

Children's Services Committee

Date: **Tuesday, 13 March 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

Mrs P Carpenter - Chairman

Mr D Collis Mr G Middleton

Ms E Corlett Mr R Price

Mr S Dark - Vice-Chairman Mr M Smith-Clare

Mr J Fisher Mr B Stone

Mr R Hanton Ms S Squire

Mr E Maxfield Mr V Thomson

Church Representatives

Mrs H Bates Mr P Dunning

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

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

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A g e n d a

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

2. 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.

3. To confirm the minutes of the meeting held on 16 January 2018

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

5. Public QuestionTime

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

Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm Thursday 8th March 2018**. For guidance on submitting public question, please view the Consitution at 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) by **5pm on Thursday 8th March 2018**.

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|---|-----------------|
| 7. Children's Services Committee Plan 2018/2021
Report by the Executive Director of Children's Services | Page 15 |
| 8. Performance Monitoring 2017-18
Report by the Executive Director of Children's Services | Page 69 |
| 9. Finance Monitoring 2017-18
Report by the Executive Director of Children's Services | Page 107 |
| 10. Post 16 Education and Training in Norfolk
Report by the Executive Director of Children's Services | Page 123 |

Group Meetings

Conservative	9:00am	Leader's Office, Ground Floor
Labour	9:00am	Labour Group Room, Ground Floor
Liberal Democrats	9:00am	Liberal Democrats Group Room, Ground Floor

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

Date Agenda Published: 06 March 2018



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Children's Services Committee

**Minutes of the Meeting Held on Tuesday 16 January 2018
10am, Edwards Room, County Hall, Norwich**

Present:

Mr S Dark – Acting Chairman

Mr D Collis	Mr M Smith-Clare
Ms E Corlett	Mr B Stone
Mr J Fisher	Ms S Squire
Mr R Hanton – Acting Vice-Chairman	Mrs A Thomas
Mr E Maxfield	Mr V Thomson
Mr R Price	Mrs S Young

Church Representatives:

Mr P Dunning

1. Apologies and substitutions

- 1.1 Apologies were received from Mrs P Carpenter (Mrs A Thomas substituted), Mr G Middleton (Mrs S Young substituted) and Mrs H Bates.

2. Minutes

- 2.1 The minutes of the Children's Services Committee meeting held on Tuesday 14 November 2017 were agreed as an accurate record by the Committee and signed by the Chairman after clarification was given for point 7.4.

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.

Ms S Squire declared an other interest as she had two son's both of whom have an EHCP and are in a Norfolk school and was a Governor at The Bridges Federation. (Magdalen, St Germans & Wimbotsham Primary schools).

4. Items of Urgent Business

4.1 There were no items of urgent business.

5. Public Question Time

5.1 There were two public questions submitted which are attached at appendix 1.

6. Local Member Issues/Member Questions

6.1 There had been no local member questions submitted.

7. Performance Monitoring 2017-18

7.1 The Committee received the annexed report (7) by the Executive Director of Children's Services which focused primarily on data as at end of November 2017 and in addition to vital signs performance the report contained key information via the MI report.

7.2 The Committee expressed some concern that there were figures that were on a downward path trend and was this a whole system problem that needed to be addressed. All parties needed to play their part to hit targets especially about health assessments. There were challenges in teams relating to caseloads, particularly Norwich and Great Yarmouth where the issues were known and plans were in place. Management were routinely looking at the social worker case load where it exceeded 40, but it was stressed that these were in assessment teams, and were quick turnaround cases. This was not the norm and was not across every team.

7.3 A review of the multi-agenda Safeguarding Hub (MASH) was taking place. Officers were trying to understanding the work that was being undertaken by Mash to ensure that it was appropriate and the process was aligned correctly. The review was being led by operational and senior strategic role and had been driven by the Ofsted inspection and the department's own observations. The review was taking place by looking at a large number of contacts and best practice undertaken in other councils. Officers explained that all of the information received is recorded which can be time consuming but also incredibly useful, and it was a matter of getting the balance right. The Committee asked to see an update report of this review in a couple of months.

7.4 It was suggested by the Committee that external factors such as universal credits could be bearing on the number of social worker caseloads. It was clarified that referrals were constantly being referred to identify themes such as this.

7.5 Officers explained that the older a child is when they are excluded the harder is it for them to achieve well as it was difficult to find an establishment in order for them to be successful. Those youngsters were tracked and there were strategies in place to

prevent NEET. At the next committee meeting, there would be a report about achievement in post 16 education, and it was agreed that updates on this topic would be included.

- 7.6 The Committee agreed that the data given to them regarding the performance were only snapshots and they were impressed at the degree of robustness and performance management especially across social worker teams.
- 7.7 The Committee **RESOLVED**;
1. To note the performance data, information and analysis presented in the vital sign report cards and determined whether the recommended actions identified are appropriate or whether another course of action is required.

8. Finance Monitoring Report Period 8 (November) 2017-18

- 8.1 The Committee received the annexed report (8) by the Executive Director of Children's Services which provided an update on the performance and financial forecast outturn information for the 2017-18 financial year, as at end of November 2017 (period 8).
- 8.2 Members expected to see in house fostering costs increase as the residential costs decrease, however for children to achieve stability was key. Therefore this was not a quick saving as financial modelling was required to ensure sustainability. Changes have been introduced but it had not been possible to measure the impact.
- 8.3 The Committee appreciated that good performance costs money. It was suggested that Policy and Resources should be asked for more money for Children's Services in order to keep up the good performance and to prevent the significant overspend.
- 8.4 The Committee were reassured that all officers were clear that the point of the transformation plan was to match expenditure with demand. However this would not happen in year one as the pace of demand was outstripping what was available to spend.
- 8.5 The Committee **RESOLVED** to;
- Agree the forecast outturn position at period 8 for the 2017-18 Revenue Budget for both the Local Authority Budget and the schools budget.
 - Agree 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.
 - Agree the forecast position as at period 8 for the 2017-18 Capital Programme

9. Strategic and Financial Planning 2018-19 to 2021-22 and Revenue Budget 2018-19

- 9.1 The Committee received the annexed report (9) by the Executive Director of Children's Services which set out the proposals to inform the decisions on council tax and contribute towards the Council setting a legal budget for 2018-19. The report set 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 provided an overview of the financial issues for the Council.

- 9.2 The Committee recognised that nationally Children's Services had a £2billion public funding gap and were hoping for Fairer funding for Norfolk.
- 9.3 The Committee queried the potential impact of increasing the cost of early years training given the pressure that early years providers were under, Officers confirmed a competitive rate could still be offered which would help to make the service more commercialised and exist in a more traded manner.
- 9.4 With regards to the savings associated with demand management Officers were confident that the timescales could be achieved.
- 9.5 There was concern expressed that the saving associated with implementing the Demand Management and Prevention Strategy transformation programme was a considerably large amount and based on themes which were predominantly out of the control of Norfolk County Council. It was suggested that if changes and savings could be accelerated in other areas, this might mitigate the savings in this area if they were not to be realised. Officers explained that the initial focus of the savings would be on placements which would realise the larger savings. The savings were based on what could be done by NCC and the preventative work that could be carried out.
- 9.6 Some members of the Committee were concerned that the savings proposal regarding the Children's Centre's services was front loaded. However the rationale was understood and the need for transparency. It was explained that the current contract would continue for another year with a £3m saving from a re-modelled service from 2019-2020. There would be more consultation to redesign the service and conversations had been started early enough so that the service could fit the need. The important role of health visitors and other professionals providing Children Centres services was recognised and would continue.
- 9.7 Officers reassured the Committee that buildings which would jeopardise families in any way such as safety, confidentiality or accessibility would not be considered for any Children's Centre services.
- 9.8 Some services offered by Children's Centres could also be offered by other organisations and therefore it was important to ensure that services were not being duplicated. Services by Children's Centre would still be available informed by business intelligence and evidence. There had to be progress with meeting demands and the same services cannot be offered in the same way.
- 9.9 Communities change but it was necessary to retain services that were part of a communication channel between NCC and communities and to maintain a rapport with those that used and relied upon those services.
- 9.10 Some Members expressed grave concern over the lack of details in the savings proposal for Children's Centres. It was too difficult to agree to something without knowing to what extent the Children's Centre would be affected. Halving the budget would dramatically alter the services provided and impact users. The hardship fund was used to enable users to access the services when they were isolated in rural areas, and this could be a lifeline for some users. It was confirmed by Officers that the hardship fund was ringfenced and would continue for the next financial year. Generally, there had been underspend of the fund, and therefore it was unconfirmed if it would continue after that.

- 9.11 In response to some Members frustration, Officers acknowledge the importance of a children's centre services offer to help isolation and loneliness and, although the model would look different, it would continue to provide this support.
- 9.12 The re-model of Children's services would be brought back to Committee when the detail had been considered. It would be work which would be carried out imminently with the intention of finalising at the end of Autumn. The Committee were reassured that any evidence of detrimental impact on any groups of the community would be brought to the Committee's attention.
- 9.13 The Committee **RESOLVED** to;
- a) 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.
 - b) Agree the service-specific budgeting issues for 2018-19 as set out in section 5.
 - c) Note the Committee's specific budget proposals for 2018-19 to 2021-22 including the findings of public consultation in respect of the budget proposals as set out in Appendix 2.
 - d) Note the findings of equality and rural impact assessments, as set out in Appendix 3 of the report, and in doing so, note the Council's duty under the Equality Act 2010 to have due regard to the need to;
 - a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
 - b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - c) Foster good relations between persons who share a relevant protected characteristic and person who do not share it.
 - e) Note and agree any mitigating actions proposed in the equality and rural impact assessments;
 - f) Note 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 2018-20.
 - g) Agree and recommend to Policy and Resources Committee the draft Committee Revenue Budget as set out in Appendix 4 of the report:
 - a. including all of the savings for 2018-19 to 2021-22 as set out 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.
 - h) 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.

10. Dedicated Schools Grant (DSG)

- 10.1 The Committee received the annexed report (10) by the Executive Director of Children's Services which presented 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.
- 10.2 It was explained that the high needs block was continually under pressure. The demand for complex and specialist needs was proportionally greater than what it had been in previous years.
- 10.3 Some Members were concerned at the impact of this proposal of SEND children in mainstream schools. The Cluster model didn't always work for all schools but schools in general run a very modest budget and rely on the cluster SEND model to gain the extra funding that they needed. It was suggested that this proposal could mean an increase in exclusions as behaviour would be harder to manage.
- 10.4 Cllr Squire proposed to remove recommendation 2 from the list of recommendations pending further consultations.
With 2 votes for, and 7 against, the proposal was LOST.
- 10.5 The budget currently received by NCC had remained static, however the requirement, demand and legislation had increased.
- 10.6 Education health and care plans were at record level even though there were not needed once the child had been funded. Schools had been given delegated money plus given access to a top up cluster fund and for some clusters this had worked well and they had used the system correctly. Schools who did this would not be penalised in the new system.
- 10.7 The budget for Norfolk's SEND children was £78 million and it was continually being overspent. There was a balance between meeting the needs of the children and stewarding public funds. NCC had a duty to hold schools to account for the funding whilst trying to mitigate risks for children.
- 10.8 Some Members were concerned that small schools did not have the capacity or experience to apply for the funding. Officers confirmed that support would be available for the process and the priority was getting the right money to the right children.
- 10.9 The Committee **RESOLVED** to;
- Agree the Dedicated Schools Grant funding and the changes to the schools funding formula.
- 11. The Supply of School and Childcare Places in Norfolk**
- 11.1 The Committee received the annexed report (11) by the Executive Director of Children's Services which is an annual report combined with the statutory report to Members on the published Childcare Sufficiency Assessment.
- 11.2 There was ongoing discussions regarding the place needs throughout the County. No planning applications had been made for speculative free schools. The applications known about were for areas that are in need of school places.
- 11.3 It was anticipated that parents would want to take advantage of the free 30 hours childcare provision where they need it rather than where it was available.

Encouragement was being given to childcare providers to open earlier or stay open later.

11.4 The Committee **RESOLVED**;

- To adopt the Schools' Local Growth and Investment Plan and the Childcare Sufficiency Assessment.

12. Determination of 2019/20 Admission Arrangements

12.1 The Committee received the annexed report (12) by the Executive Director of Children's Services which summarised the statutory consultation outcomes and proposed no changes to Norfolk's admissions co-ordination scheme and timetable for the academic year 2019/20.

12.2 The Committee **RESOLVED** to;

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.

13. Elective Home Education – the Norfolk Picture

13.1 The Committee received the annexed report (13) by the Executive Director of Children's Services which provided contextual information in relation to Elective Home Education (EHE). The report enabled 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.

13.2. The Committee were informed that there was no statutory duty to record which children were home educated. Indications showed that it was a growing culture. Officers explained that they wanted to identify those families who weren't confident in home educating but felt they had no choice. Children's Services were making contact with a home educating family as soon as it was alerted and were working with those families to ensure they weren't pressured into making that choice and what it would entail.

13.3 Although negative drivers may have initiated home education, families could find that it suited them and therefore be the right choice for them, or it could be suitable for a short term solution.

13.4 The Committee heard that it was important to be mindful of the large number of home educators who exist. The attendance service were using all their powers where they found unsuitable education but the numbers in and out of home education was quite fluid.

13.5 The Committee **RESOLVED** to;

- Note the current law and guidance on Elective Home Education (EHE) and proposed changed to guidance.
- Note 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.
- Receive an update in March 2019.

