some areas all services are based in one children's centre building. Whilst some children's centres are in purpose built venues (there are 37 of these in total), others are on school sites and some are in buildings they share with other organisations. Most children's centres in urban areas have a dedicated building, due to their proximity to numerous families living nearby and regularly attending activities.
16. In other areas of Norfolk, children's centres have a base that they use to run activities, but they also offer services in village halls and community buildings. This approach is used to provide services to families living in some of Norfolk's market towns and their surrounding villages.
17. In some areas there is no children's centre building, instead services are offered in different community buildings, such as village halls and community buildings. This approach is used in urban and rural areas. It works well for rural communities, where families are more spread out in different villages and there isn't one obvious place to have a children's centre building that all families could easily get to.

## Summary of Rural and Equalities Impact Assessments

**Analysis of the people affected by the proposal**

18. The proposal will primarily impact on families with children aged 0-5 in Norfolk. This is because the majority of children in Norfolk (over 93%) aged 0-5 in are currently registered with their local children's centre. This represents over 41,000 children and over 33,000 families across the county.
19. However, although most young people in Norfolk are registered with their local children's centre, usage rates vary significantly. Some families regularly go to their children's centre and use numerous services, and other families don't use children's centre services at all. Typically, three quarters of the children who are registered with their local children's centre use services on at least three different occasions.

**Potential impact**

20. This proposal will primarily impact on families with children aged 0-5 in Norfolk, because these families are the primary service users.
21. There may be some *detrimental* impact on families with children aged 0-5. This is because the proposal may result in some universal services for families with children 0-5 being stopped, and some parents/carers may have to pay for some activities that are currently offered for free. However, this detrimental impact is likely to be limited, as if the proposal goes ahead, children's centre services will continue to be provided across Norfolk. In addition, children's centre services will continue to be targeted at families who need it most, which will include families with disabled children and families with vulnerabilities. Because of this, there is no evidence that the proposal may have a detrimental impact on children and families who are disabled, Black, Asian or minority ethnic, or who have a religion or belief or other protected characteristic.
22. At this stage, it is not possible to identify which specific services may be stopped or charged for, or which service users may be affected, because this is not yet known. If the proposal goes ahead, work will take place to review the needs of families in each area, and as a result of the review, options will be developed on how and where services should be delivered. It is at this point that proposals could emerge to change or stop services that some service users may currently be receiving.
23. There is no risk to elected members that giving approval for the review to go ahead may lead to detrimental impacts on families with children 0-5 going undetected. This is because the review methodology is clear that at the point that *any* options emerge to change or stop services currently being received by service users, public consultation with those affected will take place, and a detailed equality impact assessment will be undertaken. The findings of this will be reported to Children's Services Committee to ensure any impacts are fully taken into account before a decision is made.
24. Looking ahead, in a worst case scenario, if a children's centre service was changed, stopped, or delivered from a different location, the main detrimental impact this is likely to have is that:
  - The family has to find an alternative, which they may have to pay for, which would have a financial impact. In some cases, an alternative may not be available.

### Summary of Rural and Equalities Impact Assessments

- Some families may decide not to find an alternative, and therefore may no longer benefit from the support they were previously receiving. However, as mentioned previously, it is important to remember that the review methodology is clear that the services affected will be universal services, not services for families in need.
  - If operations in rural centres are closed and consolidated into market towns, this may transfer the cost for travel etc. onto the user, and also assumes that there is the 'technical' ability to access the site i.e. people have a car or access to a bus route. This may not always be the case for people in rural areas, particularly disabled people. This could have an unintended consequence of preventing people accessing services. To address this, it will be important to fully risk assess access planning of potential sites, and conduct cost impact assessments on users.
  - Childrens Service's capacity to deliver on social mobility priorities may be more limited, which in turn, could put greater pressure on schools or voluntary organisations in the area. In urban areas, this may be less of an issue, but in rural areas, where there is less choice or service provision, it could create a challenge. It is possible that some families in rural areas may have to travel further to receive a service, which would impact on their time and travel costs.
25. It is possible that the proposal may result in fewer dedicated children's centres and more services might be provided in community buildings. Any options to relocate services to different buildings, or to share buildings between libraries and children's centres would need to take into account the accessibility of these buildings for disabled parents/carers and children, and access to public transport and disabled parking. Where there may be greater constraints on space, it will be important to ensure that there is still sufficient space for disabled children, adults and staff to easily access all areas (for instance, when using motorised wheelchairs), and appropriate accessible toilet/changing facilities. It will also be important to ensure that consideration is given to managing noise levels – to address the needs of people who are hearing impaired or deaf.
26. Another issue to take into account is that the proposal mentions that families will be able to access more services 'on-line'. It will be important to take into account that many families in rural areas do not have good broadband access, may not be ICT literate or may require a minimum level of web accessibility in order to access ICT (eg for disabled parents). Also, families on low incomes may lack the necessary hardware and software at home to connect to online services.
27. Looking ahead, the proposal to locate children centres and libraries into one location is likely to have a positive impact on community cohesion, and could present long term opportunities to promote equality. For example, Norfolk libraries are highly regarded by diverse communities, and have a great deal of expertise in promoting accessibility and inclusion. Children's centre staff have expertise in very specialised areas, such as being ambitious for disabled young people to help them develop their full potential. Locating both teams in one building will create opportunities for pooling this wealth of ideas, knowledge and expertise, to benefit all communities.
28. In some cases, support for families may be better coordinated across different agencies – e.g. children's centre staff, health visitors and social care teams.

### Accessibility considerations

## Summary of Rural and Equalities Impact Assessments

29. Accessibility is a priority for Norfolk County Council. Norfolk has a higher than average number of disabled and older residents compared to other areas of the UK, and a growing number of disabled young people.
30. Proposals relating to contract review will take full opportunity to build accessibility considerations into service design.

### Human rights implications

31. Public authorities in the UK are required to act compatibly with the Human Rights Act 1998. There are no human rights issues arising from the proposals.

### Recommended actions

Action		Lead	Date
1.	<p>If the proposal to remodel children's centre services goes ahead, at an appropriate stage when the review has taken place, equality/rural impact assessments should be carried out on any options to cease, stop or change a service, to identify any potential impacts on service users.</p> <p>If any adverse impacts are identified, they should be reported to Children's Services Committee, along with any proposed mitigating actions that could be carried out, for consideration before a final decision is made.</p>		From 1 April 2018
2.	Where service remodelling relating to the proposal to remodel children's centre services impacts on staff working patterns, line managers to consult with staff about any proposed changes, prior to them being agreed. This will enable any access issues to be highlighted. Where issues are identified, appropriate solutions should be sought e.g. reasonable adjustments.	Lead HR and OD Business Partner supporting Children's Services to ensure line managers are aware of their responsibilities	From 1 April 2018
3.	HR Shared Service to continue to monitor whether staff with protected characteristics are disproportionately represented in redundancy or redeployment figures, and if so, take appropriate action.	HR shared Service	From 1 April 2018

### Evidence used to inform this assessment

- Equality Act 2010
- Public Sector Equality Duty
- Relevant business intelligence

## Summary of Rural and Equalities Impact Assessments

**Further information**

For further information about this equality impact assessment please contact Jo Richardson, Corporate Planning & Partnerships Manager, Tel: 01603 223816, email: [jo.richardson@norfolk.gov.uk](mailto:jo.richardson@norfolk.gov.uk)



If you need this document in large print, audio, Braille, alternative format or in a different language please contact Neil Howard on 0344 800 8020 or 0344 800 8011 (Textphone).

### **Proposal one – review how children’s centre services are provided in each area of Norfolk**

1. We are proposing review whether children’s centre services are being provided in the most appropriate way in each area of Norfolk, or whether in some areas we should change the way they are provided.
2. We know that the needs of families across Norfolk vary considerably. We want to look at whether we can improve how children’s centre services are provided, so that families get the right support, at the right time and in the right way.

### **Why do we want to review children’s centre services now?**

3. The review we want to do isn’t just about helping the County Council save money, there are a number of other reasons we want to look at what children’s centre services we offer and how they are provided:
  - Since children’s centres were established over a decade ago the needs of families have changed and the way that many parents / carers want to get support is different. Technology now plays a much bigger part in our lives. Parents / carers increasingly go online, open up an app or ask their peers for information and advice via WhatsApp, rather than go to a children’s centre building. Our services need to adapt to how parents / carers want to get support.
  - We know that some of the families who need the most support prefer to be supported at home, because they don’t feel comfortable or confident enough to go to a children’s centre building. We also know that some families prefer one-to-one sessions with a member of staff, rather than group activities. So we need to look at whether we have the right balance of activities taking place in dedicated children’s centre buildings and one-to-one support for families.
  - Over the last decade Norfolk has also changed. We’ve had new housing developments, some areas have had lots of money invested in them and families have moved around. As a result the demand for children’s centre services has

### Summary of Rural and Equalities Impact Assessments

changed across Norfolk and we need to assess whether our buildings are in the right places and if they are all still required.

- There is also a shortage of pre-school, nursery and school places in some areas of Norfolk. So if families with young children could be better supported at home, in community buildings or online, then we could look at whether some children's centre buildings could be used to help families with childcare and their children's education.
- Our children's centres developed in quite an organic way, as funding became available and different opportunities arose. It therefore makes sense to look again at the services they are providing, the way they are supporting families and the buildings they are operating from to see whether we need to change anything.
- We have contracts with 12 other organisations to run our children's centres on our behalf, at a cost of approximately £10 million per year. All of the current contracts for running our children's centres end in March 2019, which means we have an opportunity to review what services our children's centres provide and how they operate.

#### What would our review look at?

4. To review how children's centre services are provided in each area of Norfolk we would have to consider a wide range of factors. We are proposing to look at:
  - The number of people using each children's centre service
  - The number of people going to each children's centre building
  - The needs of the families in different areas of Norfolk, including the level of deprivation
  - Whether there are opportunities for children's centres to share buildings with other services or organisations – see proposal 3 for more information
  - How people get to children's centre services and the transport options available
  - The leasing arrangements for children's centre buildings.
5. Our review would produce recommendations for each area of Norfolk, including whether an area needs a dedicated children's centre building, if the children's centre could share a building with another organisation or if services would be better provided in community buildings. It would also make recommendations about the types of services needed and different ways of supporting families across Norfolk and in each area.
6. It is too early to say how children's centre services could change in different areas of Norfolk or what this would mean for each individual children's centre building. Much more detailed work would need to be done to understand this. We would consult on any significant changes to how buildings are used, where services are delivered from and changes to the services on offer.

#### Proposal two – focusing children's centre services on the families that need them most

7. Children's centres provide a wide range of services. Some of these services are available to all families, such as play and stay sessions, and others are for families who need more support, for example families who are struggling with unemployment, substance misuse, domestic abuse, mental or physical health problems. The organisations who run our children's centres each carry out a detailed analysis to identify vulnerable families.

### Summary of Rural and Equalities Impact Assessments

8. The Sure Start Children's Centre Statutory Guidance (2013) makes it clear that the service should be focused on helping families who need extra support:
9. "The core purpose of Children's Centres is to improve outcomes for young children and their families, with a "particular focus on families in greatest need of support" in order to reduce inequalities in: child development and school readiness; parenting aspirations, self-esteem and parenting skills; and child and family health and life chances".
10. In 2015 we proposed to focus more of the work of our children's centres on supporting the families that need them most. We consulted people on what they thought of our proposal. We received 291 responses about this proposal, of which 198 people (68.0%) agreed with the proposal and 61 people (21.0 %) disagreed. 32 (11.0%), neither agreed nor disagreed with the proposal. Here is a summary of what people told us:
11. Of those who expressed support for this proposal, two thirds did not give a reason for their support. Of those explaining their support, the largest number agreed that services should be better targeted. However a significant number that agreed with the proposal also argued that services should remain universal, providing a broad range of services. A smaller number of people stated that services need to change and needed to provide value for money.
12. Of those who expressed opposition to the proposal, the majority stated that Children's Centres provided a universal, preventative service that should be protected and not cut. Some respondents argued that a more targeted approach would miss people that require support, who would then require more expensive services in the long run.
13. The County Council decided to go ahead with this proposal in February 2016. Since then we have worked with the organisations who run our children's centres to make some changes. Children's centre staff now work more closely with social care teams. The families they are both working with now receive more coordinated support. We've also seen that more of the activities which are available to all families are now being run by voluntary and community groups, instead of by children's centre staff. This has meant the staff can focus their time on the work with the families that need the most support. The changes we have made have saved us approximately £2.5 million.
14. Over the past 18 months we had a big push to encourage all families with young children to register with their children's centre. This has been very successful and it means that children's centre staff now come into contact with more families and so have a greater chance of identifying all the families that need extra support. This has also helped children's centres to build better connections with their local communities and we've seen parental satisfaction go up.
15. We are now proposing to look at what we can do to further improve children's centre services for the families that need them most. We want to look at ways of improving the plans we put in place to support families and how we share information between different organisations about the families we're working with.
16. In order to improve support to the vulnerable families and save money, we would need to look again at the services available to all families. This might mean that children's centres need to reduce how much they spend on services available to all families or

### Summary of Rural and Equalities Impact Assessments

change how they provide them, for example we want to increase the amount of support available for parents / carers online.

17. We would make sure that children's centre staff continue to work with health visitors, social care teams and others so that each family gets appropriate information, guidance and support.

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#### 1 Prohibited conduct:

Direct discrimination occurs when someone is treated less favourably than another person because of a protected characteristic they have or are thought to have, or because they associate with someone who has a protected characteristic.

Indirect discrimination occurs when a condition, rule, policy or practice in your organisation that applies to everyone disadvantages people who share a protected characteristic.

Harassment is "unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual".

Victimisation occurs when an employee is treated badly because they have made or supported a complaint or raised a grievance under the Equality Act; or because they are suspected of doing so. An employee is not protected from victimisation if they have maliciously made or supported an untrue complaint.

#### 2 The protected characteristics are:

**Age** – e.g. a person belonging to a particular age or a range of ages (for example 18 to 30 year olds).

**Disability** - a person has a disability if she or he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

**Gender reassignment** - the process of transitioning from one gender to another.

**Marriage and civil partnership**

**Pregnancy and maternity**

**Race** - refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.

**Religion and belief** - has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (such as Atheism).

**Sex** - a man or a woman.

**Sexual orientation** - whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.

#### 3 The Act specifies that having due regard to the need to advance equality of opportunity might mean:

- Removing or minimizing disadvantages suffered by people who share a relevant protected characteristic that are connected to that characteristic;
- Taking steps to meet the needs of people who share a relevant protected characteristic that are different from the needs of others;
- Encouraging people who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such people is disproportionately low.



**Summary of Rural and Equalities Impact Assessments**

4 Having due regard to the need to foster good relations between people and communities involves having due regard, in particular, to the need to (a) tackle prejudice, and (b) promote understanding.

## 2018-19 to 2021-22 Proposed Committee Revenue Budget

Budget change forecasts for 2018-22 Children's Services					
Reference		2018-19 £m	2019-20 £m	2020-21 £m	2021-22 £m
	<b>OPENING BUDGET</b>	<b>177.351</b>	<b>185.948</b>	<b>184.651</b>	<b>185.700</b>
	<b>ADDITIONAL COSTS</b>				
	<b>Inflationary</b>				
	Basic Inflation - Pay (2% for 18-22)	1.390	1.249	1.273	1.273
	Basic Inflation - Prices	2.055	1.796	1.776	1.776
	<b>Demand / Demographic</b>				
	Additional Children's Services pressures	6.000			
	<b>Legislative Requirements</b>				
	Education Services Grant	1.401			
	New funding School Improvement (monitoring and brokering) may come with additional responsibilities	0.635			
	<b>NCC Policy</b>				
	PIMS	0.650			
	COMPASS	0.900			
		<b>13.031</b>	<b>3.045</b>	<b>3.050</b>	<b>3.050</b>
	<b>SAVINGS</b>				
CHL013	Update our budget for retirement costs for teachers to reflect how much we are now spending on this - we are not responsible for paying redundancy and retirements costs for teachers that work for the growing number of academy schools	-0.100			
CHL026	Keep all children's centres open and focus their work on supporting the families that need them most	-0.309			
CHL041	Remodel the children's centre service offer	-2.000	-3.000		
CHL042	Reduction in legal expenses	-0.142	-0.142		
CHL043	Reduce the reliance on agency social workers through the improved permanent recruitment and retention		-0.200		
CHL044	Reduced Looked After Children's costs through implementation of the Demand Management and Prevention Strategy transformation programme		-1.000	-2.000	-2.000
CHL045	Increased income received for Early Years training	-0.090			
		<b>-2.641</b>	<b>-4.342</b>	<b>-2.000</b>	<b>-2.000</b>
	<b>BASE ADJUSTMENTS</b>				
	New funding for School Improvement (monitoring and brokering)	-0.265			
	Troubled Families Grant less than expected	0.576			
		<b>0.311</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
	<b>COST NEUTRAL ADJUSTMENTS</b>				
	Educator Solutions transfer to HR	-0.120			
	Schools Appeals Panel from Democratic Services to Children's Services	0.101			
	Depreciation transfer	-3.477			
	Debt management transfer	-0.010			
	REFCUS transfer	1.607			
	Family Nurse Partnership to Public Health	-0.205			
		<b>-2.104</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
	<b>NET BUDGET</b>	<b>185.948</b>	<b>184.651</b>	<b>185.700</b>	<b>186.750</b>

## 2018-19 to 2021-22 Capital Budget Proposals

## New and extended capital schemes

Proposed new schemes added to the capital programme are listed below:

Service Area	Title	2018-19 £m	2019-20 £m	2020-21 £m	2021-22 £m	Additional information
<b>Children's Services</b>	Capital projects to be funded from prudential borrowing	<b>2.200</b>				An amount of £2.2m funding has been or is likely to be received from revenue sources currently or previously applied to capital purposes. This proposal is to replace the revenue funding with prudential borrowing, such that the funding can be re-allocated back to revenue, and can therefore be used as a one-off source to support the 2017-18 Children's Services revenue budget.



# Children's Services Committee

<b>Report title:</b>	<b>Dedicated Schools Grant (DSG)</b>
<b>Date of meeting:</b>	<b>16<sup>th</sup> January 2018</b>
<b>Responsible Chief Officer:</b>	<b>Sara Tough Executive Director of Children's Services</b>

## Strategic impact

This paper presents the changes to the distribution for the Dedicated Schools Grant from April 2018 in line with the Department of Education's Fairer School Funding arrangements.

This includes the funding distribution formula that delegates the funding into maintained schools and academies who are responsible for using this to ensure the educational outcomes for their children.

## Executive summary

Schools funding is provided through the Dedicated Schools Grant (DSG) and Pupil Premium, which is allocated to the County Council and passed on to schools in accordance with the agreed formula allocation.

The Department of Education announced on the 14<sup>th</sup> September 2017 that it would be going ahead with the Schools and High Needs National Funding Formula. Local Authorities will receive their Dedicated Schools Grant allocations for 2018/19 and 2019/20 based on the new national funding formula. Pupil premium will continue as a separate ring-fenced grant.

The DSG is split into four funding blocks: The Schools block, the High Needs block, the Early Years block and the new Central Services School Block. Movement from the schools block to the other blocks has to be agreed upon by Norfolk Schools Forum.

The new national funding formula for schools generates £7.032m of additional funding for the Schools Block for 2018/19, £0.101m for the Central Services School Block and an additional £1.529m for the High Needs Block.

Local Authorities will receive their Dedicated Schools Grant allocations for 2018/19 and 2019/20 based on the unit values of the new national funding formula. Under a soft formula, local authorities will determine individual school budgets according to local formulae, following local consultation.

The proposed changes to the distribution formula covers:

- Allocating the additional schools block funding via the current local formula
- Introduce the new minimum per pupil funding factor for primary and secondary pupils
- A one off movement of 0.5% from the schools block to the high needs block.

**The Children's Services Committee is recommended to:**

- 1) Agree the Dedicated Schools Grant funding and the changes to the schools funding formula.**

# 1. Revenue Allocations

## Dedicated Schools Grant (DSG)

1.1 The total DSG allocation received for 2018-19 was confirmed in December 2017 and totals £599.457million before academy recoupment. This compares to a DSG allocation of £581.247 million in 2017-18. The Schools block totals £473.043 million, representing £4,114.73 per primary pupil and £4,967.95 per secondary pupil, the Early Years block total for 3 and 4 year olds is £28.960 million representing £4,085 per pupil, and the High Needs Block totals £78.577 million. As the high needs funding is based on a place plus basis, (a set amount of money is allocated for each placement and the additional amount is based on need), it is not possible to give a per pupil amount.