14. SEND Sufficiency Strategy

- 14.1 The Committee received the annexed report (14) by the Executive Director of Children's Services which provided Members with information about the current government capital funding being made available for Norfolk and our ongoing engagement with partners and stakeholders to determine the priorities for the 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.
- 14.2. Although there was an annual review of each child's Health and Care Plan, it was questioned if this was enough to ensure that children were in the right place and enough was being done to help them return to mainstream education if appropriate.
- 14.3 The Committee **RESOLVED** 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.
 - 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.

15. Children Injured in Road Traffic Accidents and Accidental Poisonings

- 15.1 The Committee received the annexed report (15) by the Executive Director of Children's Services which explained that Norfolk had a higher rate of injury hospital admissions in children and young people. The main causes are falls, poisoning and road traffic collisions. Children's Services, together with public health could play a significant role in providing leadership, co-ordination and training.
- 15.2. The Committee were concerned about the number of poisonings to children as outlined in the report and as a result the Executive Director assured them that the Children and Young People's Strategic Partnership and the Safeguarding Board could review this aswell if the Committee wished.
- 15.3 The Committee **RESOLVED** to;
- Note the report

16. Committee Forward Plan and Update on Decisions Taken Under Delegated Authority

- 16.1 The Committee received the annexed report (16) by the Executive Director of Children's Services which set out the forward plan to enabled members to shape future meeting agendas and items for consideration. The report was also used to update the Committee on relevant decisions taken under delegated powers by the Executive Director.
- 16.2. It was suggested by the Committee to bring a report on education health and care plans. Although this topic had been touched upon under other reports, it had not been considered in its own right.

- 16.3 It was recognised that the agenda had been quite lengthy and therefore the length of future January agendas would be lightened.
- 16.4 The Committee **RESOLVED** to;
- Note the forward plan and add to the forward plan, if anything.

The meeting closed at 3.05pm.

Chairman



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Children's Services Committee

Report title:	Children's Services Committee Plan 2018/2021
Date of meeting:	13 March 2018
Responsible Chief Officer:	Sara Tough Executive Director of Children's Services
Strategic impact <p>The Children's Services Committee's three year forward plan (Appendix 1), sets out how its areas of responsibility will be shaped by the ambition and principles of <i>Norfolk Futures</i>, the County Council's new strategy. The plan sets out what will be delivered over the next three years in the resources available. It identifies key metrics against service transformation which will be monitored by Policy and Resources Committee over the period.</p>	

Executive summary

Norfolk County Council agreed a vision and strategy for the medium term in February 2018. *Caring for our County* communicates the Council's ambitions for Norfolk; the strategy *Norfolk Futures* sets out the principles and priorities to turn this vision into plans that deliver sustainable services, working with our partners across the public and private sectors.

Service committees have been commissioned by Policy and Resources Committee to develop Committee Plans which will set out objectives for the year, and specifically demonstrate how each area of the Council's work will change to deliver our Norfolk Futures transformation plan.

Recommendations

- **Agree Children's Services Committee Plan**
- **Note the Committee's contribution to, and responsibilities, for Norfolk Futures, NCC's transformation plan.**
- **Agree metrics against which this committee will report to Policy and Resources Committee for monitoring purposes**

1. Proposal

1.1 Norfolk Futures and Children's Services Committee

1.1.1. Norfolk Futures set out new ways of working within the Council and plans for a transformation programme that will change how Council services re delivering in future.

1.1.2 The overarching principles underpinning the Strategy are;

- Offering our help early to prevent and **reduce demand** for specialist services

- **Joining up** our work so that similar activities and services are more easily accessible, done well and done once
- Being **business like** and making best use of digital technology to ensure value for money
- Using **evidence** and data to target our work where it can make the most difference.

1.1.3 The Council has agreed seven corporate priorities to deliver these principles, under the *Norfolk Futures* strategy. The priorities ensure that there is intense focus and tangible delivery in specific areas that can only be delivered through whole Council cross department working. The priorities are:

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

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

1.1.5 Under this priority we want children and their families to have access to local, community based services that enable them to be resilient in identifying and seeking solutions to challenges they might face. In turn, it is envisaged that this will reduce the pressure on the front door ensuring that professionals have access to a social work service that offers advice and guidance. That only those children who are deemed to require a level of intervention that can only be provided by a social work team are appropriately referred.

1.1.6 In contrast to the rise in contacts but predicted decrease in referral and further decrease in assessment it is envisaged that we will fully understand our CiC population and ensure that there are sufficient support and preventative services in place at the earliest possible opportunity to keep children and young people safely at home within their families.

1.1.7 The attached Children's Services Committee Plan bring together core information and overview of services, current operating context, challenges, risks, innovation and priority actions within the resources available. This is information which is felt to be helpful background for Members to inform decision making. The plan is intended to be a living document and it is expected that it will updated during its life to reflect the Committee's and the Council's work and progress.

- Committee will continue to receive performance information that gives the most valid and accurate position of performance across education, social care and early help.
- It will focus on areas that require attention, resource or change in practice to adapt to the needs of children, young people and their families.
- Targets will be ambitious.
- It will highlight areas of improvement and provide a narrative as to why this is required.

2. Financial Implications

- 2.1 The County Council continues to spend around £1.4 billion (gross) delivering vital services to Norfolk residents. As in previous years, around £400 million of the total budget is passed directly to schools. At a high level, the proposed revenue budget for 2018-19 is broadly the same year-on-year, and full details of changes in Committee budgets are set out in the January 2018 Policy and Resources Revenue Budget report.
- 2.2 The Council faces very significant cost pressures over the next four years. These are the result of:
- Inflation (which arises both on staff salaries and on the prices we pay for contracts and services);
 - Legislative changes and policy decisions, including the National Living Wage;
 - Increasing demand for services (including demographic changes)
- 2.3 The impact of the cost pressures experienced between 2011-12 and 2018-19 total £308 million.
- 2.4 In addition between 2011-12 and 2017-18, government funding has reduced by £189 million. Further reductions of £31 million are forecast for the period 2018-19 to 2019-20.
The Council agreed to freeze Council Tax (0% increases) for the years 2010-11 to 2015-16. Since 2016-17, annual increases have been agreed. Since 2014-15 Revenue Support Grant has declined significantly (by 67%), while funding from Business Rates has only increased by 8%. In total, between 2014-15 and 2018-19, funding from these three sources has been relatively static, reducing by £27m (4%). However this represents a real terms reduction in funding when inflation is taken into account.
- 2.5 It is these cost pressures and reduced funding that require the Council to transform the way it works.

3. Issues, risks and innovation

- 3.1 These are set out in the Committee Plan included at appendix 1.

4. Background

Our Vision, Strategy and Whole Service Plan – Appendix 2

Report by Managing Director to Policy and Resources, 29th January 2018

[Caring for Your County](#)

Report by Managing Director Policy and Resources, 3rd July 2017

[Strategic and Financial Planning 2018/19-2021/22](#)

Report by Executive Director of Finance and Commercial Services to Policy and Resources 25th September 2017

[Strategic and Financial Planning 2018/19 - 2021/22](#)

Report by Executive Director of Finance and Commercial Services and

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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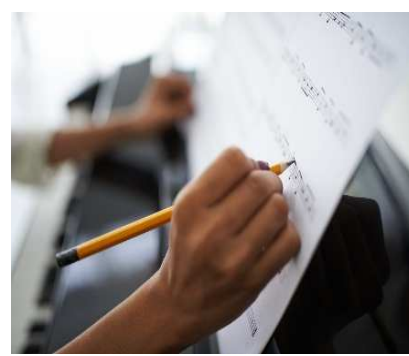
Officer Name: Sara Tough

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Children's Service Committee

Committee Plan 2018/2021



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

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

County Council Strategy An overview of the strategic planning framework p2	The Context of Children's Service in Norfolk p4	Children's Service Role The role of the service and key actions for 18/19 P6
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Environment and operating context

Voice of Service Users An overview of what customers are saying P15	Challenges The challenges we face in delivering our ambitions p17	Resources and budget Resource allocation and transformation plans p19
Risks and Innovation Service risks and innovation p23		

Performance and actions – what is happening to achieve our ambitions for people in Norfolk

Performance Performance against current priorities p28	Forward Plan Anticipated business of the committee P30	Working with other committees P31
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County Council Strategy

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



Building **communities** we can be proud of



Installing **infrastructure** first



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



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



Nurturing our growing **digital** economy



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

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

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

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



Offering our help early to **prevent and reduce** demand for specialist services



Joining up our work so that similar activities and services are easily accessible, done well and done once



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



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

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

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

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

The Context of Children's Service in Norfolk

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

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

About our County

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

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

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

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

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

About our children

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

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

Children's Service in Norfolk

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

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

Education

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

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

Early Help and Prevention

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

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

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

Social Work

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

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

Performance, Planning and Quality Assurance

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

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

Commissioning

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

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

Partnerships

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

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

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

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

Our vision for the future of Children's Service

Introduction

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

The Context

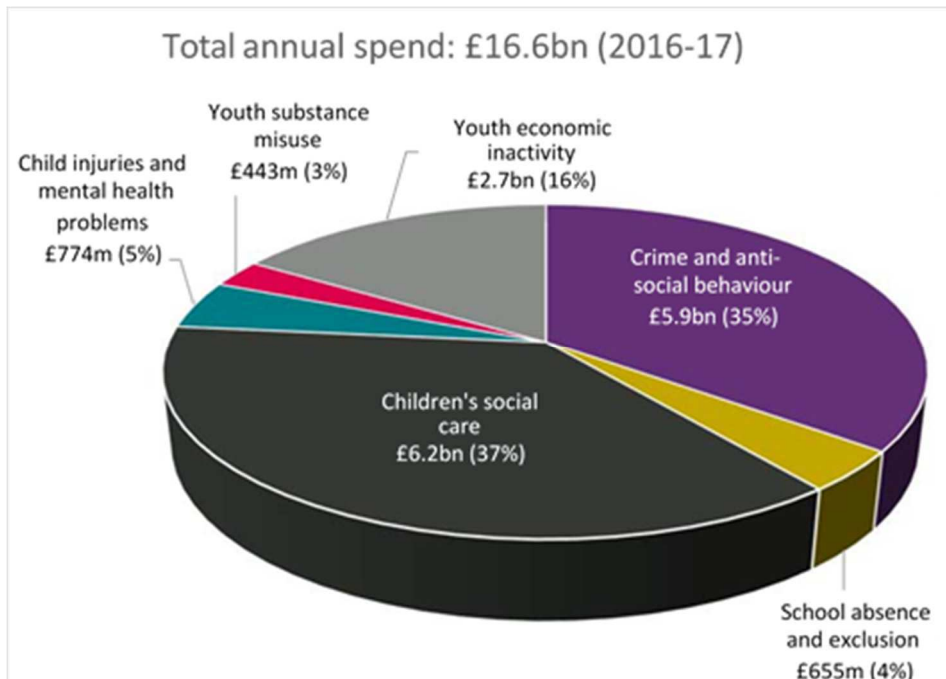
Our services to children face a number of very specific challenges which are set out later in the report. All of these challenges relate to rising demand and our ability as a service and as a system to respond at the right time with the right people at the right cost. The consequences of this demand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

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

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

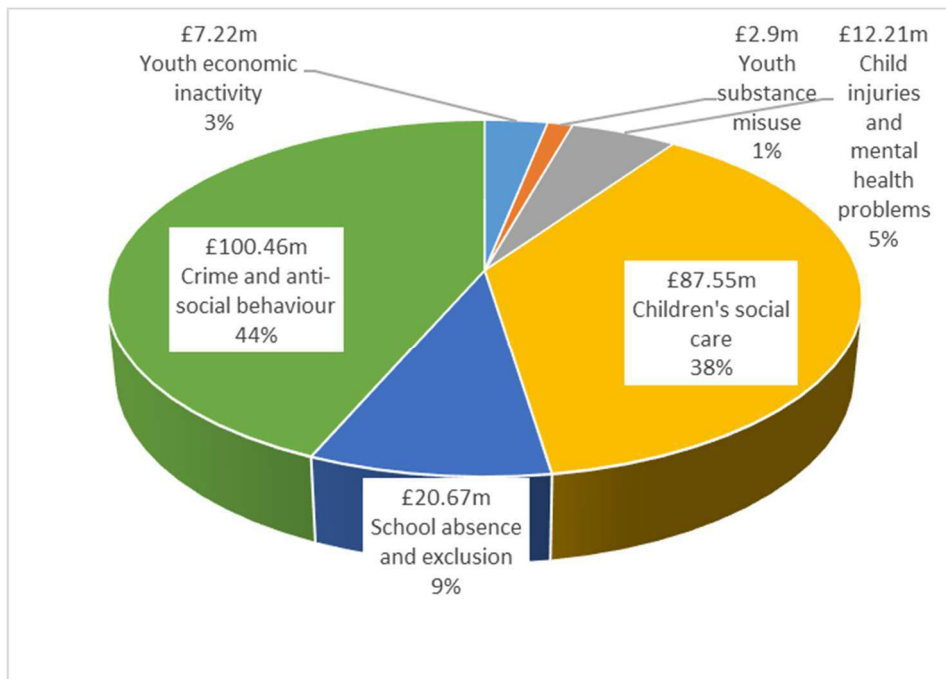
The following chart shows a breakdown of spending on late intervention:

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



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

Late Intervention Spend on Each Social Issue – Norfolk



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

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

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

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

Our Vision

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Our key actions for 2018/19

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

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

The voices of people who use our services

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

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

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

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

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

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

Our full Involvement Strategy can be read at Appendix A.



Key Committee challenges

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

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

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

Resources and budget

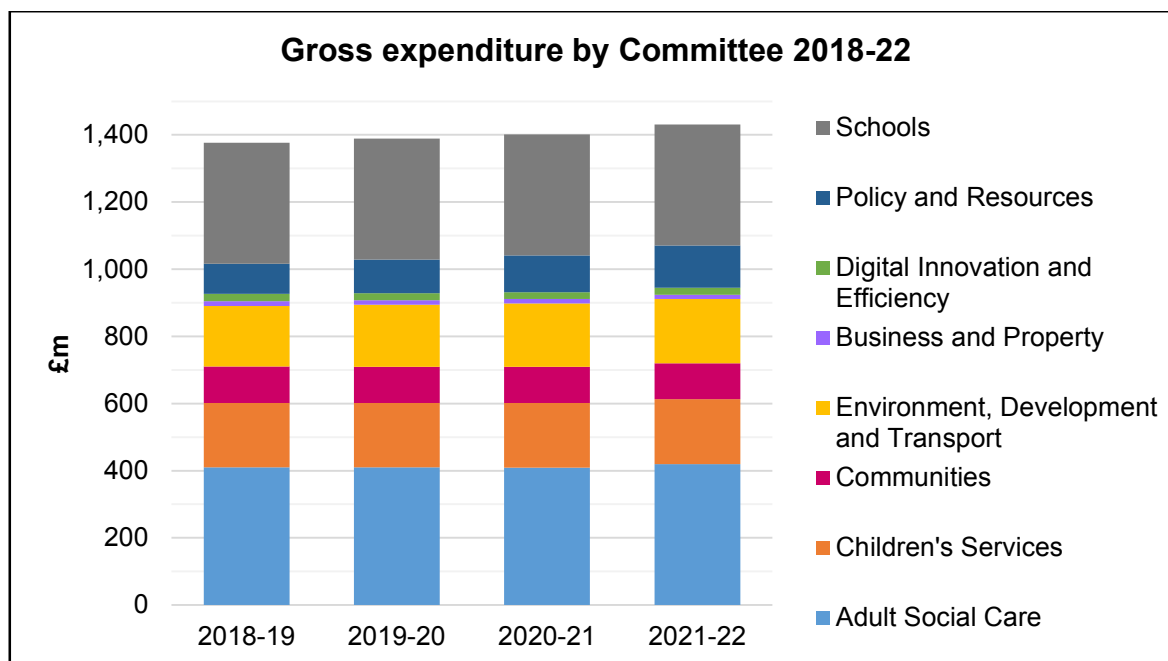
Local government faces ongoing reductions in funding over the period covered by this Plan. The two key financial tasks for all committees are to deliver their 2018-19 budget, and to plan their expenditure over the Medium Term Financial Strategy up to 2021-22. The scale of this challenge requires a new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

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

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

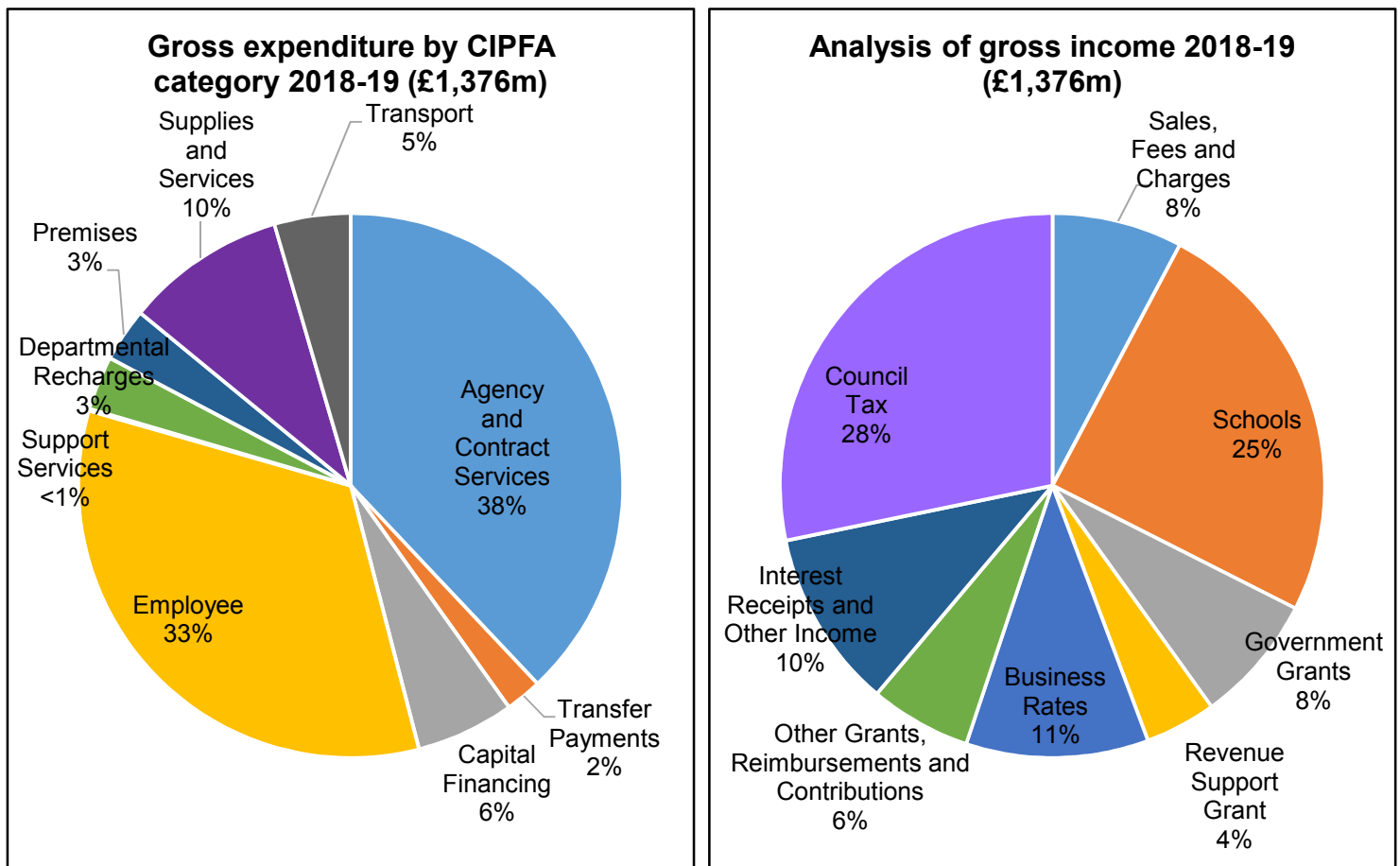
The chart below summarises the County Council's gross expenditure budget by Committee for the period covered by the Medium Term Financial Strategy 2018-19 to 2021-22. The **gross budget for 2018-19 is £1,376m**, this includes £360m which is passed directly to schools.

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



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

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



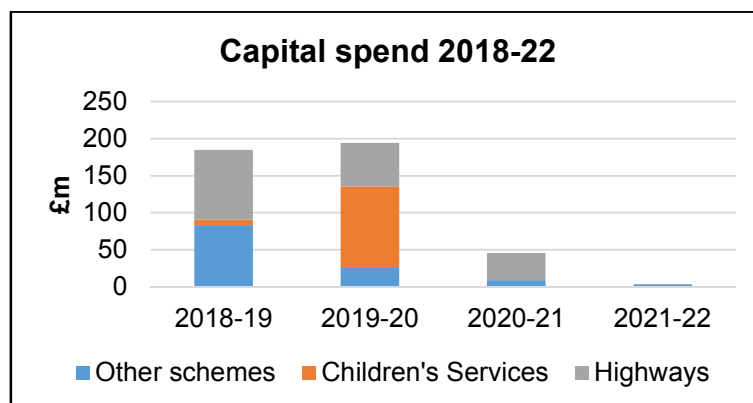
Notes:

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

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

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

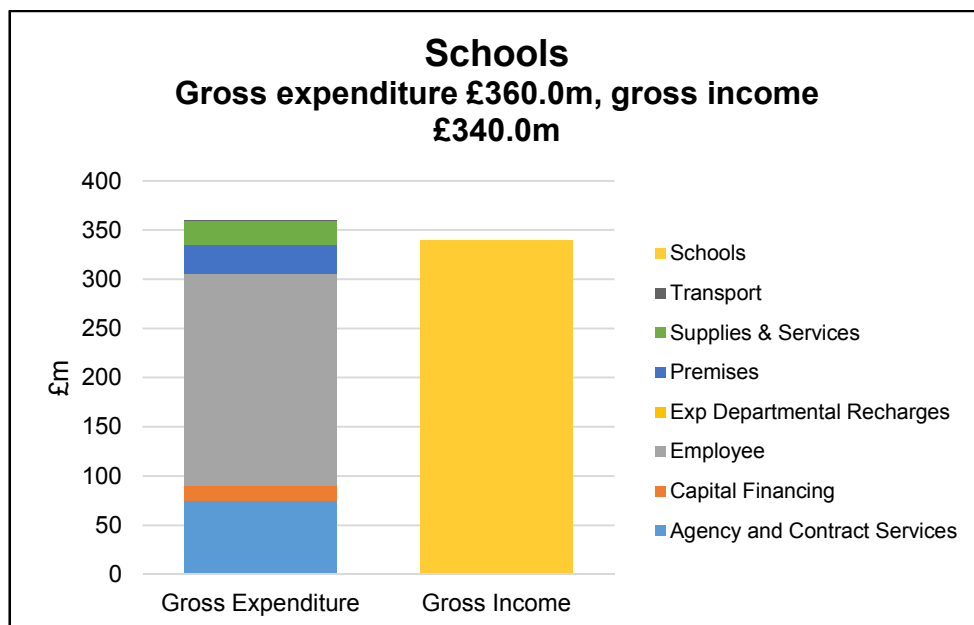
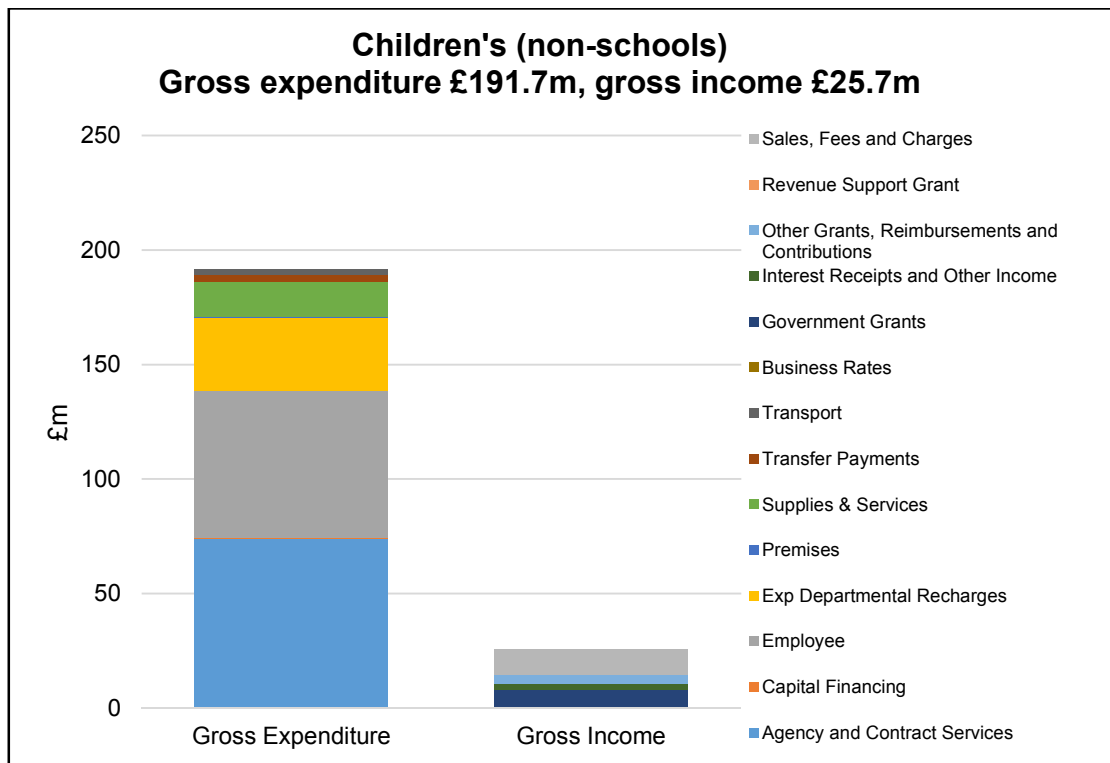
The chart below summarises the County Council's Capital Programme.



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

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

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



Norfolk Futures

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

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

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

Under this priority the key focus areas will be:

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

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

Risks and Innovation

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

Risks

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

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

Innovation

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

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

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

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

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

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

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

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

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

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

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

Measures also reported to P& R are highlighted in blue

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

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

The Committee's Forward Plan

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

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

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

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

Appendix B - Children's Services Committee Forward Plan

Working with other committees

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

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

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

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

Plan on a Page

What we'll do

Vision:

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

Outcomes: For children and young people in Norfolk to thrive we want them to:

- Be safe from harm.
- Know how to get help when they need it.
- Have access to good learning opportunities and fulfil their potential.
- Be confident to influence their futures.
- Make sound and safe choices.
- Be healthy and encouraged to have a healthy lifestyle.
- Grow to be adults who contribute to the communities they live, learn and work in.