1.2 The overall difference in the DSG allocation from the prior year is set out in the table below:

Funding element	2018/19 (£m)	2017/18 (£m)	Change (£m)	Explanation for change
<b>Early Years Block</b>	<b>44.565</b>	<b>41.352</b>	<b>+3.213</b>	
Early Years 3 & 4 year old funding	28.960	29.594	-0.634	Lower participation rate than 2017/18
Early Years 3 & 4 year olds – increase to 30 hours	8.459	4.756	+3.703	2017/18 allocation was for 7 months only
Early Years 2 year old funding	6.156	5.959	+0.197	Slightly higher participation than 2017/18
Early Years Pupil Premium	0.501	0.451	+0.050	Higher number of eligible pupils
Nursery Schools Grant	0.319	0.420	-0.101	The hourly rate has increased for nursery schools by 30p per hour and lower participation.
Early Years Disability Access Fund	0.170	0.172	-0.002	
<b>Schools Block</b>	<b>473.043</b>	<b>461.473</b>	<b>+11.570</b>	Increase in 1,071 pupil numbers (£4.538m) and the new national funding formula. £7.032m from the National Funding Formula. Movement of central funds to create the new Central Services Block
<b>Central Services School Block</b>	<b>3.272</b>	<b>3.167</b>	<b>+0.105</b>	New block. Central items were previously within the schools block
<b>High Needs block</b>	<b>78.577</b>	<b>75.248</b>	<b>+3.329</b>	Re-baselining of £1.8m expenditure from 2016/17 schools block. Additional £1.529m of funding as a result of the new national funding formula.
<b>Total</b>	<b>599.457</b>	<b>581.240</b>	<b>+18.217</b>	

## **2. Early Years Block**

- 2.1 The Early Years block funds direct places in a variety of settings including nursery schools, preschools and childminders along with the county wide operational teams and supports Norfolk's Early Years Strategy. The new Early Years National Funding Formula sets out that Local Authority central costs should be no greater than 5% of the Early Years National Funding Formula for 3 and 4 year old funding for 2018-19, this percentage adjusts within the financial year as it is based on pupil numbers accessing an Early Education place. The Local Authority receives £4.30 per hour for Early Education of 3 and 4 year olds.
- 2.2 From September 2017 parents can access an additional 15 hours of funded 3 and 4 year old early education. Taking the total amount to 30 hours of funded childcare. The Department of Education provides additional funding of £8.459 million which is an estimated take up of 83% of eligible pupils, this will be adjusted based on take up, at the January 2018 census.
- 2.3 Parents can access 15 hours of funded 2 year old early education, if they meet the eligibility criteria. The Department of Education provides £6.156M of funding based on an estimated take up which will be adjusted based on the January 2018 census. The Local Authority receives £5.20 per hour for Early Education of 2 year olds.
- 2.4 Early years pupil premium is 53p per hour per eligible child claiming 3 and 4 year old funding, up to a maximum of 570 hours per year, this will be adjusted based on January 2018 take up.
- 2.5 The Early Years New National Funding Formula (EYNFF) places Nursery Schools on the same funding model as all Early Years Settings, an additional £0.319 million has been provided to protect and fund the fixed sums that the 3 Nursery Schools in Norfolk receive. The fixed sums fund the higher overheads and cost of qualified teaching staff in a Nursery School.
- 2.6 The Disability Access Fund aids access to early years places. The early years setting is eligible for £615 per year for each child in receipt of Disability Living Allowance.

## **3. Schools Block**

- 3.1 From April 2018 the Local Authority will now receive its schools block funding based on unit values set by the new national funding formula. Under a soft formula local authorities determine individual school budgets according to local formulae, following local consultation.
- 3.2 The new national funding formula results in an additional £7.032m to Norfolk in 2018/19 and an estimated additional £5.751m (including growth) in 2019/20. The government has made a commitment to increase funding by 0.5% per-pupil for every pupil in 2018/19 and 1 % in 2019/20. The maximum level of gains to Local Authorities is 3% in 2018/19 and a further 3% in 2019/20.
- 3.3 A consultation was held with Schools on proposals for allocating the additional funding and moving onto the national funding formula at a school level.
- 3.4 The factors within the National Funding Formula are the same as the current formula, but the unit values are now set by the Department for Education.

- 3.5 A new additional factor has been introduced that provides a minimum per-pupil amount. This is to provide for those schools that attract little funding for additional needs through the formula and are therefore the lowest funded. The new national funding formula sets the ratio of funding between the primary and secondary phases at 1:1.29. Funding per pupil is on average 29% higher overall in the secondary phase than in the primary phase, this reflects the national average. In Norfolk our ratio is currently 1:1.19, to take account of the cost of running a high number of small primary schools.
- 3.6 The DfE has set one Lump Sum of £110,000 for all types of schools. This will benefit Norfolk primary schools, however this negatively impacts on small secondary schools and results in significant reduction of £65,000 in lump sum funding. Secondary schools receive a lump sum of £175,000 under the local formula.
- 3.7 The DfE has set the Sparsity factor at £25,000 for a primary school and £65,000 for a secondary school. Funding is tapered so the smallest schools will receive the highest funding. Small secondary schools in Norfolk will see a decrease in funding as the maximum sum of £100,000 will decrease to £65,000.
- 3.8 Funding is based upon “as the crow flies” distances. It is calculated for all the pupils for whom it is the nearest compatible school. It is the average “as the crow flies” from the pupils’ homes to their second nearest compatible school (the sparsity distance). It applies if the distance is more than three miles for secondary schools and two miles for primary schools, but this will be changed in the future to reflect actual distance travelled.
- 3.9 The number of primary schools receiving sparsity funding in Norfolk will increase as the current number of pupils is based on the local decision of 105 pupils for a small school. Under the new national funding formula the number of pupils is 149 for the definition of a small sparse school.
- 3.10 Premises funding consists of rates, PFI, split sites and exceptional circumstances. In 2018/19 the funding for premises is based on 2017/18 allocations with the exception of PFI which will be uplifted annually by the Retail Price Index (RPI-). The DFE are still exploring ways to build the premises costs into a national funding formula, without reliance on local historic information.
- 3.11 Growth is included in the overall DSG allocation. Local authorities can fund growth in two ways, either by setting up a growth fund by top-slicing DSG or through adjusting pupil numbers to calculate budget allocations for growing schools. In 2018/19 funding is based on what local authorities planned to spend in 2017/18.
- 3.12 As proposed within the consultation the NFF will contain a hybrid area cost adjustment (ACA) which takes account of general labour market trends and particular salary variations in the teaching workforce.

#### Impact of the National Funding Formula

- 3.13 Under the new National Funding Formula, funding is redistributed in Norfolk from the primary to the secondary sector.
- 3.14 The primary sector gains from an increase on the lump sum paid to all schools (from £98,268 to £110,000) and small primary schools see an increase in



sparsity funding as the pupil number increases to 149 pupils from the local formula of 105 pupils to trigger the sparsity funding. Funding has been reduced in the basic per-pupil entitlement and increased for additional needs, which means smaller primary schools without high levels of additional needs have seen a reduction. The DfE have introduced the minimum per-pupil level to compensate these lower funded schools.

- 3.15 Secondary schools are the biggest gainers under the new formula and have not seen an overall reduction in the basic per-pupil entitlement, but a very large increase in additional needs. However Norfolk's smallest secondary schools lose funding overall. The lump sum reduces (from £175,000 to £110,000) and the sparsity amount reduces (from £100,000 to £65,000) as well as becoming tapered based on pupil numbers.

### Minimum Funding Guarantee

- 3.16 The Local Authority has discretion on setting a Minimum Funding Guarantee (MFG) to individual school budgets. It is proposed to continue as in previous years at minus 1.5% per pupil, excluding the following items:
- Post-16 funding factor (the amount funded from DSG)
  - The 2018/19 'Lump sum'
  - Additional lump sums paid in 2017/18 for amalgamated schools (excluded from the baseline only)
  - Additional lump sum to be paid under regulations in 2018/19 for amalgamating schools
  - The 2018/19 Sparsity Factor
  - Rates
- 3.17 This means that in 2018/19 no school can lose more than 1.5% of funding per pupil compared to 2017/18, other than for the items above which are not covered by the guarantee.
- 3.18 The Schools Block has also increased with the number of pupils increasing from 103,385 in 2017/18 to 104,456 in 2018/19.

### Summary of proposals

- 3.19 The Local Authority consulted with schools on 4 options for allocating the additional funding and implementing the National Funding Formula at a school level. It is proposed to distribute the additional funding via the current local formula, but use the new minimum per pupil funding levels for primary and secondary.
- 3.20 This will ensure that every school receives additional funding for 2018/19, to alleviate the real cost pressures facing schools, and that no school loses funding in 2018/19. It ensures that every school has the minimum per pupil amount of funding as recommended by the Department of Education.
- 3.21 The tight timescales and late release of detailed school level information has not enabled the Local Authority to take a considered approach to implementing the national funding formula. The basic premise behind this is that a significant amount of time has been spent in recent years in arriving at a local formula using the same funding factors as the national funding formula, a measured considered approach needs to be taken to phase in the unit values of the new national funding formula at a school level.

## Future Developments

- 3.22 The Local Authority acknowledges the concern raised during consultation that any delay in implementing the National Funding Formula delays the DFE's intention to redistribute funding from the primary to the secondary sector and towards those pupils with higher levels of deprivation and low prior attainment. There was also concern raised that the further we move away from implementing the national funding formula, that schools losing funding under the NFF will experience a larger drop in their budgets.
- 3.23 We propose to set up a schools forum task and finish group to look at phasing in the national funding formula from 2019/20. We need to ensure that all types of schools are represented on the working group, as the impact of the national funding formula on schools funding levels varies significantly based on the sector and characteristics of the school.

## **4. Central Services Schools Block**

- 4.1 A new block of funding of has been created from existing central budgets previously held within the schools block. This consists of historic commitments prior to 2013, with a contractual agreement. It also includes a contribution to the admissions service, the servicing of the schools forum and covers licences that are paid centrally by the Department of education on all schools behalf. It includes the previously retained element of the Education Services Grant, which covers the statutory duties carried out by the Local Authority for all types of school.
- 4.2 The central services schools block is calculated at £29.03 per pupil, plus £240,000 agreed for historic commitments.

## **5. High Needs Block**

- 5.1 The new high needs national funding formula has resulted in an increase of £1.529m. The new formula is calculated 50% on historic spend and the remaining 50% on high needs places occupied by pupils, population and additional needs factors. There is also an additional £488,000 available within the high needs block as pupils on the roll of schools that host Specialist Resource Bases are now funded for the first £4000 from the schools block, which reduces the cost within the high needs block, for 2018/19 there are 122 such pupils.
- 5.2 Due to continued pressure within the High Needs Block it is necessary to outline budget proposals to all Norfolk state funded schools. A small working group constituted from the Schools Forum and Local Authority Officers met to look at a range of proposals to address the continued pressure. Proposals were presented to Schools Forum on 24 November 2017.
- 5.3 There is a funding pressure of £8.9million pressure in the current financial year, with a £2.57m loan outstanding from last financial year 2016/17. The overspend is forecast to continue into 2018/19, the budget needs to be balanced in line with the high needs block budget allocation.

- 5.4 Funding pressure on the high needs block is reflected across the majority of Local Authorities in England. The Association of Director of Children's Services surveyed 85 Local Authorities, 68 were overspent on the high needs block in 2016/17 totalling £139.5 million.
- 5.5 Options used previously, to balance the budget through the use of one-off savings and reserves are no longer available to the county council, demand has continued to grow for high needs specialist placements and the number of exclusions in Norfolk is still higher than the national average. Therefore, our discussions with the Schools Forum have focused on the need to re-balance education priorities and the budget.
- 5.6 These proposed changes included a transfer of funding between the Schools Block and the High Needs Block and, therefore, had implications for school budgets. This element of the proposals was required, in part, due to the shift of pupils (Statements / Education Health & Care Plans) from mainstream schools to the specialist sector over the past 5 years; in addition to Norfolk experiencing a rapid rise in the number of pupils who have been permanently excluded and our ongoing use of high cost independent / non-maintained placements.
- 5.7 The combination of fair funding online survey submissions (60 responses), discussions via finance surgeries, attendance at Headteacher Association meetings and the Schools Forum working group has resulted in a high number of responses and a good range of feedback.
- 5.8 We have heard a number of concerns expressed by schools regarding those elements of the proposals that would result in a reduction in funding to mainstream schools and a corroboration of the risks that reduced funding could have on inclusive practice.
- 5.9 Within the presentation to the School's Forum a number of principles were outlined to assist with the restructuring of the High Needs Block and to ensure that it can be stabilised during the coming financial year(s):
- *Drive down exclusions through targeted intervention, challenge and support*
  - *Charge schools for excluding pupils and ensure the managed move system is rolled out*
  - *Aligning SEND / Inclusion provision with Early Help and SEMH/CAMHS provision*
  - *Budget distribution aligned to school and local authority duties within Children & Families Act 2014*
  - *Developing traded inclusion services and using income to offset central services costs*
  - *Reduce specialist provision/special schools/AP places*
  - *Pay less for alternative and specialist provision*
  - *Schools rewarded for inclusive practice through the development of a Norfolk Inclusion Incentive Fund (NIIF)*
  - *Enabling 'money following the child' where this supports reasonable adjustments / exceptional circumstances*
  - *Increase the accountability for SEN funding in schools*
- 5.10 Proposals to ensure that these principles can be used to effectively lead to a sustainable balanced budget were outlined at the meeting of the Schools Forum.

The following recommendations illustrates the planned budget re-modelling for the next financial year:-

#### Recommendation 1

- 5.11 A proposal was put forward in the autumn fair funding consultation with schools to move 0.5% from the school block to the high needs block, £2.356m. The Schools Forum voted to agree the one off movement for 2018/19.
- 5.12 Within the 2016/17 fair funding consultation it was proposed to move £3.600m from the schools block to the high needs block. Following feedback from schools this was reduced to £1.8m there continues to be movement out of mainstream and into specialist provision and a further transfer is required.

#### Recommendation 2

- 5.13 A proposal was put forward to reduce the Special Educational needs Cluster funding from £9.424m to £4.424m and to review the current arrangements of allocating the funding to clusters, with a higher level of accountability for SEN funding in schools.
- 5.14 Within the 2016/17 fair funding consultation it was proposed to reduce the cluster funding by £5m, following feedback from schools this proposal did not go ahead. In the past 12 months far more rigour has been implemented in the allocation of the exceptional circumstances fund and a far greater understanding of the relative performance/impact of cluster funding is now apparent. A revised model of providing schools with additional 'top up' funding can now be proposed alongside a reduction.

#### Recommendation 3

- 5.15 To establish a Norfolk inclusion Incentive Fund of £1.100m using funding previously allocated to clusters, the existing Exceptional Circumstance pot of £250,000 and a % of the charges made to schools for excluding pupils.
- 5.16 This combined budget will be managed within the new Virtual School for SEN to respond to genuine funding requests to enable inclusion (i.e. without funding mainstream placement is impossible).

#### Recommendation 4

- 5.17 To further reduce Local Authority hosted and contracted services by £500,000. Responsibility for providing these services will move to schools. Savings of £750,000 have been achieved in 2016/17. Further reductions pending consultation with stakeholders could be made in the following areas:
- Specialist Equipment to schools - £150K – cease Local Authority management of equipment purchase, store, recycle
  - Manual Handling - £46k – cease Local Authority management of manual handling advice
  - SEN Invest to save - £56k – reduce contribution to Local Authority contract management functions
  - Critical Incident support service- £58k - Move to a fully traded model
  - PATHS - £105k - cease Local Authority support for this element of CAHMS provision
  - School 2 School service - £85k – move to a fully funded traded model.

## Recommendation 5

- 5.18 A medium/long term plan to rebalance commitments within the high needs block, with a saving of up to £1.750m, pending consultation with stakeholders.
- 5.19 There is evidence that Norfolk state funded special schools provided value for money and investment in more state funded provision is required to transfer pupils from high cost independent placements. The following capital projects have commenced on site, with further places planned in the Local Authority's sufficiency strategy:
- Additional SEMH provision commissioned (90+places at Fen Rivers Special Academy, Kings Lynn)
  - Additional ASD provision commissioned (90+places at The Wherry School, Norwich)
  - Additional complex needs provision commissioned (50+places in Old Buckenham, Chapel Green)
- 5.20 New education services are being developed to ensure that mainstream schools can meet SEN needs locally. The new Vulnerable Groups Achievement & Access Service will work with schools to prevent pupil exclusion. The evidence base demonstrates that developments between the Local Authority and Headteacher associations can lead to the following savings:
- £0.750m through PEX reduction (£15K per pupil X 50 pupils)
  - £1m through the transfer of pupils from independent provision to state funded special schools (£20K per pupil X 50 pupils)
- 5.21 The table below shows the recovery based on the above recommendations and repayment of the 2017/18 and 2016/16 overspend on the high needs block.

	2018/19 (£m)	2019/2020 (£m)	2020/21 (£m)
Overspend brought forward	£11.466	£11.466	£9.066
In year savings to be achieved to balance budget	£8.887		
High Needs Block Growth	-£1.942	-£0.400	-£1.300
Schools block to high needs block transfer	-£2.340		
Cluster Reduction	-£5,000		
New Inclusion Investment Fund	£0.895		
LA Hosted Services reduction	-£0.500	-£0.250	
Reduction of Independent School Places		-£1.000	
Reduction in excluded pupil placement costs		-£0.750	-£1.000
Move to funding follows the pupil			-£1.000
Balance carried forward	£11.466	£9.066	£5.766

## **6. Evidence**

- 6.1 The proposals for implementing the national funding formula were discussed in consultation with the Norfolk Schools Forum. A survey was then undertaken with schools for 2 weeks, finance surgeries were held for schools in Swaffham, Norwich and Great Yarmouth and Headteacher Association meetings were attended to collect views.
- 6.2 There was overall support for moving 0.5% from the schools block to the high needs block, and schools forum reflected this by voting to move funding between the blocks. A high needs working group consisting of school forum members and local authority officers scrutinised the proposals and the recommendations put forward.

## **7. Financial Implications**

- 7.1 The paper is addressing the allocation of the Dedicated Schools Grant and as such the financial implications are covered within the report
- 7.2 Maintaining the status quo of the schools and high needs block, would mean it is not possible to set a balanced budget for 2018/19 for the high needs block.

## **8. Issues, risks and innovation**

### Consultation responses

- 8.1 The timescales for consultation were very short, the national funding formula was announced by the Department of Education on the 14 September 2017, school level detail was not available until 7 October. Consultation with schools and school forum all had to be carried out by 24 November to enable schools forum to vote on the movement from the schools block to the high needs block by the Department of Education deadline of 30 November 2017. A detailed survey was sent to all schools to which 60 responded, in addition Headteacher association meetings were attended and finance surgeries held with schools. A schools forum high needs working group met on a regular basis to work on the high needs block proposals. The changes were formulated in consultation with Norfolk Schools Forum, which is representative of schools in Norfolk.
- 8.2 The majority of school responses supported allocating the additional funding via the existing local funding formula, and the introduction of the minimum per pupil funding amount. Less schools are likely to fall into financial difficulty and the government has given us a steer by meeting the minimum per pupil funding levels.
- 8.3 Some primary schools with high levels of additional need and several secondary schools felt they were underfunded under the current local formula and a move to the unit values of the National Funding Formula would be preferable. These schools felt the formula should redistribute funding to those pupils with additional needs, as the Department of Education intends and reflect the higher costs of funding the specialised curriculum in a secondary school.
- 8.4 The current split between the primary and secondary ratio of funding of 1:1.19 was a School Forum decision which was thought right at the time. It does not reflect the national ratio of 1:1.29 which the national funding formula will

implement. There is concern that some primary schools and small secondary schools will suffer financial difficulty. A phased move is preferable as it will stop school budgets falling off a cliff edge.

- 8.5 Through the consultation responses and discussions there was a majority support to move 0.5% from the schools block to the high needs block, to reflect the movement of pupils from mainstream to specialist placements. Concern was expressed that this would reduce further the ability of schools to be inclusive. It was also noted that this only a one off solution and has to be agreed by schools forum annually.
- 8.6 In the discussions with schools and schools forum there was support for a consistent approach to the allocation of funding by clusters, a countywide approach is needed on the impact and effectiveness of the funding allocated. In the feedback some schools felt there are a range of factors that will impact on the long term future of the cluster model.
- 8.7 Schools raised concerns that the reduction in cluster funding will reduce the schools ability to be inclusive. Clusters that have invested in effective cluster models reflecting need, will perceive that they are being penalised. The Inclusion Incentive Fund will offset elements of the overall mainstream school reduction through targeted funding. It will ensure a fair, equitable and rigorous approach across Norfolk in allocating funding.
- 8.8 Schools raised concern that capacity to be inclusive could be reduced further by having to provide services previously provided centrally by the Local Authority. The Inclusion Incentive Fund will ensure that the additional needs of all pupils are met, in an equitable, rigorous approach.
- 8.9 Additional demand for SEND places will put additional pressure on the High Needs block spend, which would also have an affect the DSG budget recovery plan as described in paragraph 5.21 above. A review will be made in-year of any impact, with a possibility at looking to request from the Secretary of State for Education a transfer of additional funds, (above the 0.5% limit), from the schools block to the high needs block of the dedicated schools grant in 2019-20.

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# Children's Services Committee

<b>Report title:</b>	<b>The supply of School and Childcare Places in Norfolk</b>
<b>Date of meeting:</b>	<b>16 January 2018</b>
<b>Responsible Chief Officer:</b>	<b>Sara Tough Executive Director of Children's Services</b>
<p><b>Strategic impact</b></p> <p>The County Council has two sufficiency duties for learners 0-16 (i) the duty to ensure sufficient childcare to meet the needs of working parents and (ii) the duty to secure sufficient pupil places to meet the demands of the school-age population, 4-16. At age 16-18 there is a duty to secure sufficient and suitable provision for Norfolk young people in the post 16 market place of education and training.</p> <p>The school age population continues to grow across Norfolk, through demographic change and the impact of new housing, and the County Council needs to demonstrate how it intends to meet the need for new places in the medium to long-term and to prioritise available capital funding accordingly.</p> <p>The provision of high-quality places is central to meeting the County Council's objectives in relation to a good education for every learner.</p>	

## Executive summary

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

The Schools' Local Growth and Investment Plan (SLGIP) for pupil place provision 4-16 sets out the strategic direction of pupil place supply for those areas of the County where pupil numbers are expected to increase in the next 5-10 years. The Plan is a response to the District Local Plan frameworks and is presented as the basis for discussion, planning and decision-making for the County Council and its partners across the increasingly diverse educational landscape. The Plan links to the NCC schools' forward capital programme which will be reported for approval to Committee in May 2018.

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

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

### **Recommendation:**

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

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

- 1.1 The County Council has a duty to ensure sufficient school places and to secure sufficient childcare places to meet the demands of the population.
- 1.2 For the school-age population we provide an annual snapshot of demand in the form of a Schools' Local Growth and Investment Plan (SLGIP) and, for childcare, the statutory Childcare Sufficiency Assessment (CSA). The latter has to be published each calendar year and was duly placed on the County Council's website during December 2017.
- 1.3 Both documents identify pressures for the coming period and set out the required response.
- 1.4 The SLGIP is a single, self-standing document to assist discussions with our educational partners in the now complex educational landscape, as highlighted in the November 2017 Committee meeting. Its substantive text is at annex A.
- 1.5 Capital investment in the school estate should promote high quality, sustainable provision. In line with the approach agreed in November, officers will take account of current information regarding the quality and capacity of providers and sponsors to make recommendations for a significant change or investment.

## **2. Childcare Sufficiency Assessment – Background and key policy developments**

- 2.1 Section 6 of the Childcare Act 2006 places a duty upon the LA to ensure sufficient childcare for children aged 0-14 (18 where a child has a disability), so far as is reasonably practical, for working parents or those who are undertaking a programme of training or study towards employment.
- 2.2 An annual Childcare Sufficiency Assessment (CSA) must be reported to Councillors and published so as to be accessible to parents. Central to this assessment is a statement as to how the gaps in childcare can be addressed – this forms the core of the action points in this report.
- 2.3 The CSA has been published on the NCC website at <https://www.norfolk.gov.uk/children-and-families/childcare-and-early-learning/childcare-advice-and-guidance/childcare-sufficiency-assessment>  
A summary of key issues and proposed actions is at Annex B of this report.
- 2.4 There is renewed interest in the provision of childcare and the quality of early years' education as part of the Norwich Opportunity Area. Norfolk County Council officers are directly involved at all levels of this pilot programme.
- 2.5 Opportunities to create additional capacity within planned capital build projects, such as new or extending schools will be considered, especially in areas of growth, and claims for early years places will be made under section 106 agreements where possible.
- 2.6 There has been no additional capital funding for new childcare provision beyond the projects reported on last year. A small project to develop new provision in North Norwich was recently agreed by Capital Priorities Group using NCC resources.

## **3. Evidence**

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

#### **4. Financial Implications**

- 4.1 A capital programme associated with the forward strategy was approved by Committee in June 2017 and November 2017. Indicative Basic Need sums have been provided by the government until the end of 2019/2020 but we have not yet had confirmation of Capital Maintenance allocations for 2018/19 or Basic Need for 2020/21. We have retained some contingency in the capital budget to ensure that short term pressures on admissions can be met and for emerging priorities where the need is predicted but has not yet emerged on the ground.
- 4.2 The County Council has introduced a corporate capital prioritisation process and we have been required to develop 'bids' for schemes which are either new or which call upon the existing approved, but as yet unallocated, funding. Some of these are Basic Need bids but others are for Capital maintenance schemes. Children's Services schemes were approved by Committee in November for transmission to Policy and Resources Committee.
- 4.3 An understanding of the affordability of the required programme to provide additional places is critical. We have again included an indication of likely required expenditure in the SLGIP, area by area. Judgement on affordability will be based on the following likely areas of possible shortfall:
- Shortfall between value of a Basic Need place allocated by EFA and cost of places in historical schemes, locally and nationally;
  - Shortfall between a funded S106 place and historical costs;
  - Maintenance requirements arising as a consequence of extension projects;
  - Shortfall between CIL allocations and full cost of schemes. For schools, the balance can only be found from Basic Need allocations.
- 4.4 The expected additional need for specialist places, which are outlined in the SEND Sufficiency Report for this committee and future reports on the wider SEND strategy will result in further funding pressures. Funding made available by central government is likely to only support a small fraction of the additional places needed.

- 4.5 A report will be made to Committee in May 2018 on the final capital programme 2018-2021, following detailed work by Capital Priorities Group in the light of the capital allocations. This will include a further detailed assessment of affordability.

## **5. Issues, risks and innovation**

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

## **6. Recommendation:**

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

### **Background papers:**

- DfE Annual Schools Capacity Return
- District Council Local Plans
- Children's Services Committee report June 2017 - Children's Services Capital Programme
- Children's Services Committee report November 2017 – **Schools' Capital Programme 2017-2020**
- Children's Services Committee report November 2017 – **Schools' Capital Programme 2017-2020**
- Policy and Resources Committee November 2017 - **Finance monitoring report P6: September 2017**
- Full Childcare Sufficiency Assessment published online at <https://www.norfolk.gov.uk/children-and-families/childcare-and-early-learning/childcare-advice-and-guidance/childcare-sufficiency-assessment>

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

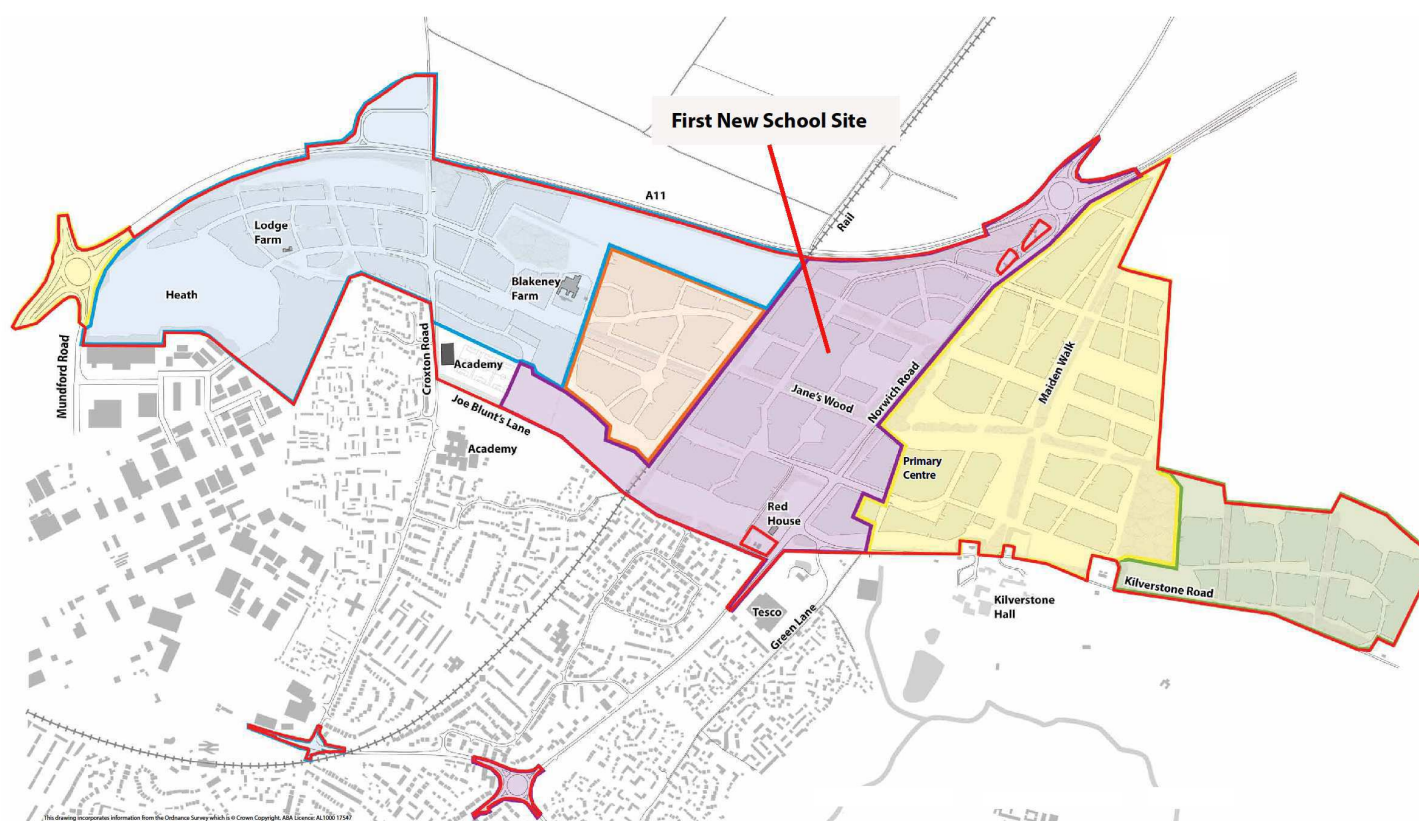
16 January 2018

Annex A

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

THETFORD (Breckland District)

Sustainable Urban Extension (SUE) of 5000 new dwellings



**CURRENT LOCAL PROVISION – capacity and organisation**

Existing primary phase provision in Thetford remains a mix of infant/junior and all - through primary. There are currently 12 forms of entry (360 places) at reception with just a few spare places in the September 2017 admissions round. Pupil forecasts indicate some stability in pupil numbers over the next few years until new housing begins to yield pupils.

There is a range of academy providers. Pursuing NCC's policy of moving to all-through primary schools would be achievable in Thetford and we are considering options when related to growth infrastructure.

At secondary phase a single high school serves the Town with capacity to accept additional forms of entry until the SUE is well under way. The high school is capable of expansion on its existing site when additional places are required.

### **LATEST ASSESSMENT OF GROWTH**

Sites for three new 420 place primary schools have been secured. It is expected that a Reserved Matters application for the first sub-phase of 300+ homes which includes the site for the first primary school will be submitted shortly. Children's Services have been working with the land promoters and agreed the new school position on the site and the infrastructure requirements. The Children's Services capital budget will need to underwrite the cost of this first school until developer contributions come through.

### **CURRENT PRESSURES ON PUPIL NUMBERS**

Without the impact of further housing, pupil numbers are stable and places are available across the town for local children.

### **IMPACT OF HOUSING GROWTH**

The first phasing of housing will impact immediately on primary pupil places. Discussions with local schools/Trusts will be necessary to be able to accommodate the early children from this first phase.

### **SHORT TERM RESPONSE**

Continue to work with the land promoters towards the transfer of the first new school site to NCC. A presumption route to decide who will run this school will be the next step. Diversity of provision and school organisation must be considered.

### **MEDIUM/LONGER TERM RESPONSE**

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

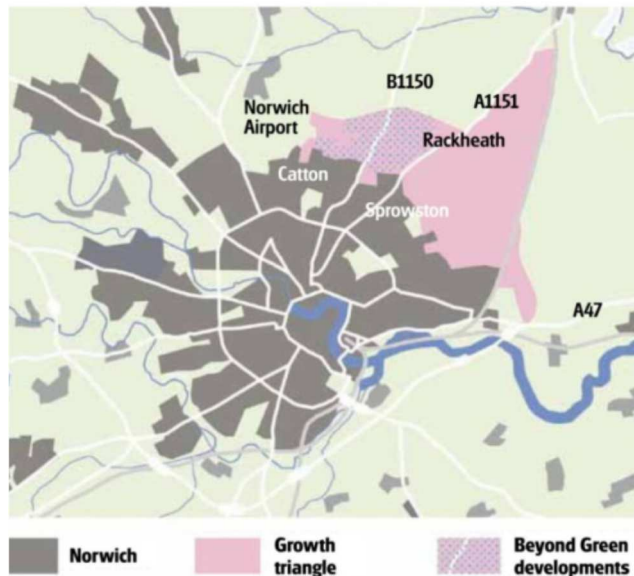
Places will be monitored at Thetford Academy as additional land has already been provided to allow for future expansion and S106 contributions have been secured although not yet collected as a result of the future housing allocation.

Capital response					
THETFORD	School	Scheme	Stage	Cost/estimate	Date if known
Future programmes	SUE primary 1	2FE	Site layout	£8m	2020or 2021
	SUE primary 2	2FE	-	£8m	
	SUE primary 3	2FE	-	£8m	
	Secondary extension	tbc	-	tbc	



## **NORTH NORWICH GROWTH TRIANGLE (Broadland District)**

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



### **CURRENT LOCAL PROVISION – capacity and organisation**

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

To the immediate south-east, the new primary school at White House Farm is progressing with the land transfer underway and a planning application for the new school building expected to be submitted before Christmas 2017. The target date for opening of this new school is September 2019 but is dependent on the construction timescale.

### **LATEST ASSESSMENT OF GROWTH – relating mainly to Beeston Park (north of Norwich)**

Sites for two new primary phase schools have been identified. Initially it was thought that the first new school would be to the east side of the main housing, to the north of the existing Sprowston Park and Ride and central to the main development area. The latest information is that the first phase will begin to the west (Old Catton/Sprowston area) of the whole development where the nearest schools are Lodge Lane Infant and White Woman Lane Junior Schools. Once there is more certainty on when housing is likely to commence, discussions will continue with existing local schools to understand how children from the first phase of development can be accommodated.

### **KEY PRESSURES ON PUPIL NUMBERS**



Pressure for places at reception in this area appears to have peaked in 2016 and is expected to remain this way until further housing is evident.

### IMPACT OF HOUSING GROWTH

If housing comes forward in the areas anticipated, additional places will be needed in existing schools until the first new school is built and open. The infant schools in the area have limited capacity to expand to absorb early growth. Discussions have taken place with local schools and will continue once housing commencement is more certain.

The impact of the Northern Distributor Road on housing development will need to be monitored and also as to whether it impacts upon existing parental preferences for schools over time.

### MEDIUM/LONGER TERM RESPONSE

The two new primary phase schools within the new Beeston Park development have been allocated to Reach2 Academy Trust as part of the DfE Free School programme as well as White House Farm is going ahead and will be built in discussion with Reach2. Confirmation will be sought from the Regional Schools Commissioner that the DfE Free School programme will continue to support the two Beeston Park schools.

Further new primary phase schools in addition to those mentioned above will be proposed as planning applications come forward for consultation – these are shown in the capital schedule below. Discussions have commenced with land promoters on sites along Salhouse Road and close to the Broadland Business Park. Rackheath growth is also in a masterplan process. A full review of pupil places including the growth in this area will commence once more certainty of timescales is evident.

NCC has made a commitment for a new Secondary phase school in the Sprowston area and a preferred site has been identified on the current Park and Ride site. Planning towards feasibility of this new school is under way. Consideration may also be given to the possibility of an all-through 4-16 school model. Presently this project is unfunded and officers will be looking to the Greater Norwich Growth Board Community Infrastructure Levy to support this.

Capital response					
NORTH NORWICH GROWTH	School	Scheme	Stage	Cost/estimate	
Current programme	Falcon Junior	To 4FE	Construction	£1.6m	
	White House Farm	2FE new Free school (Reach 2)	Planning	£8m (mainly S106)	2019
	Lt Plumstead VAP	To 2FE	Design	£3.5-£4m(mainly S106)	2019
	Beeston Park primary 1	2FE (Reach 2)	Site identified	£8m (unfunded)	2020+

Future programmes					
	Beeston Park primary 2	2FE (Reach 2)	-	£8m (unfunded)	2022+
	Rackheath 1	2FE	-	£8m (unfunded)	2022+
	Rackheath 2	2FE	-	£8m (unfunded)	2024+
	South of Salhouse Rd new primary	2FE		£8m (unfunded)	2020+
	East of Broadland Business Park	2FE	Initial site layout options	£8m (unfunded)	2020+
	New high school/all through	tbc	Masterplanning	£26m (unfunded)	2022+
Masterplans	Broadland High				

### ATTLEBOROUGH (Breckland District)

**Sustainable Urban Extension of 4000 new homes.**



**ROSECROFT PRIMARY SCHOOL (new school for Attleborough)**

#### **CURRENT LOCAL PROVISION – capacity and organisation**

The town of Attleborough is served from September 2017 by two all-through primary schools, namely Attleborough Primary School and the new Rosecroft Primary School and one secondary school – Attleborough Academy. The two primary schools offer five forms of entry between them. The town is surrounded by villages with local schools. Some children in Attleborough catchment do choose a nearby village school as opposed to their local primary school in the Town - eg in September 2017, around 25% of Attleborough catchment children expressed a preference for a reception class outside catchment. This figure has increased since last year and is likely due to the apprehension of re-organisation. Future preferences will be monitored to see if this pattern continues once re-organisation settles.

Attleborough Infant School moved off the Attleborough Academy site this year into the new Rosecroft Primary School building allowing the Academy more space for future

expansion. A masterplan has been drawn up for future growth at this school once pressure for places is evident.

## **LATEST ASSESSMENT OF GROWTH**

Discussions with Land promoters have continued throughout 2017 and an outline planning application was submitted to Breckland District Council in the summer of 2017. Discussions are still ongoing with the land promoters regarding the requirements for education provision in response to the proposed 4000 new homes and land for two new primary phase schools have been secured once outline permission is approved it is anticipated that land will be sold relatively quickly to developers.

## **KEY PRESSURES ON PUPIL NUMBERS**

Historically, not all children who live in Attleborough catchment attend Attleborough schools. Catchment numbers indicate that cohorts are around 5 forms of entry without housing but as mentioned above, some families do choose local village schools and once pressure for places in the Town increases as the result of more housing, we will be reliant on these village schools to help with accommodating these children.

## **IMPACT OF HOUSING GROWTH**

Existing accommodation both in the Town and surrounding villages will be analysed once housing commences to identify where children from the first phases of the larger growth can be accommodated until new schools are built.

## **SHORT TERM RESPONSE**

Additional accommodation has now been provided in the Town with the opening of the new Rosecroft Primary school building. Sufficient school places are now available until the larger growth areas commence and new families move into the area.

## **MEDIUM/LONGER TERM RESPONSE**

Indicative siting of two new primary phase schools within the new proposed housing development have been discussed and more certainty on these positions will be confirmed once the outline planning consent is granted.

Capital response					
ATTLEBOROUGH	School	Scheme	Stage	Cost/estimate	Date if known
Current programme	Attleborough Infant renamed to Rosecroft Primary School	To 3FE on new site as primary	Opening January 2018	£10m	
	Attleborough Junior renamed to Attleborough Primary School	To 2FE as primary	Construction	£3.0m	
	Attleborough Academy (High)	Removal of mobiles and expansion	Design	<i>tbc</i>	

Future programmes	Attleborough Academy (High)	Reuse of infant school site	School-led and funded	-	
	SUE primary 1	2FE	-	£8m	2021+
	SUE primary 2	2FE	-	£8m	2023+

## **Part 2b - Development locations where one new school is expected**

### **WYMONDHAM (South Norfolk District)**

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

#### **CURRENT LOCAL PROVISION – capacity and organisation**

Primary phase education is provided in Wymondham by three primary schools; Browick Road, Ashleigh and Robert Kett Primary Schools. The majority of children who live in Wymondham attend one of the three Wymondham Primary Schools but some children do express a preference for Wicklewood Primary School. All primary schools in the Town took their full capacity at reception in September 2017.