Priorities:

- To keep families together.
- To work directly with parents.
- To promote greater independence for children with special needs.
- To achieve permanence without delay.
- For care leavers to have a clear offer of support.
- Use data to support our identification and work with children and their families.
- To have schools at the heart of our communities.
- To have strong universal services in our communities.

How we'll do it

Early Help:

- To work from locality based hubs.
- Knowing what works well and embedding this in practice.
- Listening to children, their families and communities to develop and shape our services around them.
- Focussing help where and when it is needed at the earliest opportunity.

Being ready for learning:

By being relentless in our drive for all children to access good and outstanding learning opportunities that enable young people to be aspirational for their futures and the best they can be.

Outstanding social work:

- Continuing investment in NIPE and the social work academy.
- We will create the right environment for the children's workforce to flourish.
- We will strive for manageable caseloads.
- We will provide the right tools to support workers to do their best work.
- To build consistently good and outstanding practice by embedding practice standards that are underpinned by Signs of Safety and restorative practice.

Performance and challenge:

- We will have a performance framework that encourages us all to learn from our practice and continuously improve.
- We will have a children's recording system that provides accurate, valid and meaningful information to enable managers to predict workflow.
- We will have seamless relationships across the wider county council who will embed Children First in their priorities.
- We will learn from all feedback and shape future services and responses in a way that builds confidence in our families and partners.

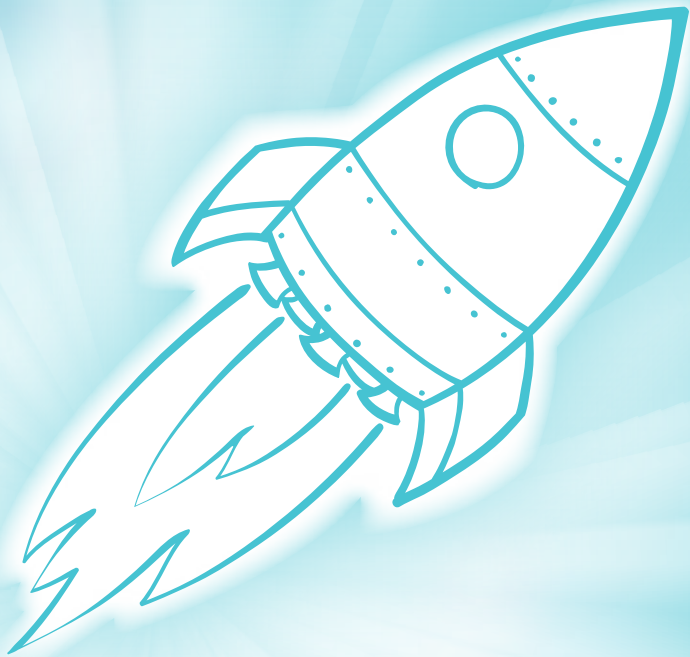
How we'll know if we've made a difference

We know we have made a difference when:

- Children get the right help at the right time.
- **More children live at home because their families have been supported at the right time to live with their families.**
- Fewer children are subject to child protection plans because their families and communities are resilient and able to protect them.
- **Children with SEND have the best EHCP and their needs are met in the right provision near their homes.**
- Fewer children are excluded from schools.
- **Children will attend good or better schools.**
- Children who have to live away from their families are matched appropriately to the placement that best meets their needs.
- **We are using data and performance information intelligently to plan and predict accurately our service demands.**
- Our care leavers will be supported to influence their futures and know what they need to live successful, independent lives.

Children's Services Involvement Strategy

Our plan for involving you in your future...



**September 2014 –
May 2017**



Norfolk County Council



Children's Services Leadership Team



If you need this information in large print, or in an alternative version, please contact Norfolk County Council on 0344 800 8020.

Forewords

In Norfolk we are passionate about the involvement of children and young people in the planning, review and delivery of services. We engage with young people through a number of general forums including the youth parliament work, The In-care council, the Youth Advisory Boards, school Councils and through more specialised work promoted through our approach with Children with Disabilities and Early years.

Involving Children, young people and families is essential to making services fit for the Future and is a responsibility across the workforce for children and young people. We apply the standards enshrined in the UN convention Rights of a Child to our approach and this is articulated in this strategy which is the product of co-production.

Sheila Lock,
Interim Director for Children's Services

The commitment of involving children, young people, families and communities lies at the very heart of everything we do in Children's Services. It simply has to be so, in order to make sure that the services we provide are not only the right ones, but are delivered at the right time and in such a way that they achieve the right outcomes. In Norfolk the voice of the child must always be heard.

Councillor James Joyce,
Chairman and Lead Member for
Norfolk's Children's Services Committee



“This work is important as it will give children, young people families and communities more of a voice. It will allow them to have more of a say about their lives and to sit on decision-making boards. With this new strategy, children and young people will be able to see this document and understand what they could be involved in.”

Barry, 19, member of the group who helped to write the strategy

What is Children's Services?

Children's Services is made up of teams of people who work with and support children, young people and their families.

We are responsible for lots of things, including:

- Working with schools to make sure that they are great places for pupils to learn and develop.
- Preparing children and young people for their future jobs, through education, training and apprenticeships.
- Supporting children and young people with Special Educational Needs and Disabilities.
- Helping families with children to find the right childcare for them.
- Keeping children and young people safe.
- Working with families to keep children and young people living at home, when this is a safe thing to do.
- Looking after children who can't live with their parents, either on a temporary or long-term basis.

“Children's Services is not just about children, it's about all the services they provide.”



What do we mean by involvement?

We want children, young people, families and people living in communities across Norfolk to be involved in all decisions that are made about them and their lives, as well as the decisions we make about the services we are responsible for.

Children, young people and their families are involved in lots of different decisions about their lives. For example we talk to:

- pupils with Special Educational Needs about what they want to achieve and what support they need to do this.
- children and young people that are looked after about contact with their family, the support they need with their education and how we can keep as many things in their life the same when they come into care.
- parents of young children about what sort of childcare is right for them.

Children, young people and families are also involved in improving the services we are responsible for by:

- interviewing people that want to work for us
- training people that do work for us
- helping us to evaluate what we do and working with us to decide what needs to change
- helping us to decide if we need to create a new service, and if so how it should work
- working with us to decide which companies should get the contracts to run our services.

“You should not just say 'how do you want to be involved' because that's like asking someone how do you want your sea slug cooked... give us choices, help us understand all the ways we could be involved.”



Why is involvement important?

There are lots of benefits of involving you in what we do:

Children, young people and families living in Norfolk benefit because:

- they get the support they need to be happy, healthy and safe.
- they have greater choice about the services they can use.
- having people of all ages playing an active part in their local community helps to create interesting and better places to live.

Children, young people and adults benefit from being involved because:

- they learn new skills and knowledge, try new experiences and gain confidence.
- their experience will support them to be an active part of their community, for example by volunteering.

Our staff benefit because:

- it helps to make them better at their job because they understand what the children, young people, families and communities they are working with want and need.

The County Council benefits because:

- involving you helps us to spend our money wisely and makes sure that we don't waste our money on providing services or support that won't work or that aren't wanted.

“We used the word ‘you’ in this strategy to make it personal and so you know you matter.”

The law also says that we should involve children and young people in our work. Article 12 of the United Nations Convention on the rights of the child says when adults are making decisions about their lives, children have the right to say what they think, and have their views taken into account. We want to make sure that we also involve their families and the communities across Norfolk as well.

Our involvement principles

We have developed a set of principles to help us make sure we involve children, young people, families and communities in the right way. **Our principles are:**

- We will make sure that no matter who you are, where you live, what abilities or disabilities you may have, or which services you use, you will have the right to be involved in the work of Children's Services and the Council on matters that affect you.
- We will always tell you what actions have come from what you have said and how we have changed the plans or thoughts we have had as a result, if we cannot act on what you have said we will explain why.
- We will respect your ability to decide for yourself if a subject is appropriate for you to be involved in and we won't make assumptions for you.
- We will use a variety of ways to involve you, and make sure that meetings are held at times and places that are right for you.
- We will always make sure that you understand all of the ways that you can be involved so that you can choose the way that best suits you.
- We will make sure you know of all the opportunities to be involved and we will support you to take part.
- We will make sure that both this strategy and all of the involvement work we do is evaluated, and offer you the opportunities to help us do this.

Why do we need a strategy?

We have great examples of how you have changed what we do for the better. Whilst we can be good at involving you in what we do, we don't always do it as well as we would like. We also don't always make it easy for children, young people and families from all backgrounds to be involved.

Ofsted has also told us that we need to be better at talking and listening to children, young people and their families about what they want when decisions are being made about their lives.

We have written this strategy to help us improve how we involve you. We want to make sure that our involvement work is consistent, coordinated and effective. Writing the strategy is the number one priority in our Children and Young People's Plan.

What do we want to achieve in the future?

In future we want to make sure that a broad range of children, young people and families get the chance to work with Children's Services. You will help us to evaluate and improve all parts of our service in a variety of ways that are interesting to you.



The people working with you will have the right skills, knowledge and attitude to make sure that your involvement happens in the best way.

Managers and members of staff will understand how and when to involve you in their everyday work.

You will understand what difference your involvement has made, and we will be clear about why sometimes things that you ask for can't happen.

We will ask you about how well we involve you and what we can do better next time.

How are we going to achieve this?

Our priorities for achieving this are:

- | | |
|---|---|
| <p>1 To make sure that children, young people and their families are more involved in decisions that are made about their own lives.</p> | <p>Children, young people and their families will help to deliver this training.</p> |
| <p>2 To make sure that children, young people, families and communities have more opportunities to speak to and directly influence decision makers, such as councillors and managers.</p> | <p>4 To create a culture amongst our staff where they are continually thinking about how and when they can involve you in their work.</p> |
| <p>3 To give our staff the right training so that they know how and when to involve you.</p> | <p>5 We will make sure that we put extra effort into making sure children, young people, families and communities that do not usually get involved are encouraged to.</p> |

How will we make this happen and how will we know if it is working?

We will create a separate action plan that we can regularly update and change as we make progress and actions are completed. The action plan will include how we will do things, for example, how we will make sure that the voices of groups, children, young people and families that do not feel listened to will be targeted to make sure we understand what they need from us.

“People don't get involvement – this will help them to understand how and when to involve us.”

The action plan will be organised into six month blocks of work and into seven sections. These sections will be the same as the standards in Hear by Right, which is a tool organisations can use for assessing how well they involve children

and young people. We will have a separate monitoring process for those groups of people who would not usually get involved so that we can make sure that our involvement strategy works for everyone in Norfolk.

We will set-up a group of young people and members of staff who will write the action plan. The group will meet regularly to review our progress and assess how well we are performing against the Hear by Right standards. All Children's Services staff will have a role to play in making sure that this strategy is delivered.

“Hold it at times we can be there... professionals give up a weekend or evening.”

How was the Involvement Strategy produced?

Young people were involved from start to finish, from deciding how the strategy should be developed to writing the document. The team that wrote the strategy also included councillors and members of staff at Norfolk County Council. We visited and wrote to a wide range of groups of children, young people and parents/carers to understand what they wanted to be included in the strategy and how they would like to be involved in the Council's work. Children and young people will continue to be involved in measuring the effectiveness of this strategy.

“Our views are important and we need to be included.”





We have pulled together just three examples of work that has happened and that we think will inspire you to think about how you can involve children young people and families in the work that you do...

The promise

Two years ago we launched the pledge to all children and young people in the care of Norfolk County Council. We had heard from a few young people and foster carers that it was not a document that young people felt able to use and so we surveyed all children and young people in care to find out what they thought of it.

The responses were very poor with almost all who responded saying that it was too vague to be of any use and that even the design made it unattractive. We asked some young people, foster carers, social care managers and County Councillors to form a working group to redesign the pledge to make it something that was useful, attractive and easy to use.

The group met every week for five months and in that time completely rewrote the content, renamed it the promise, as young people told us the word pledge means nothing to them, and included their rights as young people in care. The group developed two written versions one for over 16s and one for under 16s and an animated DVD for under 7s and children and young people with learning disabilities. They also wrote guidelines that said every copy must be delivered by the child/young person's social care worker and it must be explained to them. Feedback so far is good, in the first small survey 86% felt it was now a useful document.

By co-producing something with children young people and foster carers we were able to not only get it right but we were able to design it in a way that made it attractive and accessible.

Children with Disabilities (CWD)

The PIP (promoting inclusive provision) project is a new and exciting way of working with children and young people with disabilities. A group of young people from across Norfolk representing a wide variety of voluntary sector organisations, with a wide range of disabilities, including physical, learning and sensory, have developed a way of reviewing projects and organisations that offer activities and groups for CWD. They visit the organisation or building, meet staff, look at the activities on offer, review the building and then with worker support write a report on their findings. The report includes their recommendations on how things could be improved and also highlights what they think works really well. The report is sent to the organisation and to Norfolk County Council. The group then revisits a few months later to look and see if their recommendations have been acted on.

This project has proved so successful, with great benefits both for the young people involved, in gaining new skills and confidence, and the organisations gaining new understanding on the needs and opinions of people using their services that we plan to expand the work of this group. The group are now training as young commissioners and will be involved in commissioning short breaks for all CWD, they will also be helping to write the disabled children's strategy.



Youth Advisory Boards

Norfolk Youth Advisory Boards and Young Commissioners

Critical to the development of the Youth Advisory Boards has been the involvement of young people, ensuring that their voice is at the heart of decision making.