Wymondham High Academy has been expanded in two phases so far to accommodate growth to date in permanent accommodation. The school admitted over its admission number in September 2017 and it will continue to be under pressure although Wymondham College does help with pressure for places. Further phases of expansion are planned at the High School.

#### **LATEST ASSESSMENT OF GROWTH**

The number of planned new homes in Wymondham has increased to higher than anticipated and is now in excess of 3000. Several developers are on site with more to follow. Land has been secured for a new primary school on the development in Silfield (1200+ houses) but there have been some delays in obtaining the new school site due to access issues.

#### **KEY PRESSURES ON PUPIL NUMBERS**

All three Wymondham primary phase schools were full in their Reception year for September 2017 and we anticipate this pattern will continue. As well as looking to local village schools to assist with places, the planned new school in Silfield along with the proposed Free School by Sapientia Education Trust (at Wymondham College) will take the pressure off for places although it is not expected them to be operational until at least 2020.

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

#### **IMPACT OF HOUSING GROWTH**

The additional housing in Wymondham is likely (once all completed) to produce the need for up to an additional 3 Forms of Entry in Wymondham. Both the new Silfield Primary School along with the Wymondham College Free School will give adequate capacity for this growth but timescales for these new schools with housing already on site and building rapidly will be challenging for the providers of school places.

### SHORT TERM RESPONSE

Plan and monitor the 2018 admissions round in an area where schools are at capacity. Identify the part smaller surrounding schools have to play to support growth.

A construction project has just been completed at the High School Academy to increase classrooms, and the next phase of masterplan to expand infrastructure accommodation is anticipated to follow on shortly.

### MEDIUM/LONGER TERM RESPONSE

Opening of the new school in Silfield. Consulting with South Norfolk District Council on plans for future housing to 2036 in Wymondham and the A11 corridor to ensure adequate school provision both at primary and secondary level.

Capital response					
WYMONDHAM	School	Scheme	Stage	Cost/estimate	Date if known
Current programme					
	Wymondham High Academy	Dining infrastructure	Feasibility/design	TTBC	

Future programmes	Silfield new primary school	2FE	Design stage but delayed due to access issues	£8m	2020
	Wymondham High Academy	Further phases	Masterplan in preparation	tbc	
	Wymondham College	Accommodation assessment to assess basic need options	Discussions ongoing with Sapientia Trust	-	

## **CRINGLEFORD (South Norfolk District)**

**1300 new homes on two adjacent sites.**

### **CURRENT LOCAL PROVISION – capacity and organisation**

One 420 place Voluntary Aided primary school serves Cringleford. This new school opened in 2013 in response to the Roundhouse Park housing development and replaced the previous smaller school in the village. Ongoing housing in the area has generated far more primary age children than anticipated resulting in the school being oversubscribed in every recent admissions round. Pupil forecasts indicate that even without further housing, numbers will remain up to the admission limit. The catchment secondary school for Cringleford children is Hethersett Academy which currently has some unfilled places although its popularity has increased over recent years.

### **LATEST ASSESSMENT OF GROWTH**

Two further housing developments are proposed for Cringleford and outline planning permission has been given for both. A further new school site has been secured within one of these developments for a new 420/630 places. Progress on these sites is slow with no indication of full planning permission being sought as yet.

### **KEY PRESSURES ON PUPIL NUMBERS**

As mentioned above, pressure for places at reception is high and is managed as part of the annual admissions round.

### **IMPACT OF HOUSING GROWTH**

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

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

### **SHORT TERM RESPONSE**

Determine interim arrangements to increase capacity at Cringleford VA Primary until new school comes on stream. Advance land use decisions for new school on new development to ensure early delivery of infrastructure is secured.

### **MEDIUM/LONGER TERM RESPONSE**

Commissioning the new school in Cringleford. Consulting with South Norfolk District Council on plans for future housing in Cringleford and the A11 corridor to ensure adequate school provision both at primary and secondary level.

Capital response					
CRINGLEFORD	School	Scheme	Stage	Cost/estimate	Date if known
Current programme	-	-	-		
Future programmes	New primary	2 or 3 FE	Site secured under S106	£8m/11m	2020+
	Cringleford VA Primary	Possible additional interim 1FE	Discussion with school	tbc	2019

## **HETHERSETT (South Norfolk District)**

### **1200 home strategic development**

#### **CURRENT LOCAL PROVISION – capacity and organisation**

Primary school provision is currently provided by Hethersett Woodside Infant School and Hethersett VC Junior School. Secondary provision is at Hethersett Academy. The infant school is a popular school and with an admission number of 60 has been under pressure for places for local children recently and accepted a higher intake in 2016 of 84 children and 64 in 2017.

#### **LATEST ASSESSMENT OF GROWTH**

2017 has seen considerable housing built in Hethersett. As well as completion of smaller developments, the larger strategic growth development of 1200 new homes has commenced and is progressing rapidly.

#### **KEY PRESSURES ON PUPIL NUMBERS**

2018 pressure for places currently gives a similar picture as 2017. As new houses become occupied this pressure may be exacerbated resulting in further discussions with schools.

#### **IMPACT OF HOUSING GROWTH**

Consultation and plans for future primary provision in Hethersett has progressed in 2017 and an agreement has been made that both Hethersett Woodside and Hethersett Junior will move to all-through Primary (with Woodside moving to the new primary school building) from September 2019. We are working to this timescale but some risks remain. As we move towards this date, we will manage admissions pressures in a way that causes the least disruption to both schools.

In September 2017, more children from the local area are choosing Hethersett High Academy has their preferred school rather than seeking a place elsewhere. This pattern is expected to continue and a masterplan which included additional land for playing fields have been secured as part of the housing development behind the school. Discussions are continuing with the house builders on the timescales to transfer the land over to the school. This will allow for expansion of the school buildings on the existing site to allow the school to grow as necessary.

## SHORT TERM RESPONSE

Planning sufficient provision for places in Hethersett until reorganisation and the new school are operational. Transfer of the land for the new primary school site and transfer of land for the high school.

‘Lift and shift’ of Hethersett Woodside Infant to the new school building and expanding the age range of both primary phase schools in the village from September 2019.

## MEDIUM/LONGER TERM RESPONSE

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

Capital response					
HETHERSETT	School	Scheme	Stage	Cost/estimate	Date if known
Future programmes	New site for infant as primary	2 FE	Site secured; design stage	£8m	<b>2019</b>
	Junior School to primary	2 FE	Feasibility stage	tbc	2019
	Hethersett Academy	Staged expansion	Feasibility stage	tbc	2019

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

**Up to 3500 new homes in two phases:**

**1600 up to 2026**

**2400 post 2026**

### CURRENT LOCAL PROVISION – capacity and organisation

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

### LATEST ASSESSMENT OF GROWTH

Outline planning permission for 1,100 homes is being sought by a developer for the first phase of this growth – at the northern end between the A10 and A47. A site for a new primary school is included in this area and S106 contributions will be sought. The expansion of West Winch Primary will be considered simultaneously with the appraisal work on the new school.



## KEY PRESSURES ON PUPIL NUMBERS

West Winch is a popular school and does regularly fill its capacity of 30 places per year group. No pressure for places is indicated until housing commences.

## IMPACT OF HOUSING GROWTH

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

## SHORT TERM RESPONSE

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

## MEDIUM/LONGER TERM RESPONSE

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

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

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

## BRADWELL (Great Yarmouth Borough)

### 1000 new homes

## CURRENT LOCAL PROVISION – capacity and organisation

The catchment schools for this new development are Hillside, Homefield and Woodlands Primary Schools. These schools share a catchment to the North of the housing site. All schools are full and catchment numbers match capacity well. To the

East, and a little closer but outside the catchment is Ormiston Herman Academy and further East, Peterhouse Primary. Parental preference patterns in this area result in considerable movement of children around several schools.

### **LATEST ASSESSMENT OF GROWTH**

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

### **KEY PRESSURES ON PUPIL NUMBERS**

Pressure for places at Reception intake was evident in 2017 and all schools admitted up to their admission number. This is likely to be related to other schools in the area being at capacity so choices are limited for school places.

### **IMPACT OF HOUSING GROWTH**

The impact of the housing is now evident with over 100 dwellings occupied this year. A site for a new school building is in the process of being secured with plans for the new school building beginning in 2018.

### **SHORT TERM RESPONSE**

Discussions will begin with schools in the area in 2018 to make decisions as to how children from this growth area will be accommodated and how the new school building will be used.

Work with Ormiston Academies Trust on future capacity needs at Venture Academy.

### **MEDIUM/LONGER TERM RESPONSE.**

To be determined as above. Target date for new primary provision 2020.

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

## **FAKENHAM (North Norfolk)**

### **1400+ new homes**

### **CURRENT LOCAL PROVISION – capacity and organisation**

Fakenham town is served by Fakenham Infant and Fakenham Junior Schools. The town is surrounded by smaller village schools such as Stibbard, Colkirk and Sculthorpe Primary Schools. There is some parental preference movement in and out of Fakenham to village schools although most children who live in Fakenham attend the schools in the Town.

## **LATEST ASSESSMENT OF GROWTH**

The housing planned for Fakenham and the surrounding area is largely on one site (950 dwellings) to the north of the town. The outline planning application has now been submitted to North Norfolk District Council which includes a site for a new school building. There are other applications imminent which could bring housing numbers up to 1400 for Fakenham.

## **KEY PRESSURES ON PUPIL NUMBERS**

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

## **IMPACT OF HOUSING GROWTH**

The proposed housing is likely to impact quite quickly on local schools and discussions have already begun to update the two Fakenham schools on the proposed growth and the new school building site.

## **SHORT TERM RESPONSE**

Discussions with both Fakenham school regarding growth, re-organisation and school improvement have begun. Continue to monitor pupil numbers at reception age. Complete project at Fakenham Infant School to increase accommodation capacity to a full 3 forms of entry.

## **MEDIUM/LONGER TERM RESPONSE**

Opening of permanent new primary phase school building either as a new free school or as a relocation and expansion of an existing school.

Capital response					
FAKENHAM	School	Scheme	Stage	Cost/estimate	Date if known
Current programme	Fakenham Infant	Modular and internal	Feasibility	£500k	2018
Future programmes	New primary school	2FE	-	£8m	

## **BOWTHORPE (Norwich City)**

### **1000 new homes**

## **CURRENT LOCAL PROVISION – capacity and organisation**

Bowthorpe is served by two infant schools (both with admission numbers of 60) which feed into a single junior school with an admission number of 120. One infant school – Clover Hill Infant- is federated with the Junior School and are both Voluntary Aided

Schools. The second infant school, Chapel Break, adjacent to St Michael's Junior, is a community school. Both infant schools are almost at capacity although there is some parental preference in the area resulting in some catchment children attending St Augustines RC Primary School.

### **LATEST ASSESSMENT OF GROWTH**

Building has commenced on this site with the completion of a Care Home as Phase 1. The first new homes on Phase 2 for around 170 new homes is imminent and marketing will begin shortly.

### **KEY PRESSURES ON PUPIL NUMBERS**

Both infant schools are almost at capacity and additional accommodation has been provided for the junior school so it can take a full four forms of entry across all year groups. Discussions with all stakeholders has concluded that a new school building is necessary which will allow Chapel Break Infant School to move to new premises and grow to an all through Primary School. All through primary provision is also the preferred option for the two federated schools.

### **IMPACT OF HOUSING GROWTH**

It is anticipated that an additional form of entry will be required for Bowthorpe with the planned housing in the area. The impact of growth in Costessey and the surrounding area must be factored into plans for future school places. The need for secondary accommodation is still to be discussed. As Bowthorpe is a shared catchment (City Academy and Ormiston Victory).

### **SHORT TERM RESPONSE**

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

### **MEDIUM/LONGER TERM RESPONSE**

As above.

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

## **LONG STRATTON (South Norfolk)**

### **1800 new homes**

#### **CURRENT LOCAL PROVISION – capacity and organisation**

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

#### **LATEST ASSESSMENT OF GROWTH**

The progress of the housing for Long Stratton has moved forward considerably this year and a planning application is expected shortly for full planning permission for 600 homes on the west of the A140 plus outline permission for the further 1200 on the east of the A140. A site for a new primary school building has been secured on the eastern side.

#### **KEY PRESSURES ON PUPIL NUMBERS**

Both primary phase schools in Long Stratton have spare places and we anticipate that up to 400 new homes could be built before pressure for places is likely to be evident. We have timed these factors into the timing of the opening of the new school building.

#### **IMPACT OF HOUSING GROWTH**

As mentioned above, a site for a new school building has been secured and both schools have been asked to discuss how this is likely to impact on them and whether they take the opportunity to move to all-through primary. Depending on the relevant assessments at the time, this may require future school organisation changes.

#### **SHORT TERM RESPONSE**

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

#### **MEDIUM/LONGER TERM RESPONSE**

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

Capital response					
LONG STRATTON	School	Scheme	Stage	Cost/estimate	Date if known

Future programmes	New primary phase school building.	2FE/3FE	Site options for S106	£8m	
	High school	Expansion of Long Stratton High to be considered longer term.	-	-	

## **COSTESSEY (South Norfolk), including Queen's Hill**

### **550 final allocation up to 2026**

#### **CURRENT LOCAL PROVISION – capacity and organisation**

A project is on site at Costessey Junior School to potentially bring all the primary phase teaching over to one site.

The project at Queen's Hill Primary to expand to a full 3 forms of entry has been completed.

#### **LATEST ASSESSMENT OF GROWTH**

Housing on the final allocation is continuing but other speculative sites outside the Local Plan allocations are being brought to planning. As school places are limited, we will raise concerns to such proposals where appropriate.

#### **KEY PRESSURES ON PUPIL NUMBERS**

The pressure on places at reception continues and for 2018 it is likely that all schools across this area will be full. Any further housing growth will need careful planning with regard to school places.

#### **IMPACT OF HOUSING GROWTH**

As Costessey continues to grow, up to a further form of entry is likely to be required. A new school site has been secured on the development at Lodge Farm. Progress is being made to hand the site over to NCC sometime in 2018 and then a decision needs to be made as to how this site will be used in relation to other schools in the area.

#### **SHORT TERM RESPONSE**

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

#### **MEDIUM/LONGER TERM RESPONSE**

Decide on the use of the school site at Lodge Farm and how that relates to other local schools.

Additional capacity at Ormiston Victory Academy for pupil numbers moving through.

Capital response					
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COSTESSEY (inc Queens Hill)	School	Scheme	Stage	Cost/estimate	Date if known
Current programme					
	Costessey Infant and Costessey Junior	Amalgamation on one site	Planning stage	£3.5M	2018

Future programmes	New primary school building - Lodge Farm	1FE	Site layout	£6m	
	High school	Expansion of Ormiston Victory to be considered when necessary for additional pupil places			

### HELLESDON (Broadland)

#### Allocation for up to 1500 new homes

##### **CURRENT LOCAL PROVISION – capacity and organisation**

Hellesdon has infant/junior schools situated across the area and a large and popular High School. The infant schools (Arden Grove, Heather Avenue and Kinsale) have 180 places between them which is adequate for their catchment but not all of the children attending these schools live in the catchment of Hellesdon with quite a considerable number coming from Mile Cross catchment. This is actually helpful for place planning as there is pressure for places in Mile Cross. In 2017 not all places were taken in reception but this is mainly due to a lower number of pupils in Mile Cross rather than Hellesdon. The High School is at capacity but with its popularity, does gain many children from out of area, particularly the North Norwich catchment.

##### **LATEST ASSESSMENT OF GROWTH**

Full planning permission for the first phase of housing on the eastern site of the Golf Club has been obtained and start on site was expected in 2017 but has not yet begun. Housing trajectories from the agents suggest only a limited number of completions (up to 70) to the end of 2018. The second site to the west of the Drayton High Road cannot be obtained until 2019 when the golf club will move to its new premises.

##### **KEY PRESSURES ON PUPIL NUMBERS**

Pressure for pupil places in Hellesdon is evident but not all children from this catchment attend these schools. A full assessment of the area to understand parental preference both at primary and secondary level will be undertaken during 2018 and the information will be used to plan places not just for Hellesdon but also for the wider area.

##### **IMPACT OF HOUSING GROWTH**

This scale of housing will ultimately impact on places in local schools and a new primary school for Hellesdon will be provided with a site secured within the new development at the existing golf club premises when they move to their new site.

### **SHORT TERM RESPONSE**

Continue to monitor pupil numbers and complete the area review as described above.

### **MEDIUM/LONGER TERM RESPONSE**

A new primary school including consideration of all-through primary school provision.

Capital response					
HELLESDON	School	Scheme	Stage	Cost/estimate	Date if known
Future programmes	New primary school	2FE	-	£8m	2021+
	High school	Expansion of Hellesdon High to be considered if necessary.	-	-	



## Part 2 C – Growth areas with implications for existing schools

AREA AND NUMBER OF HOUSES	CURRENT ACTIONS	SIGNIFICANT INFRASTRUCTURE GROWTH REQUIREMENTS
<b>WISBECH (500+ dwellings in Norfolk)</b>	Working with Cambridgeshire and Kings Lynn and West Norfolk Borough Council regarding impact of housing.	An agreement has been proposed that with the majority of the housing within the Wisbech boundary, the new primary school will be a Wisbech school and all funding from this development should be allocated towards this school. A similar arrangement has been proposed for secondary provision.
<b>AYLSHAM (500 new homes on two sites)</b>	St Michael's VA Infant School will move to all through primary from September 2018 with a PAN of 20. Adequate provision has been given to John of Gaunt Infant School to be able to accept an intake of 60 at this time. This gives 80 places at reception across Aylsham which is adequate for the short term.	With 80 places across the 3 primary phase schools, in the short term this appears adequate until further housing is completed. It is likely that an additional 10-15 places across all year groups may be required for the planned housing in the Town but any larger scale growth would identify the need for a new school site.
<b>DEREHAM/SCARNING/TOFTWOOD (700 homes)</b>	Both Scarning and Toftwood are taken into consideration when calculating pupil place requirements for the Dereham area. A project to increase the capacity of Scarning Primary School to a full 2 forms of entry is in progress. The latest picture for 2018 admissions indicates that pressure for places is still evident across the area.	Expand Scarning Primary to a full 2FE. Complete a review Dereham Primary phase schools to consider options for the future growth of Dereham and surrounding areas. Consider a site for a new school within discussions on housing growth with Breckland Council.
<b>DISS/ROYDON (circa 300 in current local plan. Likely larger scale growth in the future).</b>	An expansion project at Roydon Primary to increase capacity to 2 forms of entry is progressing. Pressure for places in 2018 is evident but manageable.	Options appraisal of Diss primary phase schools to consider growth opportunities for the future.

<b>HOLT (250-400 homes)</b>	Discussions have progressed this year resulting in an agreement with a developer in the area to allocate a new school site to enable the existing school to move to new expanded premises. Still early days in the process but progressing well.	A new 2 form entry primary school building to allow the existing Holt Primary school to move to new premises.
<b>HOVETON (circa 200 new homes but likely more homes in future).</b>	Masterplan of the existing primary school to maximise potential of current site to up to 2FE. Masterplan of the existing Broadland High School to 900 places on its current site.	Consider future pupil place needs in conjunction with North Norfolk District Council and Broadland District Council housing plans for Hoveton, Wroxham and surrounding area.
<b>KINGS LYNN CENTRAL (400+ dwellings)</b>	A site for a new school building within the Lynnsport development has been secured to allow the existing St Edmund's primary school to move to new premises is progressing and a planning application will be submitted shortly.	Move and expand St Edmunds Primary to new school site at Lynnsport. Alternative use of existing school buildings with Fen Rivers Academy.
<b>KINGS LYNN WOOTTONS (1000 dwellings)</b>	Monitor and discuss timescales for new development with Kings Lynn Borough Council.	New school and expansion of existing provision in South Wootton, preferably using additional land available from development for all-through Primary option.
<b>SWAFFHAM (up to 700 new homes)</b>	Discussions are ongoing with the Diocese of Norwich regarding the future of Swaffham schools and how growth and re-organisation can factor into ensuring sufficient primary school places in the future.	Analysis of pupil place requirements and school organisation opportunities to ensure the best provision in Swaffham for local children. Consider a third form of entry within existing premises when necessary. Longer term, if more growth is allocated to Swaffham, a new school site would be necessary and enable increased parental choice.
<b>WATTON/CARBROOKE</b>	Discussions have continued this year on the provision of a new school site for Watton but the pressure for more places is not yet evident although we will continue to monitor this.	The optimum solution for town would be a two primary school solution but this is a longer term aspiration and numbers will continue to be monitored.

<b>EASTON (900 new homes)</b>	The progress on the large scale growth in Easton appears to have slowed down this year although land next to the existing primary school has been secured to allow the school to grow to 2 forms of entry when required.	Masterplan of current school site to consider best options for future expansion.
<b>BLOFIELD/BRUNDALL (700+ homes)</b>	Significant progress has been made this year for this area where considerable growth is planned. Initially our preferred option is to move Blofield primary school to a new site and discussions with Broadland, the parish council and schools is progressing and a site has been identified. Longer term, a new school site for Brundall should be considered due to the nature of the existing site and its access issues.	Longer term large scale growth in the area is evident so planning a new school site for both Blofield (medium term) and Brundall (longer term) is being progressed.
<b>TROWSE (150 homes)</b>	A new school site within a small development in the village has been secured and design and planning of the new primary school building is underway. This will allow the existing Trowse Primary school to move to new enlarged premises.	A new school building to allow the existing school to move to new expanded premises of a full 1 form of entry.
<b>PORINGLAND (700+ homes)</b>	The existing Poringland Primary school is being expanded to a full 2 forms of entry and construction will be completed early in 2018.	The number of new homes in Poringland and the surrounding area has increased more than anticipated and pressure for places at primary level is evident. Discussions with both South Norfolk District Council and Norwich Diocese along with other partners will continue as we continue to monitor pupil numbers.



**16 January 2018**

**Annex B**

**Norfolk Childcare Sufficiency Assessment 2016 - summary**

1. Local authorities have a statutory duty in the Childcare Act 2006 to assess and report annually to elected council members on childcare sufficiency for 0 – 14 year olds. A version of this report should also be made available and accessible to parents. This is in pursuance of the Council's wider duty on childcare and early education: a duty to work with providers from the private, voluntary, independent and maintained sector to create sustainable, accessible, affordable and high quality childcare, sufficient to meet the needs of parents and carers and to say how any gaps in childcare provision will be addressed.
2. This annex is a summary of the main published report, which can be accessed here:  
<https://www.norfolk.gov.uk/children-and-families/childcare-and-early-learning/childcare-advice-and-guidance/childcare-sufficiency-assessment>

**KEY FINDINGS**

3. The key findings of the CSA report are as follows:
  - Norfolk is growing and changing -62,800 new homes planned and 45,000 new jobs over the next 10 years will impact on demand and calls for an expansion of childcare provision
  - There is generally sufficient 0-5 childcare to meet current demand though a shortage of 30 hour places is anticipated by summer 2018
  - The quality of childcare in Norfolk is very high -94.5% of providers Good or Outstanding
  - The average cost of childcare is £4.14 per hour
  - Many families adapt their work pattern or use informal care such as grandparents or friends to manage their childcare though this may change with increased funded childcare being offered
  - Out of school provision is very limited but appears to meet demand
  - There has been a higher than national decline in the numbers of childminders in the last 5 years (35% compared to 24% nationally)
  - The number of settings closing this year has been balanced by an equal number of new provisions
  - Accessing a baby place has improved slightly with the ratio changing from 1 place per 10 children last year to 1 place per 7.5 children this year
  - 69% of funded providers (56% of all providers) have signed up to offering the extended hours for the 30 hour entitlement
  - Take up levels for funded childcare are high with 87% of 3 and 4 year olds accessing their universal free 15 hour place and 83% of eligible two year olds
  - At the Early Years Foundation Stage the percentage of Norfolk Children achieving a good level of development remained in line with the national average but the percentage exceeding this level is around half the 2016 national average

## **The County Council's response – intended actions**

- i. Continue to support parents seeking childcare
- ii. Provide information and support to parents on 30 hours entitlement
- iii. Encourage take up of funded childcare, particularly for Looked After Children and eligible two year olds
- iv. Continue to support providers with their business planning to adapt to the changing market
- v. Using data to map SEND need and inform strategic planning and opportunities for future joint commissioning of services
- vi. Support parents of children with SEND to make informed choices regarding accessing their free childcare entitlement
- vii. Plan for pre-school growth within the Schools Growth Programme
- viii. Support the providers who were successful in bidding for the DfE 30 hours capital funding in opening their provision

# Children's Services Committee

<b>Report title:</b>	<b>Determination of Admission Arrangements – 2019/20</b>
<b>Date of meeting:</b>	<b>16 January 2018</b>
<b>Responsible Chief Officer:</b>	<b>Sara Tough Executive Director of Children's Services</b>
<p><b>Strategic impact</b></p> <p>Norfolk County Council (NCC) has a statutory duty to determine a co-ordinated scheme and timetable for administering around 29,000 applications for mainstream school places each year.</p> <p>NCC as admissions authority for all Community and Voluntary Controlled (VC) schools must also determine the admission policy detailing how applications for these schools will be prioritised (currently 166 schools - approximately 40% of all mainstream schools).</p> <p>The admission authority for each Academy, Foundation and Voluntary Aided School (the trust for Academies and the governing body for all other own admission authority schools) must determine the policy for their school.</p> <p>All admission authorities must determine their arrangements for the academic year 2019/20 by 28 February 2018.</p>	

## Executive summary

This report summarises the statutory consultation outcomes and proposes no changes to Norfolk's admissions co-ordination scheme and timetable for the academic year 2019/20.

The co-ordination scheme details the process and timetable for administering the formal admission rounds (Reception, Junior transfer and Secondary transfer) for all mainstream schools in Norfolk including Academies and Free Schools. Whilst no longer a statutory duty, NCC also continues to co-ordinate in-year admissions and the scheme details how in-year applications are administered.

No changes are proposed to the admissions policy for Community and VC schools for 2019/20.

A separate statutory process deals with the placement of pupils with Education, Health and Care Plans.

### Recommendations:

- **Local Authority admissions co-ordination:**  
The co-ordination schemes and timetables including in-year co-ordination are approved for 2019/20.

**Admission arrangements for Community and VC schools:**

That no changes are made to the current (2018/19) policies for 2019/20.

## 1. Proposals

- 1.1 Each year NCC is required to determine the admissions co-ordination scheme for all schools and to determine the admissions policy for all Community and VC schools as the admission authority for these schools.
- 1.2 The co-ordination scheme has been developed following annual consultations over a number of years and no changes are proposed for 2019/20. The proposed schemes and timetable meet the requirements imposed by the School Admissions Code and associated legislation to ensure a fair and consistent process for parents.
- 1.3 No issues were raised in the 2018/19 consultation so the current admission policies for Community and VC schools are proposed for 2019/20.
- 1.4 As required by legislation admissions consultation must run for at least six weeks. The consultation opened on 23 November and closed on 4 January 2018.
- 1.5 The consultation was highlighted on NCC's website under "current consultations" and in the school admissions section of the website.
- 1.6 As schools and governing bodies are key consultees a school management information sheet was sent to all Headteachers and Chairs of governing bodies on 10 November 2017 inviting them to respond with an online survey offered for convenience. Schools were also strongly encouraged to actively promote the consultation with parents via newsletters and websites.
- 1.7 Last year's committee report highlighted an anticipated DfE consultation proposing changes to the statutory school admissions code. This has still not yet been undertaken but the DfE indicate the review is ongoing.
- 1.8 Any statutory changes to the code could still impact on the proposed 2019/20 arrangements but any guidance to admission authorities seeking changes to admission policies would not apply before 2020/21.
- 1.9 As no changes are proposed for 2019/20 the response rate has been very low with 12 responses received. All respondents support the proposed arrangements for the admissions rounds, in year co-ordination and the timetable.
- 1.10 The statutory timescale for consulting on and determining arrangements and the limited scope for introducing changes may discourage parents and school leaders from engaging in the consultation. Discussions with colleagues from both the Eastern Region and the Department for Education (DfE) Admissions team confirm this remains a common feature of this statutory process. The DfE does receive a significant response when consulting on proposals to change the statutory school admissions code particularly when high profile proposals are consulted on.

## **2. Evidence**

- 2.1 From the very limited consultation response there is support for the existing co-ordination arrangements and the admissions policy for Community and VC schools.
- 2.2 Parents who are refused admission are entitled to appeal to independent admission appeals panels. Since 2010 appeal panels have been required to consider the legality of admission arrangements as part of this process. Our



arrangements have not been referred by appeal panels to the Office of the Schools Adjudicator (OSA) as part of this regular review.

- 2.3 Additionally parents can refer our determined arrangements to the OSA. This has not occurred since 2014 when our arrangements were confirmed as compliant.
- 2.4 Parents dissatisfied with the outcome of their appeal can refer concerns to the Local Government Ombudsman but again no concerns have been expressed regarding the co-ordination scheme or admissions policies.
- 2.5 The vast majority of parents gain a place at a preferred school (2017 DfE data extract).

Admission Round	Nfk. – 1 <sup>st</sup> preferences met	Nfk. 1 <sup>st</sup> .-3 <sup>rd</sup> preferences met	Regional 1 <sup>st</sup> preferences met	National 1 <sup>st</sup> preferences met
Reception	93.0%	97.6%	90.8%	90.0%
Secondary transfer	95.0%%	98.4%	86.9%	83.5%

### 3. Financial Implications

- 3.1 The admissions function is funded from the Dedicated Schools Grant and all costs associated with the function are covered by this grant. The proposed admission arrangements do not add to the current costs.

### 4. Issues, risks and innovation

- 4.1 The School Admissions Code sets out statutory requirements to ensure a fair and equitable process for all families seeking a mainstream school place. The co-ordination scheme follows the model scheme set out in the School Admissions Code and admission policies for Community and Voluntary Controlled Schools have been developed to fully comply with the School Admissions Code.
- 4.2 NCC is under a statutory duty to determine admission arrangements by 28 February each year. If this cannot be determined the Secretary of State has the power to impose a co-ordination scheme.

### 5. Background

Children's Services Committee, 24 January 2017, Item XX:- admission arrangements for 2018/19.

Full details of existing admission arrangements and policies for all Norfolk schools: - [www.norfolk.gov.uk/admissions](http://www.norfolk.gov.uk/admissions) -

Norfolk's proposed 2019/20 arrangements: <https://www.norfolk.gov.uk/education-and-learning/schools/school-admissions/norfolk-admission-arrangements-consultation-2019-20>

### Officer Contact

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# Children's Services Committee

<b>Report title:</b>	<b>Elective Home Education: the Norfolk Picture</b>
<b>Date of meeting:</b>	<b>16 January 2018</b>
<b>Responsible Chief Officer:</b>	<b>Sara Tough Executive Director of Children's Services</b>
<p><b>Strategic impact</b></p> <p>The Local Authority's responsibilities for elective home education are discharged through Services to Home Educators (SHE) and supported by the Attendance Team. From 1<sup>st</sup> January 2018, these teams are now managed within the overall remit of the new Education, Quality Assurance and Intervention Service.</p> <p>Links to Norfolk County Council priorities are:</p> <ul style="list-style-type: none"> <li>• Excellence in education</li> <li>• Supporting vulnerable people</li> </ul> <p>This report provides contextual information in relation to Elective Home Education (EHE). It enables Members to be aware of the LA's duties for children and young people who are home educated, current performance in accordance with these duties and areas for improvement are identified and acted upon.</p>	

## Executive summary

There are currently 1223<sup>1</sup> children known to be home educated in Norfolk. Given the rise in numbers of children known to be home educated in Norfolk since 2012, this report has been devised to provide a summary of the current situation, the impact on capacity, the risks and the changing national landscape.

A summary of data relating to children who are known to be home educated is provided at Appendix 1.

### **Recommendations:**

**Members are recommended to note the current law and guidance on Elective Home Education (EHE) and proposed changes to guidance.**

**Members are recommended to comment on the current performance given the increase in numbers and the complexity of cases locally and the prospect of additional and clearer statutory responsibilities in this area.**

## 1. Proposal (or options)

- 1.1 Given the increase in numbers and the complexity of cases locally and the prospect of additional and clearer statutory responsibilities in this area, it is recommended that consideration is given to current staffing levels and whether the LA is currently suitably resourced to establish the required systems and safeguards for home educated children in Norfolk.

## 2. Evidence

<sup>1</sup> Data accurate as of 14 December 2017

## **2.1 Local Authority Duties in relation EHE**

- 2.1.1 Elective Home Education (EHE) is the term used by the Department for Education (DfE) to describe the education provided by parents or carers at home, rather than providing education for their children by sending them to school. This is different to education provided by a local authority other than in a school. The responsibility for a child's education rests with his or her parents and they have a right to educate their children at home. Parents are not required to register or seek approval from the LA to educate their children at home but they must ensure that their children receive suitable full-time education for the duration of the home education.
- 2.1.2 Local Authorities have no statutory duties in relation to monitoring the quality of home education on a routine basis but do have a duty under the Education Act 1996 (Section 436A) to identify, as far as is possible, children who are not receiving a suitable education otherwise than being at school (for example at home, privately, or in alternative provision). The Local Authority will therefore make enquiries in all cases where parents are home educating in order to satisfy itself that the child(ren) concerned are in receipt of suitable education; this responsibility is carried out primarily by Norfolk County Council's Services to Home Educators.
- 2.1.3 In addition, Section 437(1) of the Education Act 1996 further requires the Local Authority to intervene if it appears that parents are not providing a suitable education. If there is no evidence of a suitable education being in place after enquiries, the case will be referred to the Attendance Service as a Child Missing Education. This Team will ensure the implementation of the School Attendance Order process, under [Section 437 – 443](#) of the Education Act 1996 to bring about the child's enrolment in education for those children identified as not receiving a suitable education
- 2.1.4 The LA's responsibilities for elective home education as outlined above are discharged through Services to Home Educators (SHE) with support from the Attendance Team. The SHE Team comprises of three full time equivalent posts – 1 Lead Teacher, a Services to Home Educators Officer and 1 Business Support post (currently a job share). From January 2018, the Attendance Service will consist of 7 full-time staff; 1 Senior Attendance and Entitlement Officers and 6 Attendance and Entitlement Officers.

## **2.2. The current picture**

- 2.2.1 Numbers of children who are electively home educated (EHE) are not routinely captured via a national data return. Whilst there is no national data set to make a reliable comparison with other LAs about the numbers known in Norfolk, the findings from surveys undertaken by the Association of Directors of Children's Services (ADCS) help to give national context to the Norfolk picture; findings from these surveys are referenced throughout this report. The available data is summarised at Appendix 1, with key points summarised in the following paragraphs.
- 2.2.2 There has been a year on year rise in numbers of children known to be home educated in Norfolk since 2012 (see table 1:1). This appears to be a national trend with 92% of respondents to the most recent ADCS survey reporting similar year-on-year increases in the number of children and young people being home schooled. Table 1.2 demonstrates the rise in referrals particularly since autumn 2016 and also the relative fluidity of the population.

- 2.2.3 There are currently 979 children recorded on the Synergy System as being *known* to the Local Authority as being home educated however the number is higher. We have received an unprecedented increase in the number of new referrals with a total of **388** referrals received by SHE since 1<sup>st</sup> September 2017. The most referrals received in any one Term prior to this was 236. As a result, it has not been possible to meet this within current resources and there is a backlog of referrals to be processed and a total of 244 cases to be recorded on the system as home educated. This means that the actual number of children known to be home educated is **1223**<sup>2</sup> although the characteristics of those 244 are not reflected within the dataset provided.
- 2.2.4 The characteristics of the current population appear to reflect the trends identified in the ADCS surveys. Overall, slightly more males are known to be home schooled than females. There is a significant jump in the number of children being home schooled between key stages one and two with proportion of children home educated in key stages 2 to 4 being broadly similar. Of the current children known to be home educated, 80.6% are recorded as having previously attended a Norfolk School with 19.4% not recorded as attending a Norfolk School. 8% of the population have an EHCP or are undergoing assessment.
- 2.2.5 The reasons for this increase appear to be complex and wide ranging. In 44 % of cases, we have not been provided with the reasons for home education. It is clear however that a large number of home educators in Norfolk include those who are philosophically committed to this approach but they also include parents who have felt that they have no other option due to the result of issues and perceived failures of the system such as attendance, bullying, medical needs and special educational needs (see table 1.8). The SHE Team has identified instances where parents have indicated they have been encouraged or even pressured to take this option by the school themselves. In the most recent ADCS survey, 50 LAs reported that they felt ongoing changes to school structures and wide ranging curriculum reforms were impacting on the rising numbers of children and young people withdrawing or being excluded from the mainstream schooling system, our data on elective home education does not verify if this is the reason for the increase in numbers but does provide an indication that this is a wider systemic issue.
- 2.2.6 This growth may also, in part, be due to greater parental awareness of this option, along with improved LA recording techniques and reporting systems when a child is removed from a school roll. The fluidity of the population may potentially indicate home education is increasingly being used as a short-term intervention rather than a philosophical or lifestyle choice for some families. Between September 2016 and August 2017, 154 returned to school, with 96 children having returned to school since the beginning of the Autumn Term 2017.
- 2.2.7 Within the current cohort, there are an increasing number of complex cases and vulnerable children that require swift intervention, revisits within short-timescales and liaison with other professionals. Of the 179 new cases risk assessed since September 2017, 79 have a CareFirst record, 44%. Given the backlog in processing and risk assessing cases, this number could be higher. We currently have 2 children who are known to be working with Norfolk Family Focus Early Help and 1 where an initial child protection conference is due to be held. It is

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<sup>2</sup> It should be noted that it is likely the number of children being home educated in the County is still higher; without a mandatory registration scheme or a duty placed on parents and carers to comply with enquiries from their LA, there is no way of knowing with certainty the true size of this cohort.

likely however that the actual level of vulnerability in this cohort is far greater as we are also aware that an increasing proportion of the children who are becoming home educated were either failing to attend school regularly or at risk of exclusion.

## 2.3 What is Working Well?

- The [Services to Home Educators Protocol](#) outlines how the Norfolk operates within the current national framework; this is publicly available along with clear guidance and support for those who are home educating or considering this option on the Norfolk County Council website
- SHE has a risk assessment process in place of all new cases including checks of CareFirst and requests for information from the child's last school where applicable.
- SHE now receives notifications of domestic abuse through Operation Encompass via the MASH.
- There are good working relationships and established systems with the Attendance Team and Child Missing Education Officer to improve response and outcomes for children where we cannot identify evidence of a suitable education being provided. As a result, we have worked proactively to address this issue with increased use of School Attendance Orders – 44 processes were started last year (previously only a small number of SAOs have been used).
- The Lead Teacher has engaged with local home educating groups, attends a regional network and a national body of professionals working in the field of elective home education.
- We have information sharing procedures in place with Public Health to facilitate home educated children's access to the Healthy Child Programme.

## 2.4 What have we done so far?

In response to the rising numbers locally we have.....

- Worked on the dataset to ensure accurate data is available to show a child's last known educational establishment (where applicable) to identify any particular trends. 23 secondary schools had 6 or more pupils being removed from roll to home educate in 2016-17 – in one school there were 12 children removed in one academic year for this reason.
- Sent information to schools reminding them of the guidance in respect of home education: **Elective Home Education & Services to Home Educators Referral Procedures**
- In October 2017 a report was provided to the Education Advisory subgroup of the NSCB to provide information about the current picture along with a request to raise awareness of the issue within the relevant associations and cluster groups.
- Attendance Team has worked with the Lead Teacher to develop a process for identifying and responding to concerns about school practice in this area. In individual cases this has resulted in children being reinstated onto the roll of a school.
- The Attendance Service are supporting SHE to risk assess all new referrals to clear the current backlog.

## 2.5 National picture & Impact of proposed changes:

- 2.5.1 Attempts to address the issue were made by the last Labour government. It commissioned a review of the law, [The Badman Review](#), which recommended the introduction of a compulsory national registration scheme. More recently, in May 2016, the [Wood review of local safeguarding children boards](#), commissioned by the Department for Education, concluded that in relation to home education, that a 'local authority is not able to assess either the quality of education being

received by the child or whether there are any safeguarding issues that require attention' and that 'this needs to be addressed urgently'. Subsequent reports from the ADCS and concerns expressed by Ofsted about the link with illegal schools and radicalisation more recently illegal 'off-rolling' in schools have called on the Government to review the current legislation.