Teams of Young Commissioners have been established in each YAB area with 187 young people trained to date.



Role and function of Young Commissioners

The role of Young Commissioners is to:

- Assist the YAB in developing its commissioning approach through analysing needs data and setting commissioning priorities.
- Lead on the approval process for awarding contracts for commissioned projects and the monitoring of projects.
- Enable Norfolk County Council to report on the sufficiency of the local youth offer.



Impact of the Young Commissioners

A view from a young person

"Since I have joined YAB I have learnt and developed new skills. I have met many new people. I have gained skills such as group conversation, interviews and in depth discussions. I have become more confident when it comes to talking to people in groups along with voicing my opinion in a confident way."

Becca 17 – Attleborough

A view from an organisation

"Working with the South Norfolk YAB has given SN CCG a vital insight into the priorities young commissioners and young people have in the District, especially those that impact on health and wellbeing. SN CCG's involvement with the YAB has been reflected in its strategic planning – for instance, raising the importance of Mental Health services and information for young people."

**Oliver Cruickshank, Engagement Lead,
South Norfolk Clinical Commissioning Group**

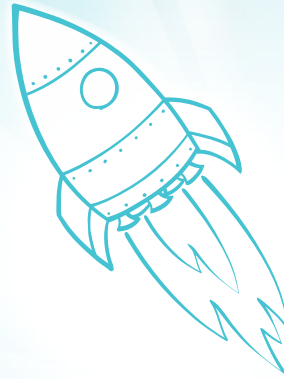
We would like to thank the following people for helping develop this strategy...

Young People's groups from across Norfolk for helping decide on our principles and for their quotes about involvement.

Children's Centres and organisations that supported us talking to parents and families.

The working group

- Barry
- Keiron
- Kayleigh
- Abbie
- Cllr Richard Bearman
- Abigail McGarry
- Ceri Sumner
- Christine Birchall
- Paul Jackson
- Chris Williams
- Tim Eyres
- Andrea Brown
- Robin Konieczny
- Irene Kerry
- And a special thanks you to Miles Fox-Boudewijn who project managed the whole thing
- Children's Services Leadership Team
- Cllr James Joyce
- The Chief Officers Group
- The Children's Services Committee



Work programme for service committees

These are the items that service committees may need to consider or make a decision on.

Children's Services Committee

Issue/Decision	Implications for other service committees?	Requested committee action (if known)	Lead Officer
13 March 2018			
Performance Monitoring 2017-18			Debby McKechnie
Post 16 Education and Training in Norfolk			Sebastian Gasse & Karin Porter
Finance Monitoring 2017-18			Dawn Filtness
Committee Plan 2018/2021			Sara Tough
22 May 2018			
Finance Monitoring Report			Dawn Filtness
Committee Forward Plan and update on decisions taken under delegated authority			Sara Tough
Capital Programme			Sebastian Gasse
Performance Monitoring report			Debby McKechnie
Risk Management Report			Debby McKechnie
10 July 2018			
Finance Monitoring Report			Dawn Filtness
Committee Forward Plan and update on decisions taken under delegated authority			Sara Tough
Performance Monitoring report			Andy Goff
Norfolk Youth Justice Plan			Chris Small
11 September 2018			
Finance Monitoring Report			Dawn Filtness

Work programme for service committees

These are the items that service committees may need to consider or make a decision on.

Issue/Decision	Implications for other service committees?	Requested committee action (if known)	Lead Officer
Committee Forward Plan and update on decisions taken under delegated authority			Sara Tough
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
Performance Monitoring report			Andy Goff
16 October 2018			
Finance Monitoring Report			Dawn Filtness
Committee Forward Plan and update on decisions taken under delegated authority			Sara Tough
Performance Monitoring report			Andy Goff
Budget Planning			Dawn Filtness
13 November 2018			
Finance Monitoring Report			Dawn Filtness
Committee Forward Plan and update on decisions taken under delegated authority			Sara Tough
Performance Monitoring report			Andy Goff
Capital Programme			Seb Gasse
Validated Education Outcomes			John Crowley
Education Standards Report			John Crowley

Work programme for service committees

These are the items that service committees may need to consider or make a decision on.

Issue/Decision	Implications for other service committees?	Requested committee action (if known)	Lead Officer
22 January 2019			
Finance Monitoring Report			Dawn Filtness
Committee Forward Plan and update on decisions taken under delegated authority			Sara Tough
Budget Planning 2023-27			Dawn Filtness
Performance Monitoring report			Andy Goff
Determination of 2020/21 Admissions arrangements			Sebastian Gasse
12 March 2019			
Finance Monitoring Report			Dawn Filtness
Committee Forward Plan and update on decisions taken under delegated authority			Sara Tough
Performance Monitoring report			Andy Goff
Validated Post 16 Education Outcomes			Seb Gasse

Children's Services Committee

Report title:	Performance Monitoring 2017-18
Date of meeting:	13 March 2018
Responsible Chief Officer:	Sara Tough Executive Director Children's Services
Strategic impact Robust performance and risk management is key to ensuring that the organisation works both efficiently and effectively to develop and deliver services that represent good value for money and which meet identified need.	

Executive summary

Performance is reported on an exception basis, meaning that only those vital signs that are performing poorly or where performance is deteriorating are presented to committee. Those that do not meet the exception criteria will be available on the Performance section of the Norfolk County Council web site. The two measures which are currently rated as Red (Child in Need with an up to date plan and LAC Health Assessments) were reported via scorecards to the last Committee.

This report focusses primarily on data as at end of January 2018 and in addition to vital signs performance, this report and its appendices contain other key performance information via the (MI) Report (Appendix 1).

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

Recommendation:

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

1. Introduction

1.1 Performance dashboard

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

NOTES:

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

Monthly	Bigger or Smaller is better	Jan 17	Feb 17	Mar 17	Apr 17	May 17	Jun 17	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Target
{ChS} Percentage of Referrals into Early Help Services who have had a referral to EH in the previous 12 months	Smaller	11.3%	10.1%	13.7%	14.7%	18.4%	16.8%	21.7%	11.3%	11.2%	6.8%	9.4%	10.2%	6.5%	20.0%
		/	/	/	24 / 163	36 / 196	31 / 184	31 / 143	14 / 124	12 / 107	9 / 133	15 / 160	13 / 127	11 / 168	
{ChS} Percentage of Referrals into Section 17 CIN Services who have had a referral to S.17 CIN in the previous 12 months	Smaller	25.6%	25.5%	25.1%	25.0%	24.9%	22.8%	24.0%	24.2%	23.7%	23.7%	23.5%	23.8%	23.9%	<20%
		2068 / 8072	2068 / 8098	2075 / 8257	2024 / 8110	1973 / 7920	1963 / 8039	1976 / 8110	2071 / 8575	2101 / 8881	2156 / 9109	2189 / 9320	2252 / 9482	2233 / 9341	
{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	4.2%	9.8%	7.6%	5.5%	5.7%	16.2%	8.4%	9.8%	8.6%	8.4%	8.3%	8.1%	8.1%	<15%
		/	91 / 871	96 / 906	96 / 906	87 / 912	88 / 896	87 / 893	83 / 848	70 / 810	69 / 821	67 / 809	66 / 814	70 / 859	
{ChS} Child in Need (CIN) with up to date CIN Plan	Bigger	85.7%	86.7%	81.9%	78.3%	82.1%	79.9%	84.0%	80.0%	75.1%	71.5%	64.7%	62.4%	58.9%	100%
		1084 / 1265	1052 / 1213	997 / 1218	950 / 1213	958 / 1167	1057 / 1323	1052 / 1253	890 / 1112	1022 / 1361	999 / 1397	973 / 1505	979 / 1570	909 / 1544	
{ChS} Child Protection (CP) - % children seen	Bigger	89.1%	84.5%	93.3%	90.5%	90.0%	83.6%	70.4%	74.8%	88.8%	90.6%	80.9%	84.7%	82.7%	100%
		423 / 475	392 / 464	458 / 491	466 / 515	441 / 490	427 / 511	368 / 523	448 / 599	443 / 499	454 / 501	411 / 508	427 / 504	440 / 532	
{ChS} LAC with up to date Care Plan	Bigger	98.6%	98.0%	97.3%	97.1%	96.5%	96.6%	96.7%	96.1%	96.8%	97.0%	95.3%	95.6%	94.3%	100%
		1097 / 1113	1083 / 1105	1075 / 1105	1058 / 1090	1051 / 1089	1060 / 1097	1061 / 1097	1065 / 1108	1076 / 1111	1082 / 1115	1078 / 1131	1076 / 1125	1085 / 1151	
{ChS} LAC with up to date Health Assessment (HA)	Bigger	87.8%	89.4%	86.5%	85.4%	80.3%	78.3%	79.4%	79.9%	79.6%	79.1%	78.0%	76.2%	75.1%	100%
		652 / 743	666 / 745	641 / 741	622 / 728	590 / 735	579 / 739	602 / 758	614 / 768	611 / 768	613 / 775	610 / 782	604 / 793	604 / 804	
{ChS} Eligible Care Leavers with up to date Pathway Plan	Bigger	89.9%	84.4%	82.6%	84.1%	85.9%	83.7%	84.5%	83.6%	84.8%	84.9%	83.5%	82.3%	83.1%	
		176 / 207	179 / 212	181 / 219	180 / 214	177 / 206	175 / 209	175 / 207	181 / 215	179 / 211	180 / 212	177 / 212	181 / 220	187 / 225	

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%	5.3%	<15%
		W13	/	/	/	/	/	/	/	/	/	/	/	/	/	
{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%	89.2%	89.4%	88.5%	100%
		W13	/	/	/	/	/	527 / 717	597 / 678	541 / 712	570 / 685	591 / 702	610 / 684	599 / 670	577 / 652	

1.2 Report cards

- 1.2.1 A report card has been produced for each vital sign. It provides a succinct overview of performance and outlines what actions are being taken to maintain or improve performance. The report card follows a standard format that is common to all committees.
- 1.2.2 Each vital sign has a lead officer, who is directly accountable for performance, and a data owner, who is responsible for collating and analysing the data on a monthly basis. The names and positions of these people are clearly specified on the report cards.
- 1.2.3 Vital signs are reported to committee on an exceptions basis. The exception reporting criteria are as follows:
- Performance is off-target (Red RAG rating or variance of 5% or more)
 - Performance has deteriorated for three consecutive months/quarters/years
 - Performance is adversely affecting the council's ability to achieve its budget
 - Performance is adversely affecting one of the council's corporate risks.
- 1.2.4 Vital Signs performance is reported on an exception basis using a report card format, meaning that only those vital signs that are performing poorly or where performance is deteriorating are presented to committee. To enable Members to have oversight of performance across all vital signs, all report cards will be made available to view through Members Insight. To give further transparency to information on performance, for future meetings it is intended to make these available in the public domain through the Council's website.

2. Education

- 2.1 The Education performance reporting for this committee focuses on post 16 outcomes. As there is a more in depth paper on Post 16 this performance analysis is within the Post 16 paper.

3. Early Help

- 3.1 EH MI data for December 2017 and January 2018
- 3.2 From a county wide perspective the data indicates that Family Focus teams are providing a more consistent service to children, young people, families and partners, as there are fewer peaks and troughs in the data set.
- 3.3 The caseload increased slightly in January, to 654 cases, supporting 1502 children and young people. These caseloads are being managed well across the localities. The complexity of family issues and volume of work in Kings Lynn and West Norfolk and Great Yarmouth localities is impacting on the timely allocation of work; we have responded by realigning resource from other teams which have less demand and will monitor the data closely.
- 3.4 The low rate of re-referrals continues, which means that families experience less 'bouncing' between services, and get the right support at the right time to meet their needs, and enable them to move back to the universal pathway.
- 3.5 The number of new Family Focus cases that are step downs from social care remains high, and is approaching 1/3 of cases across the county. In some localities, most notably North and Breckland we have seen a steep increase in step downs coming to the early help teams, which indicates improving relationships between the interface between early help and children's social care teams. The step downs in Norwich were low in January, but this is due

in part to the work undertaken in November and December to ensure families were being supported at the right threshold level.

- 3.6 The South team has seen an increase in cases as a result of the boundary change between the City and South localities. The Head of Services and Partnerships in the South is aware of this increase, and will be monitoring closely over the next few months.
- 3.7 We need a more robust understanding of where the requests for Family Focus support are coming from across the 6 localities, and this data will be provided by teams with the February data set and the MASH, and will provide valuable insights about how Early Help partners understand the service across the County and inform priority areas of work.
- 3.8 The early help service has been looking at workforce development for its staff on a number of levels including the introduction and establishment of a competency framework for all job roles. Current priority areas include providing a more comprehensive induction and support programme for new early help family focus staff, development of the new child and family practitioner apprenticeship and producing and delivering a series of practice workshops on assessment, planning, interventions and learning from service user feedback.
- 3.9 The induction for new staff pack has been refreshed, the practice workshops are being delivered from this week (w/c 19/2/2018) to all EHFF teams and looking at how the new apprenticeships can be introduced to the early help service is being explored over the next three months. It is recognised that as targeted whole family support work is now within level 3 of the Norfolk threshold guide, the skills, knowledge and ability to safely manage risk by practitioners and managers will need to be further developed. Further exploration of internally and externally sourced support for teams is now be actively pursued so the service can continue to provide a good level of service to all the families we are involved with ensuring their needs are met.
- 3.10 Development of key performance indicators for Early Help Family Focus and the Early Help system are being finalised in line with liquid logic timescales, service planning and a refresh of the Norfolk Early Help Partnership Strategy.