2.5.2 A Private Members Bill was been put forward by Lord Soley on 27 June 2017 and received its second reading in the Lords on 24 November 2017. The Bill, if it were to pass through parliament, would give greater powers but also responsibilities to LAs in respect of monitoring EHE arrangements.

2.5.3 In response to the Bill, the Government is taking the line that new guidance will prevent the need for new legislation. Parliamentary Under-Secretary of State, Department for Education Lord Agnew of Oulton stated:

*'What is needed is an improvement in the way local authorities can go about their task, which is identifying children who may not be receiving a suitable education... we also acknowledge that by no means all children being educated at home are being educated well. Local authorities need to be able to act in such cases. We think they already have the tools for the job, but we want to hear the view of key participants in this debate. Accordingly, I can confirm to noble Lords today that we intend to publish a draft of revised guidance documents on elective home education for local authorities and for parents, and consult on them'*

2.5.4 It is hoped that proposed changes to guidance will give Local Authorities greater powers to assure themselves that children and young people who are home educated are receiving a good standard of education, delivered in a suitable learning environment, and that they are safe.

## **2.6 What needs to happen / next steps?**

- The Lead Teacher has been liaising with the regional network of home education professionals; enquiries indicate a similar picture is being experienced in other areas and the next step is to identify strategies being employed to meet this demand.
- Given the increase in numbers and the complexity of cases locally and the prospect of additional and clearer statutory responsibilities in this area, it is recommended that consideration is given to current staffing levels so that the LA is suitably resourced to establish the required systems and safeguards for home educated children in Norfolk.

## **3. Financial Implications**

3.1 There are no financial implications relating to the issues outlined in this report at this time as these aspects of Local Authority duties are supported by resources within the Education, Quality Assurance & Intervention Service. The annual budget for Services to Home Educators has been £92,830 since 2015 with overspends in the previous two financial years and a predicted overspend in the current one.

## **4. Issues, risks and innovation**

4.1 Annual Report of Her Majesty's Chief Inspector of Education, Children's Services and Skills 2016/17 acknowledges that providing capacity to oversee the growing number of home-educated children is becoming a challenge for local authorities. The year on year increase in numbers, the complexity of some of the new cases

and the unprecedented rise in the number of referrals since 1<sup>st</sup> September 2017 is starting to have an impact on SHE's capacity to effectively identify whether a suitable education is being provided to children through home education and to respond in a timely manner to identify where a child is not receiving the education they are entitled to. Given that children by the nature of being home educated can be essentially 'invisible', an inability to make timely and appropriate contact with these families has an inherent risk attached.

## 5. Background

National guidance and legislation

[Education Act 1996](#)

[The Annual Report of Her Majesty's Chief Inspector of Education, Children's Services and Skills 2016/17](#), December 2017

[Overview of the ADCS Survey on Elective Home Education – May 2016](#)

[Summary Analysis of the ADCS Elective Home Education Survey October 2017](#)

[Home Education \(Duty of Local Authorities\) Bill \[HL\] 2017-19](#)

['Elective Home Education: Guidelines for Local Authorities'](#) (DCSF as amended in 2013)

Norfolk Guidance

<https://www.norfolk.gov.uk/education-and-learning/home-education>

[Services to Home Educators protocol](#) (updated September 2017)

[MI62/17 Elective Home Education & Services to Home Educators Referral Procedures](#)

### Officer Contact

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

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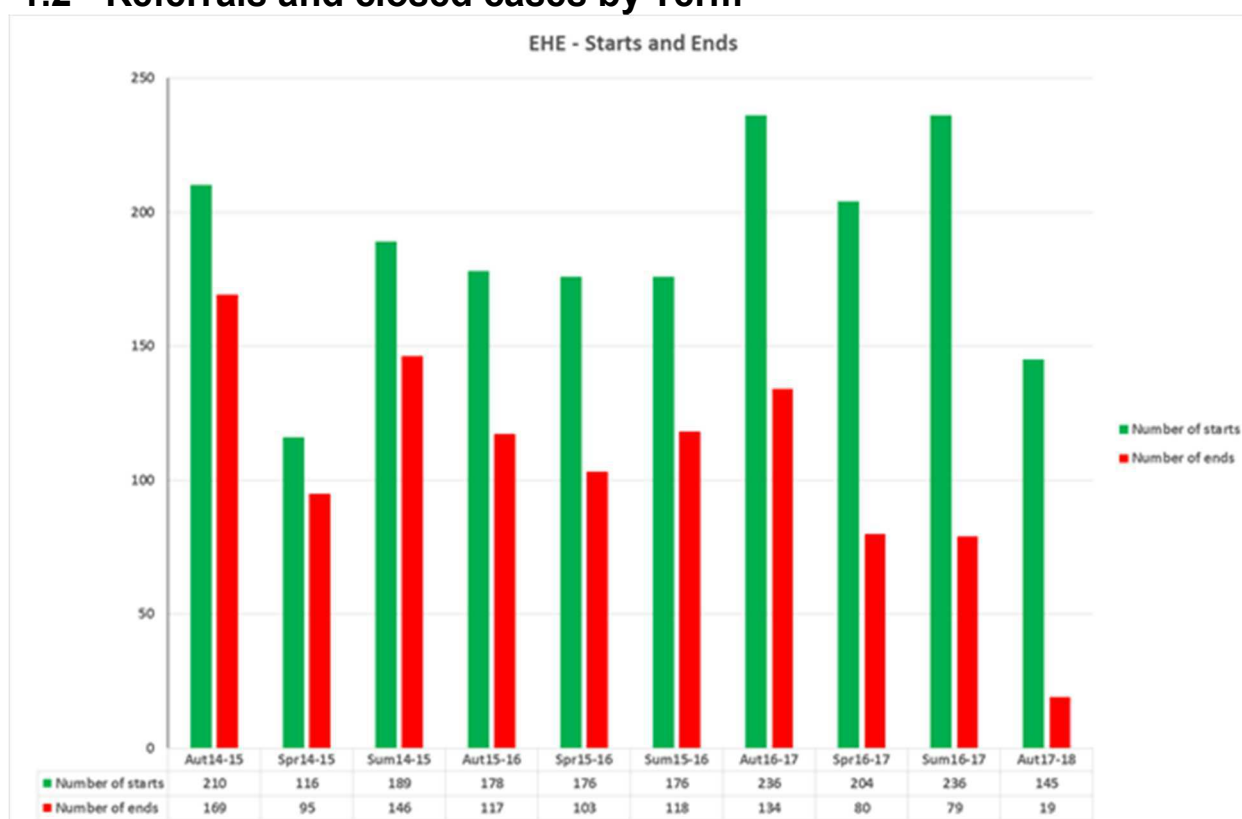


## Appendix 1: EHE Data Summary

### 1.1 Total Number of Home Educated Children known to the LA within an Academic Year:

Academic Year	Total Number <sup>1</sup>
2016-17	1452
2015-16	1201
2014-15	1052
2013-14	878
2012-13	743
2011-12	782

### 1.2 Referrals and closed cases by Term



### 1.3 Ethnicity<sup>2</sup>

Ethnicity	Count
Information not Obtained	267
Any Other Asian Background	1
Any Other Ethnic Group 2	2
Any Other Mixed Background	3

<sup>1</sup> Please note: Occasionally children will be recorded twice in a single academic year if, for example, they have had a period at school or out of county but then returned to home education in Norfolk.

<sup>2</sup> Tables 1.3 – 1.8 are based on EHE data as at 15 December 2017

Any Other White Background	4
Mixed Black and Any Other Ethnic Group	1
Mixed White and Any Other Asian Background	2
Mixed White and Any Other Ethnic Group	1
Mixed White and Asian	1
Mixed White and Black African	4
Other Black African	1
Other Mixed Background	4
Other White	6
Other White British	1
Refused	3
Traveller of Irish Heritage	11
White British	581
White Eastern European	8
White English	45
White Gypsy/Roma	29
White Italian	2
White Portuguese	1
White Western European	1
Total	979

#### 1.4 National Curriculum Year

NCYG	Count	%	Key Stage
-1	1	0.1	KS 1: 91 children (9.2%)
1	33	3.4	
2	57	5.8	
3	60	6.1	KS 2: 305 children (30.5%)
4	76	7.8	
5	89	9	
6	80	8	
7	68	7	KS 3: 274 children (28%)
8	93	9.5	
9	113	11.5	
10	141	14.4	KS 4: 309 children (31.5%)
11	168	17.1	
Total	979		

#### 1.5 Gender

Gender	Count	%
F	471	48
M	508	52
Total	979	

#### 1.6 Area

Area	Count	%
Not recorded	153	15.6
City	123	12.5
South	104	10.6
Broadland	120	12.2
Great Yarmouth	95	9.8

North	105	10.7
Breckland	138	14
West	141	14.4
Total	979	

### 1.7 EHE registrations where SEN identified/known:

	Number	%
EHCP Referral/Assessment	14	1.4
EHCP	40	4.0
Statement	27	2.75
Total:	81	8.3

### 1.8 Reason for Decision:

	Number	% of total SHE Registrations
Philosophic Preference	143	14.5
Attendance	78	8
Medical needs	72	7.3
Special Educational Needs	65	6.6
Bullying	65	6.6
Other	36	3.7
Dissatisfied With State System	27	2.7
Risk of Exclusion	17	1.7
Religious Beliefs	16	1.6
School of choice not available	11	1.1
Particular Talent	7	0.7
School Refuser	4	0.4
Unknown/not stated	438	44
Total	979	



# Children's Services Committee

<b>Report title:</b>	<b>Special Educational Needs &amp; Disability (SEND) Sufficiency Strategy</b>
<b>Date of meeting:</b>	<b>16 January 2018</b>
<b>Responsible Chief Officer:</b>	<b>Sara Tough Executive Director Children's Services</b>
<b>Strategic impact</b>  <p>Government have made additional capital funding available for all local authorities over a three year period starting April 2018. Norfolk's forecast allocation over that period is £2.7million. The purpose of this funding is to assist local authorities with our duties to ensure that there is sufficient specialist provision available for children and young people with Special Educational Needs &amp; Disabilities (SEND). To access this funding local authorities must publish, by March 2018, a plan that demonstrates how the funding will be used and how we have engaged with stakeholders and partners to determine our priorities. This report sets out our work to date to develop the needs analysis and our current draft recommendations for this and other future capital developments for SEND.</p>	

## Executive summary

There is a requirement for all local authorities to keep under review all specialist provision for Special Educational Needs & Disabilities (SEND); in the same way that there is a duty to ensure there are sufficient mainstream school places for all pupils.

Over the past decade this has led to additional places being funded within Norfolk's state funded special schools (maintained and academies), new purpose built special schools developed and, most recently, the commissioning of specialist Free Schools and the development of specialist resource bases within mainstream schools.

There is a need to publish a plan, by March 2018, to secure government capital funding of £2.7million. However, our current sufficiency analysis suggests that a more ambitious plan is required to meet current and forecast pupil needs and also to contribute to addressing the previously reported and ongoing associated budget pressure within the High Needs Block and SEN Transport budgets.

Therefore, this reports provides Members with information about the current government capital funding being made available for Norfolk and our ongoing engagement with partners and stakeholders to determine our priorities for this funding. In addition this report sets the context for future reporting, to both Children's Services Committee and Policy & Resources Committee, as part of a new over-arching SEND strategy and related 5 year invest to save plan.

### Recommendations:

- 1. Members are asked to comment on draft recommendations for use of future government capital funding for SEND in Norfolk, prior to further co-production with partners and stakeholders in the spring term.**
- 2. Members are asked to agree to receive a further report to the March Children's Services Committee, to formally sign-off the plan prior to publication to secure £2.7million government capital SEND funding; in addition to receive subsequent reports in the summer, to take forward the longer term SEND Strategy and related sufficiency / invest to save plan.**

## 1. SEND Sufficiency Strategy: A plan to secure government capital funding and a longer term invest to save strategy

- 1.1 The government's special provision fund was announced earlier this year to support local authorities make capital investments in provision for pupils with special educational needs and disabilities. Guidance from the DfE states that local authorities can invest in new places and improvements to facilities for pupils with education, health and care (EHC) plans in mainstream and special schools, nurseries, colleges and other provision.
- 1.2 The Department for Education (DfE) is providing £215 million of special provision fund allocations, nationally, for the financial years 2018-19 to 2020-21. Norfolk's allocation will be a total of £2,726,497 delivered in 3 financial year cycles of £908,832 across FY18/19, 19/20 and 20/21.
- 1.3 These allocations will support local authorities to create new places and improve facilities at existing schools. This funding is primarily intended to develop provision for pupils with more complex special educational needs (i.e. an EHC plan or a statement of special educational needs) in mainstream and/or special schools. However, local authorities are free to spend the fund on other education-based provision for children and young people aged from 0 to 25 where this meets local needs, such as early year's settings or further education colleges.
- 1.4 Local authorities have a statutory duty to ensure that there is a school place available for every child. The Children and Families Act 2014 requires local authorities to keep the provision for children and young people with SEN and disabilities under review (including its sufficiency), working with parents, young people, and providers. It is within this context that we must consider how best to use the capital allocation for Norfolk to support plans to meet local need.
- 1.5 The DfE expects local authorities to plan and make decisions in consultation with local stakeholders; it is their expectation that *'...Engagement with parents and young people is crucial and local authorities should consult with parent carer forums, to ensure that the range and quality of provision reflects the needs and aspirations of children and young people in the area. Local authorities are required to complete and publish a concise plan to show how they intend to invest their share of the fund.'*
- 1.6 In Norfolk we have a good track record of *co-production* for our strategic and operational developments for SEND and we do this through ongoing engagement with parent/carers forums (principally Norfolk Family Voice), health (primarily with colleagues within Norfolk's five Clinical Commissioning Groups) and education providers (through Headteacher Associations and the Schools' Forum). Our initial sufficiency planning for SEND capital has been informed through this ongoing work with stakeholders and partners, however, we also plan to host a series of stakeholder engagement events in the New Year to share our current planning more widely.
- 1.7 We have a good track record in Norfolk of continually reviewing our existing specialist provision and have an ongoing programme of commissioning additional specialist places and the development of new specialist provision. The costs involved in the capital development of specialist provision are significant, as too are the ongoing revenue costs, and it is clear that the government grant of £2.7million will not be sufficient to address our current and forecast need.

- 1.8 In addition to our development of plans for using the government capital grant we are also developing a significant SEN sufficiency plan, within an over-arching SEND strategy, and we plan further reporting on this via CS Committee in the spring/summer terms. This plan will be an invest to save strategy where we will balance the requirement to meet individual pupil need whilst ensuring the best possible value for money for all capital and revenue investment.

## 2. Our current needs analysis for SEND provision

- 2.1 Norfolk currently identifies more children with SEN than the national average. Individual schools are responsible for the initial identification of children with SEN, this is known as 'SEN Support', and the local authority is responsible for identifying children with the most complex special educational needs who are described as having Education Health & Care Plans (EHCP):

Area	Total pupils	Pupils with statements or EHCP	%	Pupils with SEN support	%	Total pupils with SEN	%
National	8,669,080	242,184	2.79	1,005,613	11.6	1,244,012	14.35%
Norfolk	119,959	3,719*	3.09	14,874	12.4	18,593	15.50%

[Local Authority Data Tables, DfE, Jan 2017]

\*Note: The table above is based on a national data set that compares statutory school age population only. The total number of children and young people with an EHCP in Norfolk at January 2017 was 4806.

- 2.1.1 In addition, Norfolk is experiencing significant population growth and this is expected to continue; as reported within the Schools Local Growth Investment Plan & Childcare Sufficiency Assessment report, earlier on the agenda for this committee, there are associated plans regarding mainstream school planning assumptions. It is reasonable to assume that the number of children requiring specialist education will also rise proportionately. Therefore, alignment of overall demographic growth and sufficiency for SEN placements is needed to ensure sufficiency of provision is accurately forecast.
- 2.2 For pupils with Education Health & Care Plans in Norfolk more children attend mainstream schools than the national average and, of those pupils in specialist provision, more pupils attend non-maintained/independent special schools than the national average:

	Norfolk %	National %
Maintained special	28	32.1
Special academy	1.2	7.4
Alternative provision academies	1.8	0.2
Non maintained/independent schools	8.9	7.0
<b>TOTAL</b>	<b>39.9</b>	<b>46.7</b>
	Norfolk %	National %
Maintained mainstream	24.8	24
Academies	21.9	17.5
Special units in mainstream schools	2.3	2
<b>TOTAL</b>	<b>49</b>	<b>45.3</b>

Note: the remaining placement types for 11% of the Norfolk cohort and 8% of the national cohort are within a combination of early years, post 16 and home education

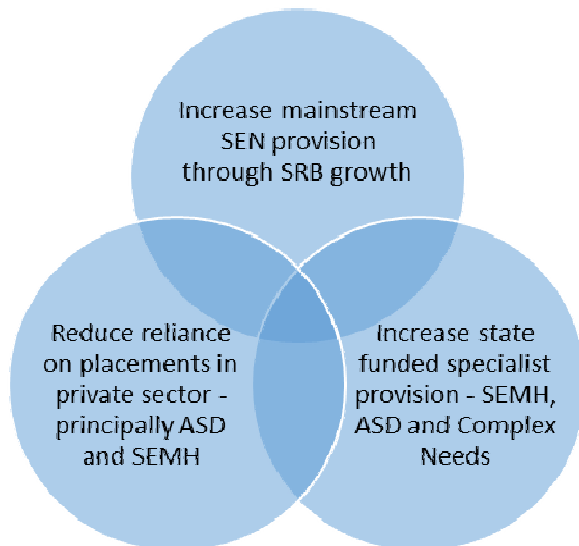
- 2.3 There is a need for all local authorities to keep under review all specialist provision for Special Educational Needs & Disabilities (SEND). Over the past decade this has led to additional places being funded within Norfolk's state funded special schools (maintained and academies), new purpose built special schools being developed and most recently the commissioning of specialist Free Schools as well as the development of specialist resources bases within mainstream schools.
- 2.4 The average capital cost to build a new special school is in excess of £12million, assuming a school of between 100 – 150 pupils. Clearly, the government capital grant of £2.7million is not sufficient for any new school developments and previous new special schools have been built using a combination of government 'targeted capital bid' funding and NCC capital funding. Work is underway within two of the new Education Services (Education Participation, Infrastructure & Partnerships Service and Education High Needs SEND Service) to further develop a full SEND sufficiency strategy that can then be incorporated into the planning for the overall capital programme. There will be further reporting on this development throughout the spring and summer terms to both Capital Priorities Group and CS Committee.
- 2.5 Norfolk currently has ten maintained/academy special schools, nine of which are designated as complex needs school and one designated for social emotional & mental health (SEMH). Three of the schools offer residential provision (Eaton Hall in Norwich, Fred Nicholson in Dereham and Sidestrand Hall on the North Norfolk Coast). There are approximately 1300 funded places across these schools and all pupils benefit from all of these schools being judged either Good or Outstanding by Ofsted. The map below identifies the state funded special schools across the county; a larger version is provided at Appendix 1.

- 2.6 Most recently a new special Free School has opened in Norwich, The Wherry School, for children with autism. There are also Norfolk children placed in state funded special schools in other local authority areas, as well as in the independent/non-maintained sector.
- 2.7 A key reason for the, higher than national average, use of the non-maintained / independent special school sector within Norfolk is the lack of appropriate



capacity within state funded specialist provision to meet all need. On average the cost per place within independent special schools is £48,000 and by comparison the average costs per place within state funded special schools is £25,000. Therefore, with their consistently high Ofsted ratings and lower average placement costs there is clear evidence of greater value for money within Norfolk's maintained and academy special school provision compared to other sectors.