4. Social Work (MI Report at Appendix 1)

4.1 Contact and Referrals

- 4.1.1 Contacts increased in January but this was not unexpected as numbers dropped in December in line with the Christmas period. The percentage of those contacts being accepted as referrals fell below 20%, the first month this has happened since July 17. It is noted that the police contacts in particular had a low conversion rate to referral (12%) which will have impacted on the overall figure. The appropriateness and timeliness of contacts from the Police continues to be a key line of enquiry.
- 4.1.2 All source types saw a drop in the percentage of contacts which progressed to referral, the most significant of which were Police (at 12% the lowest in the 12 month period) and Education Services (at 29%, the lowest this academic year). The concerns regarding police contacts, their timeliness, appropriateness and low conversion rate is an ongoing focus of data analysis and discussion between MASH partner agencies. What is positive is that the Early Help team in MASH is having an increasing impact taking cases from the Social Care MASH function to process and where appropriate refer to NEHFF locality teams or to Locality EH Process Managers who can support agencies in running their own FSPs. It is envisaged that as agencies become more confident in their judgement about safeguarding and the EH services available they will refer less cases which do not met social care threshold.

4.1.3 Referrals to our social care teams have dropped to the lowest level since April 17 which will hopefully reduce some of the pressures, especially on the Assessment teams. However, the re-referral rate across the county is a concern, particularly in Breckland & Norwich. Breckland has risen from 17.4% in December to 35% in January. The Heads of Social Work have been asked to investigate this on a case level basis, including considering the hypothesis that this rise is a result of decision making during the period of increased referral rates in Sept-Nov 17 and thus the re-referred cases include those where the Assessment Team had previously made a decision to not do an assessment. The Norwich referral rate has been over 30% since October 17 and does raise concern about decision making and functioning within the Assessment teams in the locality. The new HoSW in Norwich will look at the cases that were re-referred, interrogate why the numbers are so high and plan what action needs to be taken. Whilst not as high, North, West and Yarmouth all have re-referral rates over 25% and for West and for North this is a continuation of a number of months of increase, the reasons for which need to be considered by the HoSW and managers. Although South's re-referral rate has risen to 17%, this is still significantly lower than all other areas and we know the rise is due to recent boundary changes whereby cases that would previously have been re-referred to Norwich are now sitting in South.

4.2 Assessments

4.2.1 The percentage of assessments authorised within 45 working days continues to be too low at 66.2% and is significantly lower than the Eastern Region average of 84%. The fact that there were already 190 assessments open over 45 days at the end of the month indicates we will not see an improvement in February's data. Whilst still low, Breckland and North improved their performance from last month, and Yarmouth have sustained performance at circa 68%. West continue to perform well with 80.8% authorised in timescales and at 75% South had their best performance in the past 12 months. Norwich is the most concerning locality with only 50% of assessments authorised in 45 working days and 49 assessments open over 45 days at the end of the month. The new HoSW in Norwich is looking into the reasons for this and we will report to next committee on the results.

4.2.2 It is positive that more assessments were completed with an outcome of ongoing involvement in January compared to December, although the rate is still not as high as that seen in the summer months. Step down to FSP/TS from assessment has also increased meaning that assessments closing with information and advice, whilst still high, is the lowest percentage since August 17. However, the Eastern Region average for assessments closing with no further action to social care in Q3 was 32.2% compared to Norfolk's figure of 65.3%. This indicates there are still issues regarding thresholds to be considered across the system. Performance across the county varies. North & West saw less outcomes of ongoing involvement but West continues to have higher percentages than most localities (41.8%) whilst North had more step down to FSP/TS so actually saw a reduction of assessments that closed with info & advice. Breckland have also increased the percentage of assessments with ongoing involvement to 41% from 29%. Norwich increased from a very low 14% in Dec to 36.3% assessments in January resulting in ongoing involvement, however over 50% of their assessments still had outcomes of closed with info and advice. We have been examining assessments which result in NFA through our work with the MASH and can see that decision to go to assessments are made too quickly sometimes due to the pressure of work within the MASH. Our work in this area, which will be starting imminently, will begin to show real improvements by July 2018.

4.3 Child Protection (CP)

4.3.1 The new section 47 investigation forms are now embedded in practice and have been used to collate January's data. There were less section 47 investigations but more ICPCs seen in January compared to the previous 3 months which could indicate that this clearer process of recording section 47 investigations, alongside strategy discussions being held within localities

rather than MASH has led to better assessment of risk. However, given this is very early days of the system, this hypothesis will need to be tested over the coming months. There has also been some concern that strategy discussions have not been held when recommended at the point of referral. Some data analysis and dip sampling of cases will be undertaken to explore this further.

4.3.2 The number of children subject to CP plans rose significantly between December and January and for the first time in the past 12 months is over 600. This reflected a significant rise in Norwich which is being investigated by the Head of Social Work.

4.3.3 The rise in the number of ICPCs is in the main attributable to the 53 held in Norwich, the highest number in the past 12 months (previous high in Norwich being 36 in March 17). However all localities except North saw some rise in ICPCs. Whilst the data shows that 29.3% of ICPCS were not held in timescales, we know that historically this figure can be affected by the relevant forms not being duplicated on all children's records when there is a sibling group. More routine data checking and cleansing will commence to ensure that figures reported are more likely to reflect ICPCs that didn't happen in timescales as opposed to recording errors.

4.3.4 82.7% of children on CP plans were seen in 20 working days. This is a decrease on the previous high point (March 17) which was 93%. However South (89%) and Yarmouth (92.7%) have performed well. In the other localities HoSW and Team Managers are currently ascertaining whether this is down to recording not being completed in a timely manner rather than children not being seen.

4.4 Looked After Children

4.4.1 The number of children in our care has again increased with 50 more children starting to be looked after in January (a total of 147 in the past 3 months). Whilst the LAC rate per 10k under 18s is significantly higher than the Eastern Region average of 49.8 it is only marginally higher than the 2017 national average of 62.0. Notwithstanding this we continue to explore the reason for our increasing LAC numbers, acknowledging that for the most part when children do come into our care it is the right decision. Therefore focus needs to be on how we support families earlier to prevent children becoming accommodated and how we secure permanence options outside of the care system when that is the right decision for children, regardless of their age. Work to do this includes locality manager audits of recent LAC starts, a review of the commissioned Edge of Care Service and planned quarterly analysis of LAC and CP data/cases, alongside work streams within the Transformation Project and the reintroduction of the weekly LAC tracker.

4.4.2 Whilst LAC with an up to date care plan remains high at 94.3% county-wide, this has fallen from 98.6% seen in January 2017. This could in part be due to the move of Court Work cases from FIT to LAC teams which will have impacted on practitioners' time, especially given for many Court Work is a new experience that they needed training and extra guidance on. We see that in Norwich, which traditionally has a high proportion of court work, performance regarding up to date Care Plans has fallen since September and for the first time is below 90% (89.7%). With regards to Care Leavers with a pathway plan, no improvement has been made from the low of 85% last month. This is mainly due to a drop in performance in South locality to 68.6%. It is not immediately clear why performance has fallen and therefore the HoSW has been asked to investigate this and detail a plan to address the situation. More positively North, which had been challenged due to significant staffing issues in the Leaving Care team, saw their figures rise from 69.3% in December to 83.8%. Despite staff numbers still being low, a new interim manager and Senior SW in the team appear to have had a positive impact.

- 4.4.3 Unfortunately we have not been able to sustain the decrease in residential placements seen between May and October 2017, and in fact have more children in residential now than we did at the same time last year. This is linked to the increasing number of children who have come into our care in the past 3 months and continuing concerns about the sufficiency of in-house foster carers. Work is being undertaken to address this through the Transformation Programme and will include increased recruitment capacity, a new approach to marketing as well as the use of foster care recruitment champions.
- 4.4.4 The performance and recording of LAC reviews continues to improve. Unfortunately LAC seen in timescales figures are over 10% lower than they were this time last year. Performance in all localities is a concern except for Yarmouth which saw 94.3% of children in timescales. As with LAC plans in timescales, it is likely that the impact of having to take on Court Work has impacted on teams' ability to meet timescales either because of staff leaving due to not wanting to take on legal proceedings, or the impact of the time it takes to learn new skills. For some teams staffing issues have had a particular impact on the capacity to see children in a timely way. This was seen in the North where the Cromer LAC team for some time only had two social workers and a team manager. The issues of attracting permanent and agency social work staff to Cromer has been raised with CSLT. All HoSW and managers need to identify which children have been seen but visits not recorded and those children whose visit is overdue in order to plan and prioritise with workers.
- 4.4.5 Q3 data shows us that Norfolk has 55.4% of IHAs completed in 20 working days of a child becoming looked after, which is 13% above the regional average.. There had been recent concerns that achieving even better performance in this area was being hampered by social work teams not submitting the request in the required 5 working days timescale. Recent communications have therefore been sent to all frontline workers reminding them of processes and expectations and already we have seen some improvement. By ensuring we are following our own procedures regarding timeliness we will be able to get a better sense of where the difficulties may be within health capacity to provide health assessments in timescales. To this end the QA Hub now regularly log and analyse data regarding the reasons for any delay and share this, along with intelligence gained about capacity through regular liaison with health colleagues, with CSLT. For example, we know that some recent delays for one health provider have been caused by a lack of business continuity in the processing of requests when the regular member of staff was on leave. This is also a recommendation from our recent inspection and one that will ensure interest and external scrutiny.

4.5 Care Leavers

- 4.5.1 Our EET figures have fallen slightly, although are still higher than at the start of 2017. North and Norwich have both seen decreases over past 3 months which are likely linked to staffing issues whereby remaining staff may not have had the capacity to actively engage young people who are NEET in exploring different options. Figures have also fallen in West (to 47%), the reasons for which are not yet clearly understood and need to be explored by the HoSW and team manager. Yarmouth have also had a small dip but at 75% this is still the highest percentage of Care Leavers who are EET in the county.

4.6 Adoption

- 4.6.1 Our adoption figures remain good and we are proud of the service which was judged Outstanding by the recent Ofsted inspection (Nov 17). Q3 data shows us that 18.3% of children leaving care were adopted, this is much higher than the 2017 national average of 14.8% and Eastern Region Q3 average of 13%. The slight increase in average days between a child becoming LAC and having an adoption placement can be seen as a positive as it will indicate that children with more complex needs who have been waiting a long time in care have now been placed with adopters. The service continues to strive for good practice and actions to achieve this were this discussed at the recent Performance & Challenge surgeries. These includes a rolling training programme with the Practice Lead in the PSW team for frontline staff to improve the quality of Child Permanence Reports (CPRs) and ensure

knowledge of adoption procedures, offering induction to NQSWs on the NIPE scheme and looking at ways to increase applications from potential adopters.

4.7 Caseloads

4.7.1 Whilst the maximum caseload has fallen in Assessment teams, we know that 17 SWs across all the frontline teams had allocations of 30 or more children. The majority were in assessment teams, however this also included 4 FIT SWs in Yarmouth and West. More capacity is being created in Yarmouth through the creation of a new Family Intervention Team, and in acknowledgement to the increase in work in South, following boundary changes, a new FIT and Assessment team have been approved. From this month we are monitoring changes in social worker for children and young people as we know that this lack of stability can be detrimental to effective & timely planning. Some changes in social worker are right for the child (transferring from assessment to longer term intervention), however we are concerned that too many children are being subject to changes outside of transfer processes. In January 8% of all children allocated to a frontline team experienced a change of worker but not change of team. 123 children allocated to Yarmouth teams had a change of social worker but did not transfer to a new team. This is 13% of the children active to the locality. We know that there have been a number of staffing changes that have led to this, and with new workers in place disruption should lessen, however this data will help us understand & act on staff capacity and stability and the impact this has on children.