- 2.8 A key element of our sufficiency strategy, therefore, is to invest further in Norfolk state funded special schools, where possible, so that we can provide the best possible provision for pupils with special educational needs who require special schools. In doing so we will also be able to reduce the ongoing pressure and related forecast overspends within both the High Needs Block and SEN Transport budgets; currently forecast at £11million and £0.900m respectively. We need to develop additional capacity and to actively promote placement of children within specialist provision closest to home; reducing travel time, travel costs and placement fees (reporting on these forecast overspends is included within the Finance Monitoring Report earlier on the agenda for this committee meeting).
- 2.9 Whilst there is a need to increase the number of funded places across the current state funded special school estate, together with feasibility planning for future special school developments, there is an ongoing need to increase capacity within mainstream schools. This element of capacity building will take the form of awareness, skills and training to increase inclusion opportunities overall; however, with regard to direct local authority sufficiency duties this will relate to the commissioning of SEN 'units' within mainstream schools. Therefore, our planning assumption at this stage is that our strategy will contain three key elements:



\*note: SRB's are Specialist Resource Bases hosted by mainstream schools, ASD is Autistic Spectrum Disorder and SEMH is Social, Emotional & Mental Health difficulties

- 2.10 In recent years there has been a relatively consistent level of pupils with Statements / Education Health & Care Plans in Norfolk but this is now rising and we expect there to be in excess of 5500 children and young people identified with higher levels SEN during 2018. We have also seen a consistent movement of these pupils out of the mainstream sector and into specialist provision, either through identification of their complex needs or linked to exclusions / requirement for specialist Social, Emotional & Mental Health placements. The table below illustrates the movement of the Statement/EHCP cohort from mainstream to special over the past six years:

Year	Statement / EHCP	Mainstream		Special	
			%		%
2012	4783	3520	73.6	1263	26.4
2013	4754	3440	72.4	1314	27.6
2014	4452	3142	70.6	1307	29.4
2015	4369	2826	64.7	1553	35.5
2016	4385	2826	64.4	1559	35.6
2017	4806	3070	63.9	1736	36.1

2.11 Over this period there has been the need to increase the funded places within the current special schools as well as commission new special schools. *In 2013, 1100 children attended these special schools in Norfolk, in September 2017 this had increased to 1330 children highlighting a 21% increase (230 places) over a 4 year period; equivalent pupil number growth of two new special schools. This increase is also being reported nationally and, in part, is linked to the increased complex needs from birth and also the emphasis on parental preference within the Children & Families Act 2014 SEND reforms.*

2.12 These additional 230 places have been created through use of the existing accommodation of the special schools. Our close working relationship with the special school headteachers has resulted in their creative review of their accommodation, reconfiguring space to maximise the current building footprint to make room for teaching and ancillary spaces as well as increasing the school infrastructure (i.e. staff, dining facilities etc.) to provide places for as many children as possible. In a number of cases, the schools have now reached maximum capacity for physically accommodating children and increasing numbers in the existing footprint places significant risk to the quality of teaching and learning. This issue has been identified within Ofsted inspection reports, for example Harford Manor (Norwich) achieved an Outstanding inspection outcome despite concerns about the building:

*The school's buildings are a potential barrier to the outstanding achievement of pupils. Space is limited and there is little room for specialist provision to be made. For example, the space available for physical education and sensory circuits is too small. Although leaders make good, creative use of external facilities and this, in some ways, is beneficial for pupils in developing their independence, the quality of the school's work is at risk of being undermined by the learning environment.*

2.13 Our initial analysis of the level of pupil need within Norfolk and the requirement to reduce our reliance on the independent/non-maintained sector will require a comprehensive plan to be developed and implemented over the coming medium/long term (a five year plan cycle would be appropriate for this development). The evidence base, needs analysis and range of options for future specialist provision across the county are being developed across the new Education Services, led by the Education High Needs SEND Service and with significant contribution from other services:

- Education Participation, Infrastructure & Partnerships Service
- Education Vulnerable Groups Achievement & Access Service
- Education Early Years & Achievement Service
- Education Quality Assurance & Compliance Service

- 2.14 As with all operational, strategic and policy development work for SEND in Norfolk these plans are being co-produced with our statutory partners within Norfolk's CCGs, parent / carer groups and with support from the Headteacher Associations and Schools Forum. It is clear that the full sufficiency plan for SEND, when completed and reported to Members later in the spring / summer terms, will have capital implication beyond the £2.7million capital funding from government from this April.
- 2.15 Therefore, due to the relatively low level of the government SEND capital grant our initial plans are to consider further growth of Norfolk's state funded special schools in the first instance. The following table outlines where school sites could allow for some further class base developments:

School	Location	Key Stage	Number of additional places
Fred Nicholson	Dereham	<b>Key Stage 1:</b> provision for KS1 pupils with a growth plan of 3 classes of 8-10 pupils	24-30
Fred Nicholson	Dereham	<b>ASD specialist centre:</b> expand current specialist provision.	3-6
Fred Nicholson	Dereham	<b>Post 16:</b> development of a post 16 offer	40
Sidestrand Hall	North Norfolk Coast	<b>Key Stage 2,3,4:</b> TBC	20-25
Woodfields Sheringham	North Norfolk Coast	<b>Key Stage 2,3,4:</b> TBC	Up to 20
John Grant	Caister	<b>6<sup>th</sup> form:</b> expansion of the current post 16 offer	Up to 24
Hall	Norwich	<b>Key Stage 2,3,4:</b> TBC	6

Note: this table illustrates the potential for further development, however, all would be subject to full feasibility study and cost benefit analysis for capital and revenue commitments. The purpose of this table is to provide guidance to the potential use of some of the £2.7million SEND capital grant; it would not be possible to implement all of these solely via the grant

- 2.16 Alternatively, or in addition to longer term planning, our capacity building could be focused on the Specialist Resources Bases hosted by mainstream schools. Within Appendix 1 there is a full list of the current SRB's across the county. Our current needs analysis suggests that a further expansion of this provision could meet pupil need and ensure that reliance on special school places is reduced.
- 2.17 Specialist Resource Bases are specialist units attached to individual mainstream schools. Children either attend on a permanent basis (ASD and Hearing Impairment) where they are on roll of the school where the SRB is located. All other SRBs operate on a "turnaround" basis where children remain on the roll of their home school and attend the SRB part time over a duration of 3-4 terms; benefiting from targeted specialist teaching, facilities and resources. Some SRBs also operate an outreach service for schools; the Dyslexia Outreach Service is a standalone county wide service available to support schools in meeting the needs of children with specific learning difficulties.

The table below shows the possible locations, across the county, for more SRBs:

Area	New or expansion	Type of provision	Phase	Number of places
West	New	ASD SRB	Secondary	20
East	New	ASD SRB	Secondary	20
Norwich	New	ASD SRB	Primary	10
North	Expansion	ASD SRB	Secondary	10
West	Expansion	ASD SRB	Primary	6
Norwich	New	SEMH SRB	Primary	20
East	New	SEMH SRB	Primary	20
North	Expansion	SEMH SRB	Primary	10
South	Expansion	SEMH SRB	Primary	10
West	Expansion	SEMH SRB	Primary	10
Breckland	New	SEMH SRB	Primary	20

Note: this table illustrates the potential for further development, however, all would be subject to full feasibility study and cost benefit analysis for capital and revenue commitments. The purpose of this table is to provide guidance to the potential use of some of the £2.7million SEND capital grant; it would not be possible to implement all of these solely via the grant

ASD = Autistic Spectrum Disorder

SEMH = Social, Emotional & Mental Health

2.18 We have developed these proposals through an in-depth analysis of current SEN pupil forecasting and our ongoing joint working with parent/carer groups, health and schools. In particular we have shared our draft plans with all of Norfolk's maintained and academy special school headteachers and partners via the Norfolk SEND Multi-Agency Steering Group (co-chaired by the LA, Health & Family Voice Norfolk).

2.19 Throughout the first half of the spring term we will carry out further engagement with stakeholders to ensure we receive further views on our planning, both in terms of the initial plans for use of the governments £2.7million capital funding but also in relation to our longer term over-arching SEND sufficiency strategy.

### 3. Financial Implications

3.1 There will be no immediate financial impact to NCC capital or revenue budgets in relation to our current, draft, proposals for expansion of SEN provision within Norfolk; initial development / improvements to SEN provision in Norfolk will be via the government SEND capital grant of £2.7million. Future reporting to the Children's Services and Policy & Resources committee will outline any future requirement for capital and revenue funding.

3.2 Conversely, the potential to expand current state funded special school provision within Norfolk provides the opportunity to reduce commitments to High Needs Block and SEN Transport budgets through an invest to save strategy.

- 3.3 Further reporting to Children's Services Committee in March 2018 and again during the summer term 2018 will outline options for a further expansion of SEN provision, in the longer term, to meet increased / forecast pupil need and also to ensure the High Needs Block can return to a balanced budget and SEN Transport budget savings can be secured also. We anticipate, therefore, that this further reporting will be in the context of an over-arching SEND Strategy and will outline in detail a five year plan to secure improvements across our SEN services and investment in specialist provision and support within both mainstream and special school provision.

#### 4. Issues, risks and innovation

- 4.1 The financial risks, linked to the ongoing pressure within the High Needs Block and SEN Transport budgets, have been outlined within the Finance Monitoring Report earlier on the agenda for this committee.
- 4.2 There are well documented pressures on all specialist SEN provision across the county, within both the state funded and non-maintained/independent sectors. There is a need to increase the availability of high quality SEN specialist provision whilst returning to a balanced budget (High Needs Block) and ensuring that all mainstream schools offer inclusion opportunities for those families who state this preference.
- 4.3 Further reporting to the Children's Services Committee, planned across the spring and summer terms, will outline a detailed SEND Strategy to ensure that Norfolk can improve SEN provision further, meet pupil need and ensure that we are able to demonstrate our achievements and challenges equally within the anticipated Ofsted / CQC inspection of SEND.

#### 5. Background

- 5.1 This is the link to the DfE guidance on the SEND capital grant  
[www.gov.uk/government/publications/send-provision-capital-funding-for-pupils-with-ehc-plans](http://www.gov.uk/government/publications/send-provision-capital-funding-for-pupils-with-ehc-plans)
- 5.2 This is the link to Norfolk's Local Offer, which provides information for families, young people and professional regarding SEND support, services and provision across the county [www.norfolk.gov.uk/children-and-families/send-local-offer](http://www.norfolk.gov.uk/children-and-families/send-local-offer)

Appendix 1 – Norfolk state funded special school provision map & specialist resource base location / provision type tables

#### Officer Contact

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

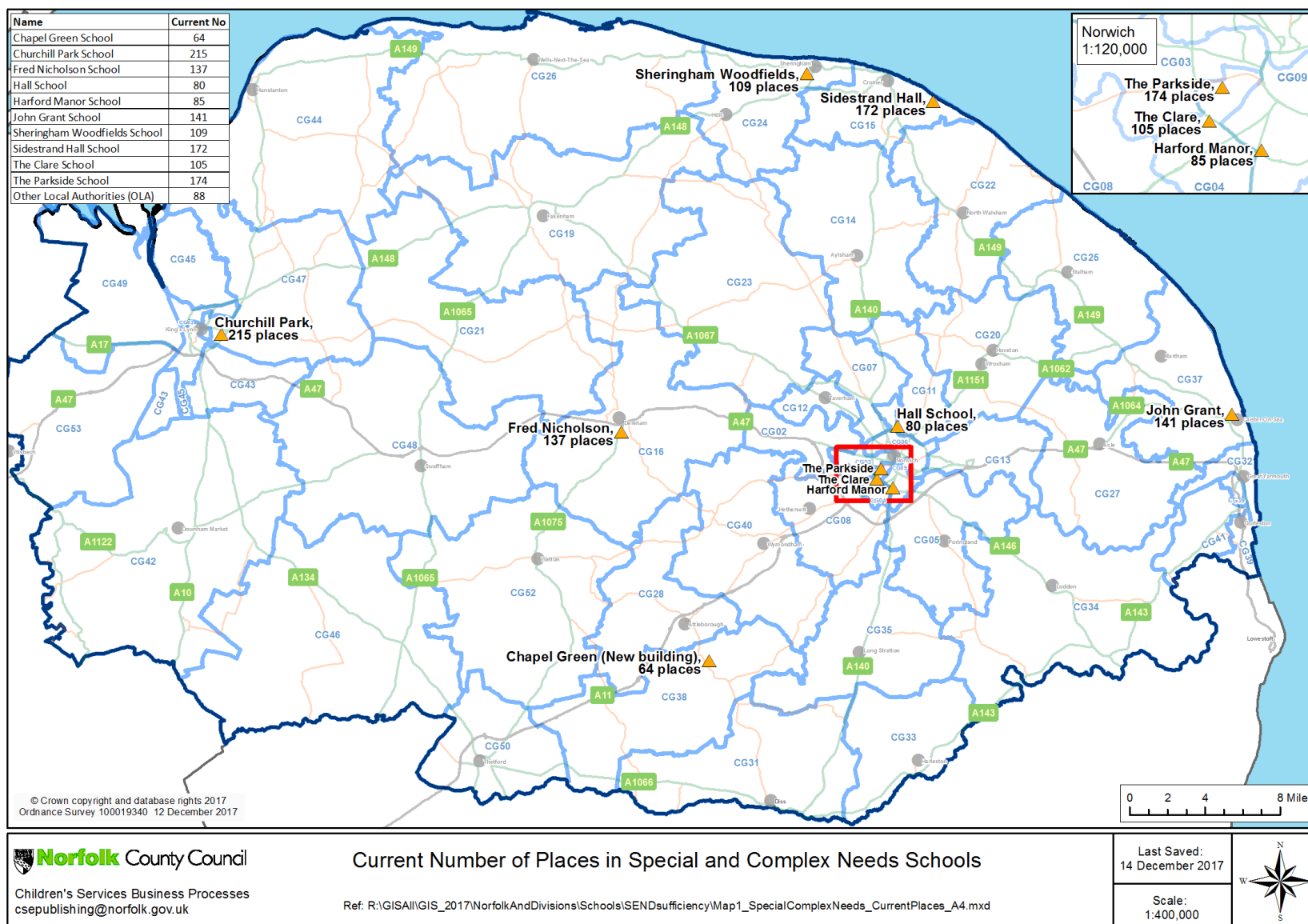
If you have any questions about matters contained in this paper please get in touch with:

**Officer Name: Michael Bateman, Head of Education High Needs SEND Service**  
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**Current location / type of Specialist Resource Bases across Norfolk:**

<b>SRB</b>	<b>Academy Trust / Multi School</b>	<b>Type</b>	<b>Area</b>	<b>Key Stage</b>	<b>Funded places</b>	<b>Notes</b>
Dereham Neatherd Academy	Mid Norfolk Academies Trust	ASD	Breckland	3,4	22	Long term/permanent places only
Open Academy	DNEAT	ASD	Norwich	3,4	10	Long term/permanent places only
Hewett Academy	Inspiration	ASD	Norwich	3,4	10	Long term/permanent places only
Comer Academy	Inspiration	ASD	North	3,4	12	Long term/permanent places only
Sprowston Infant	N/A	ASD	Broadland	Foundation / KS1	10	Long term/permanent places only, proportion of placements cater for special school profile of child
Bluebell Primary	N/A	ASD	Norwich	KS2	10	Long term/permanent places only
Edward Worledge Primary Academy	Ormiston	ASD	East	KS2	10	Only currently accommodating 8 children due to building capacity
Millfield Primary	N/A	ASD	North	Foundation / KS1 / KS2	10	Long term/permanent places only
Cromer Junior School	N/A	ASD	North	KS2	10	Long term/permanent places only
Nelson Academy	Eastern Multi-Academy Trust	ASD	West	Foundation / KS1 / KS2	10	Long term/permanent places only
City Academy	TEN Group	DRB	Norwich	KS3 / KS4	6	Long term/permanent placements only
Colman Infant and Junior	N/A	DRB	Norwich	Foundation / KS1 / KS2	12	Long term/permanent placements only
Mundesley Nursery and Infant	Coastal Federation	SEMH	North	Foundation / KS1	10	Short term placements only
Manorfield Infant and Nursery	CORVUS Educational Trust	SEMH	South	Foundation / KS1	10	Short term placements only
St Michael's Primary School	Aylsham Cluster Trust	SEMH	West	Foundation / KS1	10	Short term placements only
Heartsease Primary Academy	HEART	SLCN	Norwich	Foundation / KS1	10	Short term placements and primary outreach
Southtown Primary School	N/A	SLCN	East	Foundation / KS1	10	Short term placements and primary outreach
Suffield Park Infant and Nursery	N/A	SLCN	North	Foundation / KS1	10	Short term placements and primary outreach
Browick Road Primary School	N/A	SLCN	South	Foundation / KS1	10	Short term placements and primary outreach
Terrington St Clement School	N/A	SLCN	West	Foundation / KS1	10	Short term placements and primary outreach
Wayland Junior Academy Watton	TEN Group	C&L	Breckland	Foundation / KS1 / KS2	8	Short term placements and primary outreach
George White Junior School	Inclusive Schools Trust	C&L	Norwich	Foundation / KS1 / KS2	8	Short term placements and primary outreach
Mile Cross Primary School	N/A	C&L	Norwich	Foundation / KS1 / KS2	8	Short term placements and primary outreach
Hillside Primary School	N/a	C&L	East	Foundation / KS1 / KS2	8	Short term placements and primary outreach



# Children's Services Committee

<b>Report title:</b>	<b>Children Injured in road traffic accidents and accidental poisonings</b>
<b>Date of meeting:</b>	<b>16 January 2018</b>
<b>Responsible Chief Officer:</b>	<b>Sara Tough Executive Director Children's Services</b>
<b>Strategic impact</b> Norfolk County Council has a key role to work pro-actively both through its own departments and with key partners to reduce the number of accidents and injuries to children and young people. All agencies working directly with young people need to use available guidance (e.g. NICE PH29 and PH30) to focus on accident prevention.	

## Executive summary

Norfolk has a higher rate of injury hospital admissions in children and young people. The main causes are falls, poisoning and road traffic collisions. A multi-agency response is required to improve accident prevention and identify young people in need of support.

Children's Services, together with public health can play a significant role in providing leadership, co-ordination and training. Existing partnership forums, such as the Health and Well Being Board, should be used as a platform to explore the implementation of guidance provided by national bodies such as NICE, the Child Accident Prevention Trust (CAPT) and the Royal Society for Prevention of Accidents (ROSPA).

**Recommendations: Members are asked to note the content of this report.**

## 1. Proposal

- 1.1 Members have asked for a report in relation to children injured in road traffic accidents and accidental poisonings. Public Health Officers in Norfolk have produced a briefing document as part of the Joint Strategic Needs Assessment (attached as Annex A), which outlines the scale of the issue.
- 1.2 Each year around 2850 children and young people (0-24) are admitted to hospital because of an unintentional or deliberate injury in Norfolk. Norfolk has a higher rate for such admissions for young people aged 0-14. The rate for 15-25 year olds, although in line with national shows a rising trend over the last three years.
- 1.3 Children's Services, together with public health can play a significant role in providing leadership, co-ordination and training. Existing partnership forums, such as the Health and Well Being Board, should be used as a platform to explore the implementation of guidance provided by national bodies such as NICE, the Child Accident Prevention Trust (CAPT) and the Royal Society for Prevention of Accidents (ROSPA).

## 2. Evidence

- 2.1 The evidence can be found in the attached briefing document.

### 3. Financial Implications

- 3.1 There are no significant financial implications, as accident prevention is part of existing work, both within Children's Services and in our work with partners.

### 4. Issues, risks and innovation

- 4.1 Injuries are a leading cause of hospitalisation for children and young people, they can be a source of long term health issues (including mental health related to the experience).
- 4.2 In addition to monitoring through Public Health, road traffic collisions are also monitored within Community and Environmental Services.

### Officer Contact

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

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

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## Accidents and Deliberate Injuries in Children and Young People

### Introduction

Injuries are a leading cause of hospitalisation for children and young people; they can be a source of long-term health issues (including mental health related to the experience) and represent a major cause of premature mortality for this age group.

### Summary

Norfolk has a higher rate of injury hospital admissions in children and young people. The main causes are falls, poisoning and road traffic collisions. A multi-agency response is required to improve accident prevention and identify young people in need of support.

### Headlines

Each year around 1,600 children aged 0-14 and 1,250 young people aged 15-24 are admitted to hospital because of an unintentional or deliberate injury in Norfolk. This is around 240 hospital *admissions* a month (i.e. admission to a ward), and the number attending A&E department or their GP will be greater still.

Norfolk has a higher rate than the regional and national average for hospital admissions for unintentional and deliberate injuries in children aged 0-14 (CYP) per population. The rate for older children is not statistically significantly different to national average but has risen over the last few years, are generally rising, unlike the national trend (see figure 1).