* 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 2)

6.1 Appendix 2 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.

Norfolk County Council

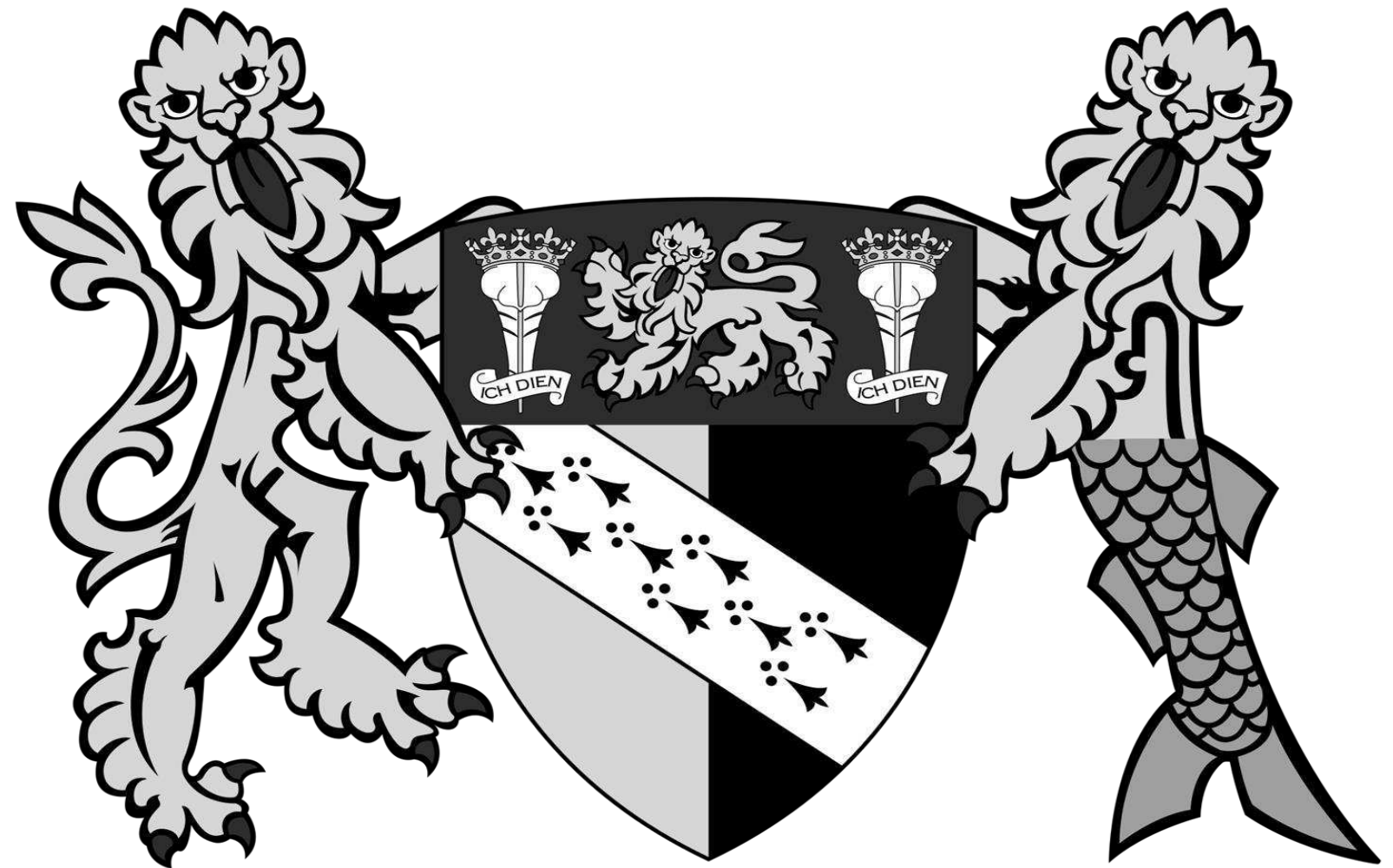
Children's Services

Monthly Performance & Management Information

County Report

January 2018

All data sourced from CareFirst.
Accurate as of the morning of 8 February 2018



Produced by the Intelligence & Analytics Service (I&A) [Managing Director's Department]
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Monthly Performance & Management Information County Report

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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					
					Oct-17	Nov-17	Dec-17	Jan-18	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	223	285	177	209			▲																
	1.1a	Number of new cases opened to team over the last month	High	Count	133	160	127	168			▲																
	1.2	No of cases closed to EHFF	High	Count	256	205	177	137			▼																
	1.3	No of cases active to EHFF	High	Count	596	615	604	654			▲																
	1.4	No of children being supported within EHFF cases	High	Count	1431	1490	1411	1502			▲																
	1.5	No of social work cases supported by EHFF with targeted support	High	Count	34	33	38	29			▼																
	1.6	% of Requests for Support to EHFF that resulted in allocation to EHFF ❶	High	Percentage	59.6%	56.1%	71.8%	80.4%			▲																
	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	6.8%	9.4%	10.2%	6.5%			▲																
1.9	% of new EHFF cases that have stepped down from social care	High	Percentage	21.1%	29.4%	24.4%	28.6%			▲																	
Contact & Referrals	2.1	Contacts - No. (in-month)	Info	Count	3594	4205	2879	3399	33,863		.										28,208						
	2.2	Referrals - No. (in-month)	Info	Count	982	954	728	635	7,822		.										6,738						
	2.3	% Contacts Accepted as Referrals (in-month)	High	Percentage	27.3%	22.7%	25.3%	18.7%	23.1%	25%	▼	■	■	■	★	■	■	■	■	■	15%	25%	23.9%				
	2.4	Referrals - Rate per 10k Under-18s (Annualised)	Low	Rate	696.1	676.2	516.0	450.1	2,400		▲										1,999						375.4
	2.5	Referrals with outcome of Social Work Assessment	High	Count	704	689	530	456	5,773		▼																
	2.7	Re-referrals - % (in-month)	Low	Percentage	25.5%	24.0%	24.2%	26.1%	24.2%		▼									30%	20%	25.7%					
	2.8	% re-referral rate in the last 12 months (rolling year)	Low	Percentage	23.7%	23.5%	23.8%	23.9%			▼																21.0%
	2.9	Number of repeat contacts	Low	Rolling count	938	1169	1138	1183			▼																
	2.10	% of repeat contacts	Low	Percentage	17.0%	18.4%	18.7%	19.2%			▼																
	Assessments	3.1	Assessments authorised - No.	Info	Count	766	818	775	777	7,024		.															
3.2		Rate of assessments per 10,000 population aged under 18 - rolling 12 month performance	Low	Rolling rate	477.0	483.5	491.6	500.9			▼																387.8
3.3		Assessments auth in 45 WD - %	High	Percentage	69.1%	67.1%	60.1%	66.2%	68.4%		▲									70%	80%						83.9%
3.4		Open assessments already past 45 working days	Low	Count	62	127	157	190			▼																
3.5		Ongoing involvement	High	Count	244	263	209	270	2,435		▲																
3.5p		% of completed assessments ending in - Ongoing Involvement	High	Percentage	31.9%	32.2%	27.0%	34.7%	34.7%	60%	▲	★	★	★	★	★	★	★	★	★	50%	60%					
3.6		Close with info and advice	Low	Count	417	403	429	358	3,432		▲																
3.7		Step down to FSP/TS	Low	Count	105	151	137	149	1,155		▼																
S47s	4.3	Number of S47's per 10,000 population aged 0-17 - rolling 12 month performance	Low	Rolling rate	138.2	139.6	123.3	102.1			▲																93.9
	4.4	Number of S47 investigations Completed	Info	Count	195	197	174	144	1,788		.																
	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	44.1%	35.0%	32.8%	32.6%	36.2%		▼																
	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	9.7%	15.2%	6.9%	18.1%	12.4%		▲																
	4.7	% of S47's with an outcome - Concerns not substantiated	Low	Percentage	46.2%	49.7%	60.3%	49.3%	51.3%		▲																44.8%
CIN	5.1	Section 17 CIN Nos.	Low	Count	2139	2182	2207	2103			▲																
	5.2	Number of CIN (inc. CPP as per DfE definition)	Low	Count	2682	2727	2757	2710			▲																
	5.3	Section 17 CIN Rate per 10K Under-18s	Low	Rate	126.3	128.9	130.4	124.2			▲																137
	5.4	% CIN not in Assessment Teams with up-to-date CIN Plan	High	Percentage	89.5%	88.5%	84.4%	81.4%			▼																
	5.5	S17 CIN with an up to date CIN plan - % ❷	High	Percentage	71.5%	64.7%	62.4%	58.9%		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				
					Oct-17	Nov-17	Dec-17	Jan-18	YTD	Target		County	County	Breckland	North	Norwich	South	West	Yarmouth	Red		Green	Stat neigh avg	Best stat neigh	Nat. avg	Nat. top quartile
Child Protection	6.1	No. Children Subject to CP Plans	Low	Count	543	545	550	607			↓															
	6.2a	Initial CP conferences (no. children) - rolling 12 month performance	Low	Rolling 12	1017	1026	1046	1103			↓															
	6.2b	Initial CP conferences per 10,000 population - rolling 12 month performance	Low	Rolling rate	60.1	60.6	61.8	65.2			↓															44.7
	6.3	Number of children subject to an ICPC	Info	Count	92	97	84	140	896		.															
	6.4	% of ICPCs held within 15 days of strategy discussion	High	Percentage	72.8%	70.1%	86.9%	70.7%	80.5%		↓									80%	90%					69.8%
	6.5	Children Subject to CP Plans - Rate per 10K Under-18s	Low	Rate	32.1	32.2	32.5	35.9		35.0	↓	★	★	★	★	★	★	★	★	30	35					30.6
	6.6	Number of children becoming subject to a CP plan per 10,000 population	Low	Rate	4.4	3.8	4.0	6.9			↓															
	6.7	Number of discontinuations of a CP plan per 10,000 population	High	Rate	3.8	4.2	3.4	3.5			↑															
	6.8	% children whose child protection plan started who had previously been subject to a CP Plan within the last 2 years - rolling 12 months	Low	Rolling 12	8.4%	8.3%	8.1%	8.1%			↓															
	6.9a	No. of children becoming the subject of a CP plan for a second or subsequent time, ever	Low	Count	18	14	11	19	146		↓															
	6.9b	% of children becoming the subject of a CP plan for a second or subsequent time - ever - rolling 12 months	Low	Percentage	22.4%	23.6%	22.6%	22.4%			↑															10.6%
	6.10a	No. children subject to child protection plan for > 18 months	Low	Count	14	15	12	29			↓															
	6.10n	No. children subject to child protection plan for > 2 years	Low	Count	6	5	2	6			↓															
	6.10b	% children subject to child protection plan for > 2 years	Low	Percentage	1.1%	0.9%	0.4%	1.0%		3% or less	↓	★	★	★	★	★	★	★	★	10%	3%					1.9%
	6.11a	No. children whose child protection plan ceased this month	High	Count	64	71	58	59	660		↑										662					
6.11b	% of CP plans ceased within period that had lasted 2 years or more	High	Percentage	0.0%	0.0%	6.9%	0.0%	1.8%		↓															3.1%	
6.12	% RCPCs held in timescale in month	High	Percentage	95.8%	95.7%	95.9%	86.6%	93.1%		↓									85%	95%						
6.14	% children on child protection plans seen within timescales**	High	Percentage	67.5%	58.1%	70.2%	60.7%	67.2%		↓									80%	90%					77.5%	
6.15	% children on child protection plans seen within 20 working day timescales	High	Percentage	90.6%	80.9%	84.7%	82.7%	84.1%		↓																
LAC	7.1	No. Looked-After Children	Low	Count	1115	1131	1125	1151			↓															
	7.2	LAC - Rate per 10K Under-18s	Low	Rate	65.9	66.8	66.5	68.0			↓									65	55					49.9
	7.3	Admissions of Looked After Children	Low	Count	41	59	38	50	408		↓															
	7.4	Number of children who have ceased to be Looked After Children	High	Count	33	35	37	23	309		↓															
	7.5	Percentage of LAC who have ceased to be looked after due to permanence (Special Guardianship Order. Residence Order, Adoption) ③	High	Percentage	51.5%	40.0%	37.8%	26.1%	39.5%		↓															
	7.6	LAC in residential placements	Low	Count	117	133	132	135			↓															
	7.6a	% LAC in residential placements	Low	Percentage	10.5%	11.8%	11.7%	11.7%			↑															
	7.7	% LAC cases reviewed within timescales	High	Percentage	91.0%	93.8%	93.7%	94.6%			↑															
	7.8	Percentage of children adopted ③	High	Percentage	21.2%	25.7%	10.8%	17.4%	20.4%		↑															14.9%
	7.9n	# LAC having a health assessment within 20 days of becoming LAC	Info	Count	24	15	21	5	167		.															
	7.9	% LAC becoming looked after for 20 working days and having a health assessment in that time	High	Percentage	60.0%	40.5%	42.0%	12.5%	48.0%		↓															44.2%
	7.10	LAC with up-to-date Health Assessment - No.	High	Count	613	610	604	604			→															
	7.11	LAC with up to date dental check - No.	High	Count	618	613	612	612			→															
	7.13	LAC with up-to-date PEP - %	High	Percentage	89.3%	89.7%	88.5%	88.5%			→									80%	90%					
	7.14	LAC with up-to-date Care Plan - %	High	Percentage	97.0%	95.3%	95.6%	94.3%		100%	↓	★	★	★	★	★	★	★	★	80%	90%					
7.15	% LAC seen within timescales	High	Percentage	91.9%	90.1%	87.0%	83.9%			↓									80%	90%						
7.17	LAC Reviews in month - Child Attended - %	High	Percentage	73.4%	68.2%	66.5%	60.7%	65.2%		↓																
7.18	LAC Reviews in month - Child Participated - %	High	Percentage	97.0%	96.1%	95.7%	94.4%	93.9%		↓																
Care Leavers	8.1	Number of care leavers	High	Count	436	446	451	458			↑															
	8.2	% Relevant / Former Relevant Care Leavers with a Pathway Plan	High	Percentage	87.4%	89.2%	85.4%	85.8%			↑															
	8.3	RCL & FRCL in Suitable Accommodation - %	High	Percentage	91.5%	93.9%	93.1%	91.9%		95%	↓	★	★	★	★	★	★	★	★	80%	95%					
	8.4	RCL & FRCL EET - %	High	Percentage	62.8%	62.6%	61.2%	59.2%		70%	↓	★	★	★	★	★	★	★	★	60%	70%					59.7%
Placement	9.1	% of long term LAC in placements which have been stable for at least 2 years	High	Percentage	71.2%	71.5%	78.9%	78.5%			↓															
	9.2	LAC with 3 or more placements in any one year - %	Low	Percentage	10.7%	10.8%	10.7%	10.7%			↓									20%	11%					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				
					Oct-17	Nov-17	Dec-17	Jan-18	YTD	Target		County	County	Breckland	North	Norwich	South	West	Yarmouth	Red		Green	Stat neigh avg	Best stat neigh	Nat. avg	Nat. top quartile
Adoptions	10.1a	Number of adoptions completed wilhin 12 months of SHOBPA	Info	Count	32	36	38	39			.															
	10.1b	% of adoptions completed wilhin 12 months of SHOBPA	High	Percentage	39%	43%	44%	45%			↑															
	10.2	Average number of days between a child becoming Looked After and having an adoption placement (A1) (Rolling12months)	Low	Average	317	318	320	330			↓															386
	10.3	Average number of days between a placement order and being matched with an adoptive family (A2) (Rolling 12 months)	Low	Average	156	161	162	158			↑															179
Caseload	11.1	Maximum caseload of qualified social workers in key safeguarding teams	Low	Maximum	43	51	52	43			↑															
	11.2	Maximum caseload of qualified social workers in LAC Teams	Low	Maximum	23	25	27	28			↓															
	11.2a	Average number of cases per qualified social worker in LAC Teams	Low	Average	12	12	13	13			↑															
	11.3	Maximum caseload of qualified social worker in Assessment Teams	Low	Maximum	43	51	52	43			↑															
	11.3a	Average number of cases per qualified social worker in Assessment Teams	Low	Average	20	23	20	17			↑															
	11.4	Maximum caseload of qualified social workers in FIT Teams	Low	Maximum	26	29	37	32			↑															
	11.4a	Average number of cases per qualified social worker in FIT Teams	Low	Average	15	15	16	15			↑															
	11.5	Maximum caseload of qualified social worker in CWD Teams	Low	Maximum	25	26	24	25			↓															
11.5a	Average number of cases per qualified social worker in CWD Teams	Low	Average	17	15	14	17			↓																
Change s	C1	Number of children with a change of social worker & change of team	Low	Count		172	185	178			↑															
	C1a	% of children with a change of social worker & change of team	Low	Percentage		3%	4%	4%			→															
	C2	Number of children with a change of social worker / no change of team	Low	Count		298	187	371			↓															
	C2a	% of children with a change of social worker / no change of team	Low	Percentage		6%	4%	8%			↓															
Foster Carers	12.1a	Task Centred Carer Household Approved (Rolling 12 months)	High	Count	17	17	16	18			↑															
	12.1b	Kinship Carer Household Approved (Rolling 12 months)	High	Count	84	76	68	67			↓															
	12.1c	Short Breaks / Other Carer Household Approved (Rolling 12 months)	High	Count	9	7	7	7			→															
		Total Carer Household Approved (Rolling 12 months)	High	Count	110	100	91	92			↑															
	12.2a	Task Centred Carer Household Ceased (Rolling 12 months)	Low	Count	38	36	41	38			↑															
	12.2b	Kinship Carer Household Ceased (Rolling 12 months)	Low	Count	64	66	66	58			↑															
		Short Breaks / Other Carer Household Ceased (Rolling 12 months)	Low	Count	21	25	25	25			→															
	12.2c	Total Carer Household Ceased (Rolling 12 months)	Low	Count	123	127	132	121			↑															