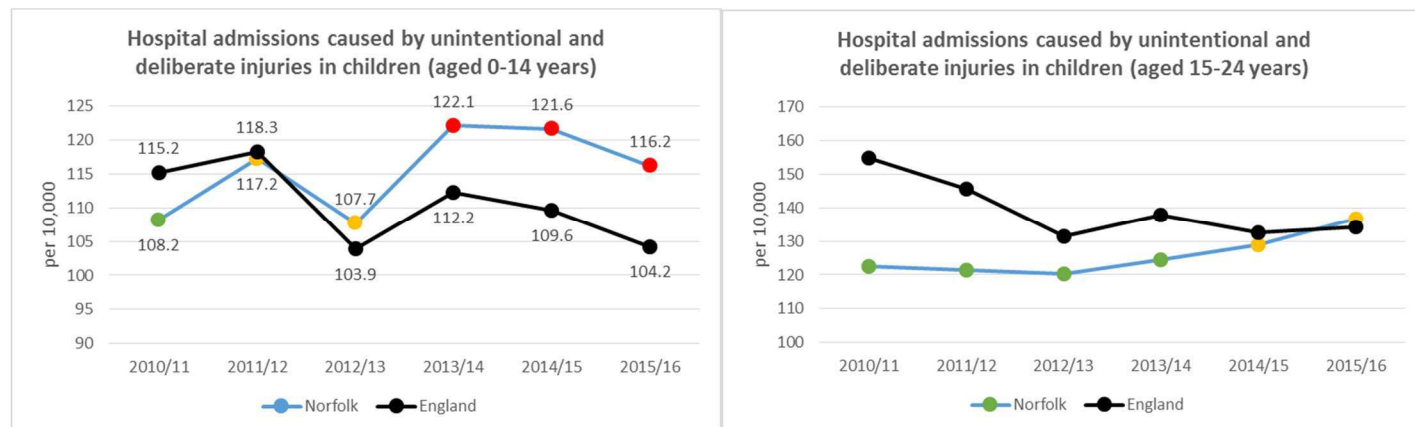


Figure 1: Hospital admissions caused by unintentional and deliberate injuries in children and young people aged 0-14 and 15-24. Source: Public Health England.<sup>1</sup>

**KEY:** Markers are coloured red where they are statistically significantly higher than average, yellow where there is no significant difference and green where they are significantly low.

Cuts and bruises are the most common type of injury for all age groups. Other types of injury vary more with age, for example admissions due to 'foreign body' (i.e. a pea up the nose) are most common in the 0-4 age group. Poisoning becomes more common in the older age groups, especially the 15-19 year olds.

The most commonly recorded cause for accident and injury hospital admissions in Norfolk is a fall (27% of injury hospital admissions), followed by poisoning (25%) and road traffic collisions (9%).

<sup>1</sup> Public Health England Public Health Outcomes Framework: <http://www.phoutcomes.info/public-health-outcomes-framework#page/4/qid/1000042/pat/6/par/E12000006/ati/102/are/E10000020/iid/90284/age/26/sex/4>

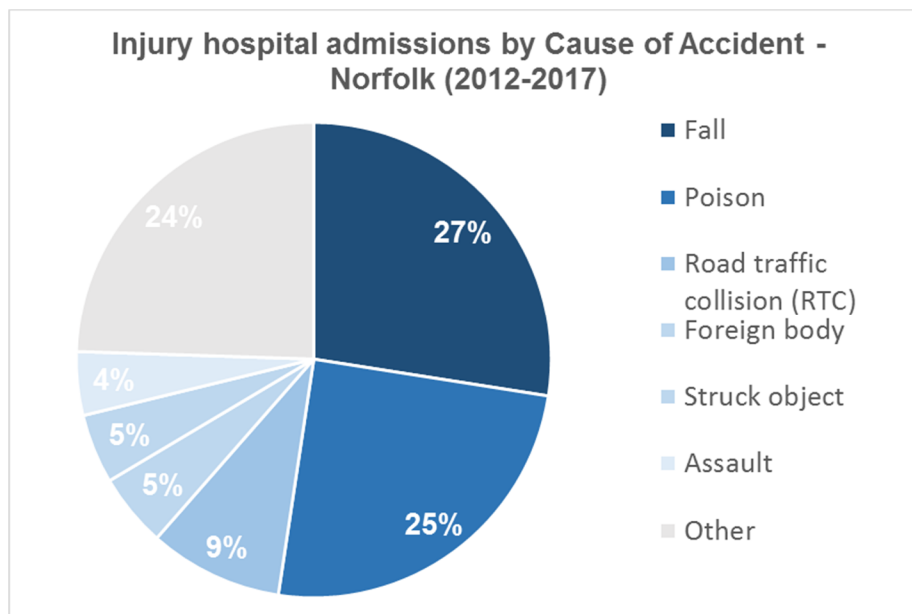


Figure 2: Injury hospital admissions by cause of accident. Source: Norfolk Hospital Episode Statistics 2012-2017.

Figure 2 suggests that action to address these issues should focus on preventing falls and reducing the number of poisonings. Figure 3 (below) demonstrates that this issue changes with age; falls, 'foreign body' and 'struck an object' are all common causes for injury in younger children. For older children road traffic collisions and violence are more of an issue, but the leading cause in older age groups is poisoning.

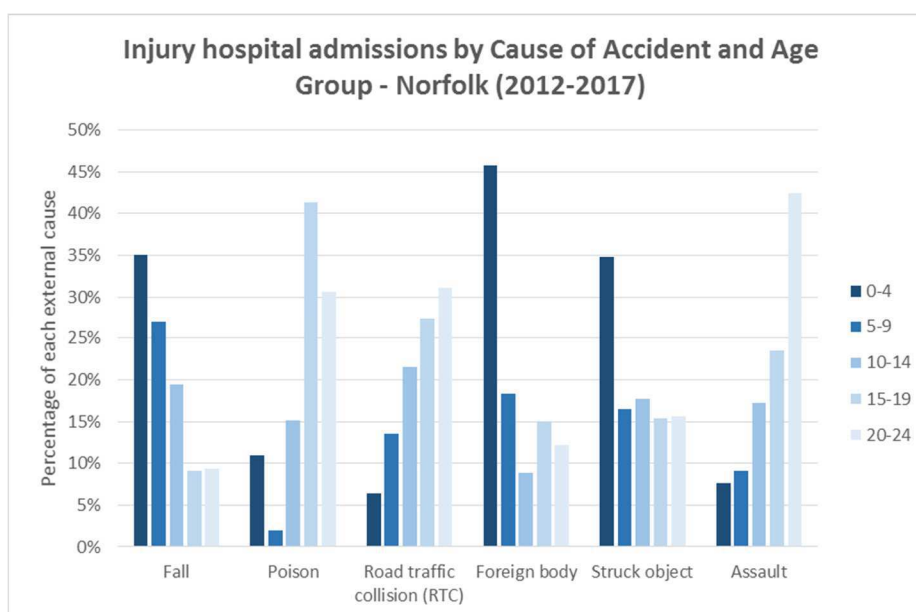


Figure 3: Injury hospital admissions by cause of accident and age group. Source: Norfolk Hospital Episode Statistics 2012-2017.

Poisoning is an issue that is particularly prevalent in the 15-19 age group, and also with 20-24 year olds. Overall 80% of poisonings were intentional (with the remaining unintentional 20% largely relating to the younger age groups). There were 2,829 admissions to hospital for children aged 11-24 for intentional poisoning in the five years between April 2012 and March 2017 in Norfolk. Three quarters of these were girls (76%). The substances most commonly used by young people to poison themselves were over-the-counter or prescription painkillers (accounting for 53% of poisoning) followed by other over-the-counter and prescription drugs like antiepileptic drugs or sedatives. Very few are caused by alcohol or narcotics.

There were over 300 further hospital admissions of young people recorded with the cause as 'self-harm' - although some other injuries may have related to self-harm but not disclosed as such. This is likely to represent a small proportion of self-harm incidents as many would not require admission to hospital.

## Influences on Health and Wellbeing

The most obvious reason for reducing injuries is the benefit to children and their families. The personal costs of an injury can be devastating; for example, a toddler's severe bathwater scald will require years of painful skin grafts, or a fall at home can result in permanent brain damage. The injuries can have major effects on education, employment, emotional wellbeing and family relationships. In addition there are also significant costs to local authorities and to society as a whole; for example, a traumatic brain injury (TBI) to a child under five from a serious fall may result in acquired disabilities which lead to high education and social care costs as well as loss of earnings to families and benefit costs to the state. The approximate lifetime costs for a three-year-old child who suffers a severe TBI is £4.89m.<sup>2</sup>

## Social, environmental, population context

There is a link between this issue and deprivation with injury-related hospital admissions in children and young people more common in more deprived parts of Norfolk (142 per 10,000 in the most deprived compared to 104 per 10,000 in the least deprived). Health inequalities can be tackled via antipoverty strategies; the Marmot review into reducing health inequalities in England advocates targeting deprived areas with 'proportionate universalism', i.e. targeting resources on a sliding scale proportionate to level of disadvantage.<sup>3</sup>

## Current services, local plans and strategies

All services for children and families play a role in accident prevention, including: midwives, Health Visitors, Children's Centres, GPs Social Workers and other early years' services, schools, school nurses, Child and Adolescent Mental Health Services, A&E and hospital staff and voluntary organisations.

Many Children's Centres in Norfolk offer "Save a baby's life" courses as well as road safety awareness and car seat safety checks. Some are also offering home safety checks to more vulnerable families and all use their 'hardship funding' to support purchases of safety equipment e.g. stair gates. Promoting accident prevention is covered in the service specification for Children's Centres in Norfolk.

Health Visitors have a primary and secondary role in the prevention of accidents for young children. They are in a unique position to raise parental awareness of the risks and to provide clear, practical and accurate safety advice. Health Visitors can raise safety issues with parents at universal contacts (such as the child development checks) and during targeted follow-up after A&E attendances. Health Visitors work with Children's Centres to ensure that safety messages are promoted across early years settings and are consistent and tailored to the needs of the local population.<sup>4</sup> The Health Visiting service is commissioned by Norfolk Public Health and the provider (Cambridgeshire Community Services NHS Trust) are required to complete a quarterly audit of responses to A&E attendance notifications. This encourage focus on the pathway and supports appropriate follow up by Health Visitors when a child attends A&E.

In older children self-harm is a leading cause of injury hospital admissions. Self-harm is not usually a suicide attempt or a cry for attention, instead it is often a way for young people to release overwhelming emotions. Self-harm is the fourth most common reason that children and young people contact Childline.<sup>5</sup> Schools, School Nurses, GPs, youth groups, social workers and specialist services such as the Child and Adolescent Mental Health Services need to work together to identify children who are self-harming and provide support to them and their families.

There is a safeguarding aspect to this issue, attendances to A&E for injuries (especially multiple attendances) may be a cause for concern and all staff should understand their responsibility to report any concerns. Anyone who is concerned that a child is suffering, or is at risk of suffering, serious harm should contact their local Children's Services department immediately (see below for contact details).

<sup>2</sup> PHE, RoSPA, CAPT (2014) Reducing unintentional injuries in and around the home in children aged under five years. Public Health England.

<sup>3</sup> Marmot M. Fair society, healthy lives. The Marmot review. Strategic review of health inequalities in England post 2010. 2010.

<sup>4</sup> Department of Health (2014) Early Years High Impact Area 5 – Managing minor illness and reducing accidents (reducing hospital attendance/admissions). Department of Health.

<sup>5</sup> NSPCC, Childline figures for 2014/15. <https://www.nspcc.org.uk/preventing-abuse/keeping-children-safe/self-harm/>

## Considerations for HWB and commissioner

The rate of hospital admissions for accidents and injury in children and young people should be monitored as it is an indicator for how well accident prevention is working in the county.

The prevention of accidents and injuries in children and young people requires a multi-agency response. There is a need to ensure that Health Visitors, Children's Centres, GPs Social Workers and other early years' services, schools, school nurses, Child and Adolescent Mental Health Services, A&E and hospital staff are appropriately equipped to give advice on preventing accidents in the home and ensuring children are safe and protected.

A focus on accident prevention in children can be encouraged through the way services are commissioned, and therefore it should feature in service specifications and associated performance management frameworks.

A recent joint report between Public Health England, The Royal Society for the Prevention of Accidents and the Child Accident Prevention Trust noted that injury reductions can be achieved at low cost. Local authorities can strengthen their existing work by prioritising the issue and mobilising existing programmes and services through leadership, co-ordination and training. NICE guidance PH29 (Strategies to prevent unintentional injuries among the under-15s) and PH30 (Preventing unintentional injuries among under-15s in the home: costing report) offer a valuable framework for shaping the work.<sup>6</sup>

## References and information

Public Health Outcomes Framework:

<http://www.phoutcomes.info/public-health-outcomes-framework#page/3/gid/1000042/pat/6/par/E12000006/ati/102/are/E10000020/iid/90832/age/28/sex/4>

Child Accident Prevention Trust

<http://www.capt.org.uk/>

Royal Society for the Prevention of Accidents

<http://www.rosipa.com/>

## Author and key contacts

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## Publication date

20<sup>th</sup> November 2017

<sup>6</sup> Available at: <http://www.nice.org.uk/guidance/ph29> and <http://www.nice.org.uk/guidance/ph30>



# Children's Services Committee

<b>Report title:</b>	<b>Committee Forward Plan and update on decisions taken under delegated authority</b>
<b>Date of meeting:</b>	<b>16 January 2018</b>
<b>Responsible Chief Officer:</b>	<b>Sara Tough Executive Director of Children's Services</b>
<b>Strategic impact</b> Providing regular information about key service issues and activities supports the Council's transparency agenda and enables Members to keep updated on services within their remit. It is important that there is transparency in decision making processes to enable Members and the public to hold the Council to account.	

## Executive summary

This report sets out the Forward Plan for Children's Services Committee. The Forward Plan is a key document that enables Members to shape future meeting agendas and items for consideration. Each of the Council's committees has its own Forward Plan, and these are published monthly on the County Council's website. The current Forward Plan for this Committee is included at Appendix A.

This report is also used to update the Committee on relevant decisions taken under delegated powers by the Executive Director (or her team), within the Terms of Reference of this Committee. There are no relevant delegated decisions to report to this meeting.

### Recommendations:

- 1. To review the Forward Plan at Appendix A and identify any additions, deletions or changes to reflect key issues and priorities the Committee wish to consider.**

## 1. Proposal

### 1.1. Forward Plan

- 1.1.1. The Forward Plan is a key document for this committee in terms of considering and programming its future business.
- 1.1.2. The current version of the Forward Plan is attached at Appendix A.
- 1.1.3. The Forward Plan is published monthly on the County Council's website to enable service users and stakeholders to understand the planning business for this Committee. As this is a key document in terms of planning for this Committee, a live working copy is also maintained to capture any changes/additions/amendments identified outside the monthly publishing

schedule. Therefore, the Forward Plan attached at Appendix A may differ slightly from the version published on the website. If any further changes are made to the programme in advance of this meeting they will be reported verbally to the Committee.

## **1.2. Delegated decisions**

- 1.2.1. The report is also used to update on any delegated decisions within the Terms of Reference of this Committee that are reported by the Executive Director as being of public interest, financially material or contentious. There are no relevant delegated decisions to report for this meeting.

## **2. Evidence**

- 2.1. As set out in the report and appendices.

## **3. Financial Implications**

- 3.1. There are no financial implications arising from this report.

## **4. Issues, risks and innovation**

- 4.1. There are no other relevant implications to be considered by Members.

## **5. Background**

- 5.1. N/A

## **Officer Contact**

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

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# Forward Plan for Children's Services Committees

These are the items that service committees may need to consider or make a decision on during 2018-2019

## Children's Services Committee

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
<b>Meeting 16 January 2018</b>			
Performance Monitoring report		To review and challenge the service on performance	Debby McKechnie, Chris Snudden, Sarah Jones, Fiona Fitzpatrick
Finance Monitoring Report		To review and challenge the service on finance	Dawn Filtness
Schools Local Growth Investment Plan & Childcare Sufficiency Assessment			Sebastian Gasse
2018-22 Budget Planning			Dawn Filtness
Determination of 2019/20 Admissions arrangements	P&R February 2018		Sebastian Gasse & Eric Clarke
Elective Home Education			Kelly Waters & Sue Smith
Children Injured in road traffic accidents and accidental poisonings			Sebastian Gasse
SEND Sufficiency Strategy			Michael Bateman
Dedicated Schools Grant			Chris Snudden
Committee Forward Plan and update on decisions taken under delegated authority			Sara Tough
<b>Meeting 13 March 2018</b>			
Performance Monitoring report		To review and challenge the service on performance	
Finance Monitoring Report		To review and challenge the service on	

## Forward Plan for Children's Services Committees

These are the items that service committees may need to consider or make a decision on during 2018-2019

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
		finance	
Post 16 Strategy			Sebastian Gasse & Karin Porter
Norfolk Youth Justice Plan	To go to full Council	To recommend to Council	Chris Small
Council Tax Exemption			Edward Wong
Committee Forward Plan and update on decisions taken under delegated authority			Sara Tough
CAMHS Report			Tim Eyres & Johnathan Stanley
<b>Meeting 22 May 2018</b>			
Performance Monitoring report		To review and challenge the service on performance	Debby McKechnie, Chris Snudden, Sarah Jones, Fiona Fitzpatrick
Finance Monitoring Report		To review and challenge the service on finance	Dawn Filtress
Capital Programme			Sebastian Gasse
Committee Forward Plan and update on decisions taken under delegated authority			Sara Tough
<b>Meeting 10 July 2018</b>			
Performance Monitoring report		To review and challenge the service on performance	Debby McKechnie, Chris Snudden, Sarah Jones, Fiona Fitzpatrick
Finance Monitoring Report		To review and challenge the service on	Dawn Filtress

## Forward Plan for Children's Services Committees

These are the items that service committees may need to consider or make a decision on during 2018-2019

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
		finance	
Committee Forward Plan and update on decisions taken under delegated authority			Sara Tough
<b>Meeting 11 September 2018</b>			
Performance Monitoring report		To review and challenge the service on performance	Debby McKechnie, Chris Snudden, Sarah Jones, Fiona Fitzpatrick
Finance Monitoring Report		To review and challenge the service on finance	Dawn Filtness
Annual Review of the Norfolk County Council Adoption Agency		To challenge the service on performance and outcomes achieved, and approve the statement of purpose	Peter Ronan
Annual Review of Norfolk's Fostering Service		To challenge the service on performance and outcomes achieved, and approve the statement of purpose.	Peter Ronan
Annual Review of Norfolk's Residential Children's Homes		To challenge the service on performance and outcomes achieved, and approve the statement of purpose.	Peter Ronan
Norfolk Youth Justice Plan		To recommend to Council	Chris Small
Committee Forward Plan and update on decisions taken under delegated authority			Sara Tough

## Forward Plan for Children's Services Committees

These are the items that service committees may need to consider or make a decision on during 2018-2019

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
<b>Meeting 16 October 2018</b>			
Performance Monitoring report		To review and challenge the service on performance	Debby McKechnie, Chris Snudden, Sarah Jones, Fiona Fitzpatrick
Finance Monitoring Report		To review and challenge the service on finance	Dawn Filtness
Budget Planning			Dawn Filtness
Committee Forward Plan and update on decisions taken under delegated authority			Sara Tough
<b>Meeting 13 November 2018</b>			
Performance Monitoring report		To review and challenge the service on performance	Debby McKechnie, Chris Snudden, Sarah Jones, Fiona Fitzpatrick
Finance Monitoring Report		To review and challenge the service on finance	Dawn Filtness
Committee Forward Plan and update on decisions taken under delegated authority			Sara Tough
<b>Meeting 22 January 2019</b>			
Performance Monitoring report		To review and challenge the service on performance	Debby McKechnie, Chris Snudden, Sarah Jones, Fiona Fitzpatrick

## Forward Plan for Children's Services Committees

These are the items that service committees may need to consider or make a decision on during 2018-2019

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
Finance Monitoring Report		To review and challenge the service on finance	Dawn Filtness
Budget Planning			Dawn Filtness
Committee Forward Plan and update on decisions taken under delegated authority			Sara Tough
<b>Meeting 12 March 2019</b>			
Performance Monitoring report		To review and challenge the service on performance	Debby McKechnie, Chris Snudden, Sarah Jones, Fiona Fitzpatrick
Finance Monitoring Report		To review and challenge the service on finance	Dawn Filtness
Committee Forward Plan and update on decisions taken under delegated authority			Sara Tough

Regular items	Frequency	Requested committee action (if known)	Lead officer
Performance Monitoring	Every meeting	Review and comment on the performance data, information and analysis presented in the vital sign report cards and determine whether the recommended actions identified are appropriate or whether another course of action is required	

## Forward Plan for Children's Services Committees

These are the items that service committees may need to consider or make a decision on during 2018-2019

Finance Monitoring	Every Meeting		Dawn Filtness
Fostering, Adoption and Residential annual reports	Annually		Peter Ronan
Norfolk Youth Justice Plan	Annually	To recommend to Council	Chris Small