- Notes:
- ❶

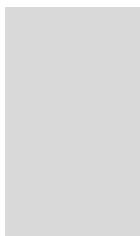
Requests for Support and allocations are counted for the calendar month, but some of the allocated cases may be as a result of a Request for Support received at the end the previous month, as we have 5 days to allocate cases in Early Help. This may result in more cases being allocated than there are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

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

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.

**Norfolk County Council
Children's Services**

Monthly Performance & Management Information County Report



Definition

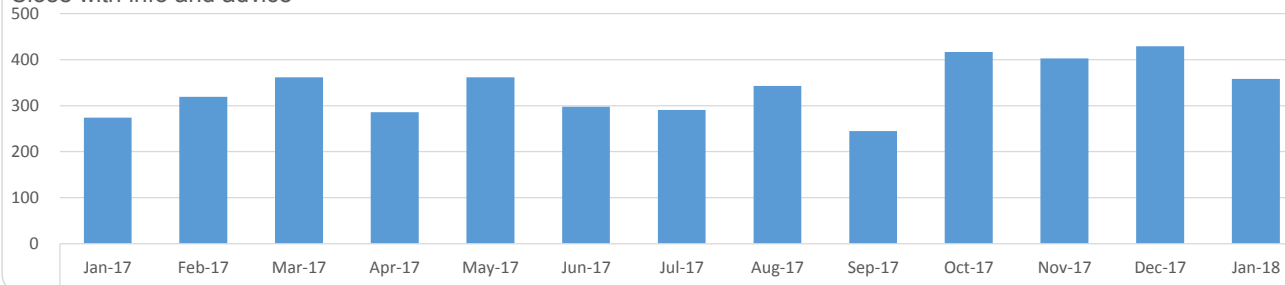
Every assessment should be focused on outcomes, deciding which services and support to provide to deliver improved welfare for the child and reflect the child's best interest. The data below shows a breakdown of the options for outcomes from Social Work Assessments in Norfolk.

Performance analysis

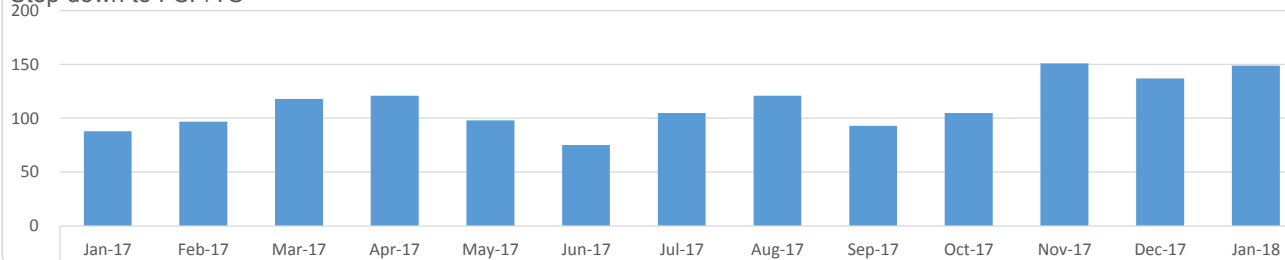
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		3.6		3.7		3.5	
		Close with info and advice		Step down to FSP/TS		Ongoing involvement	
		Low		Low		High	
In-month performance	Good perf. is:						
	Jan-17	274	44.2%	88	14.2%	258	41.6%
	Feb-17	319	48.5%	97	14.7%	242	36.8%
	Mar-17	362	45.4%	118	14.8%	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%
	Dec-17	429	55.4%	137	17.7%	209	27.0%
	Jan-18	358	46.1%	149	19.2%	270	34.7%

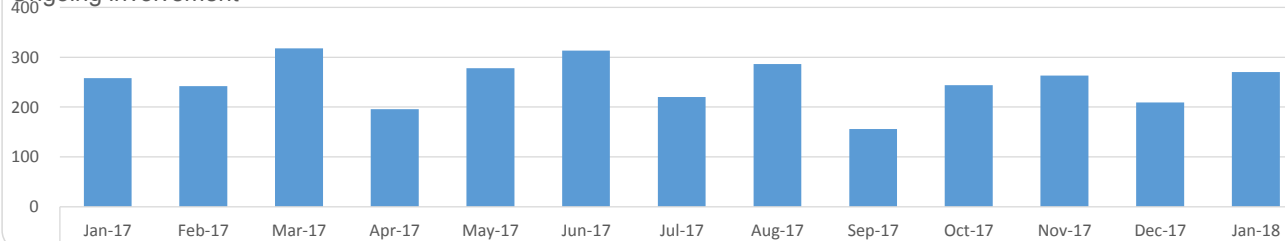
Close with info and advice



Step down to FSP/TS



Ongoing involvement



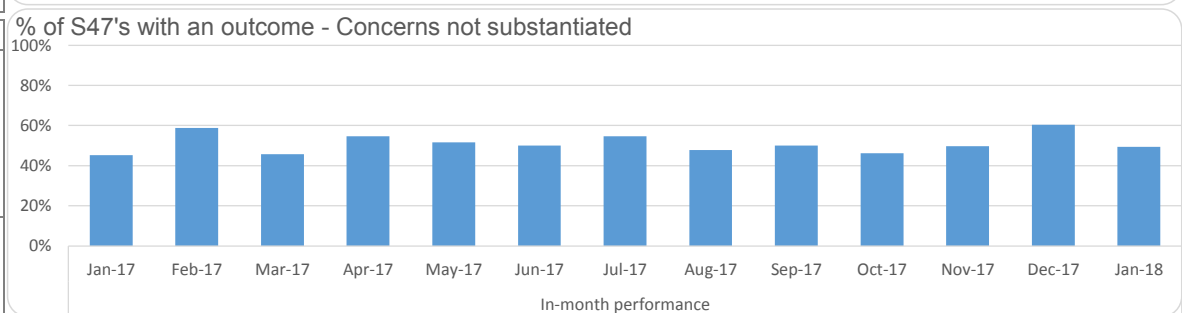
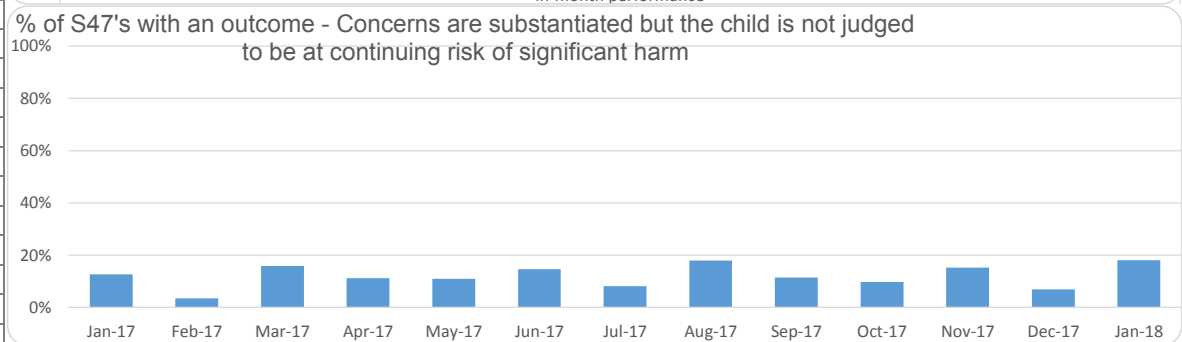
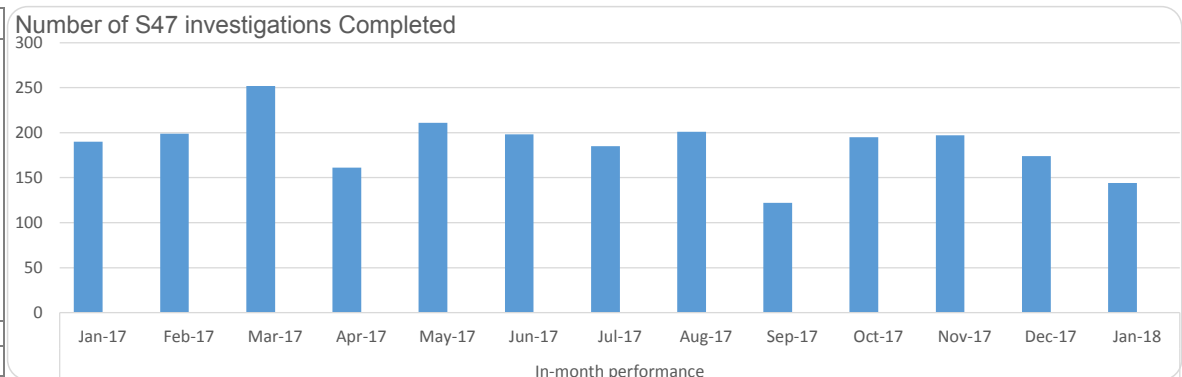
Section 47 Investigations

(County - January 2018)

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.
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Performance analysis	
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		4.3	4.4	4.5n	4.5	4.6n	4.6	4.7n	4.7
		Number of S47's per 10,000 population aged 0-17 - rolling 12 month performance	Number of S47 investigations Completed	% of S47's with an outcome - Concerns are substantiated and child is judged to be at continuing risk of significant harm		% of S47's with an outcome - Concerns are substantiated but the child is not judged to be at continuing risk of significant harm		% of S47's with an outcome - Concerns not substantiated	
Good perf. is:		Low	Info	High		High		Low	
In-month performance	Jan-17	134.7	190	80	42.1%	24	12.6%	86	45.3%
	Feb-17	141.1	199	75	37.7%	7	3.5%	117	58.8%
	Mar-17	178.6	252	97	38.5%	40	15.9%	115	45.6%
	Apr-17	114.1	161	55	34.2%	18	11.2%	88	54.7%
	May-17	149.6	211	79	37.4%	23	10.9%	109	51.7%
	Jun-17	140.3	198	70	35.4%	29	14.6%	99	50.0%
	Jul-17	131.1	185	69	37.3%	15	8.1%	101	54.6%
	Aug-17	142.5	201	69	34.3%	36	17.9%	96	47.8%
	Sep-17	86.5	122	47	38.5%	14	11.5%	61	50.0%
	Oct-17	138.2	195	86	44.1%	19	9.7%	90	46.2%
	Nov-17	139.6	197	69	35.0%	30	15.2%	98	49.7%
	Dec-17	123.3	174	57	32.8%	12	6.9%	105	60.3%
Jan-18	102.1	144	47	32.6%	26	18.1%	71	49.3%	
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		102.1						93.9	
% of S47's with an outcome - Concerns not substantiated								44.8%	

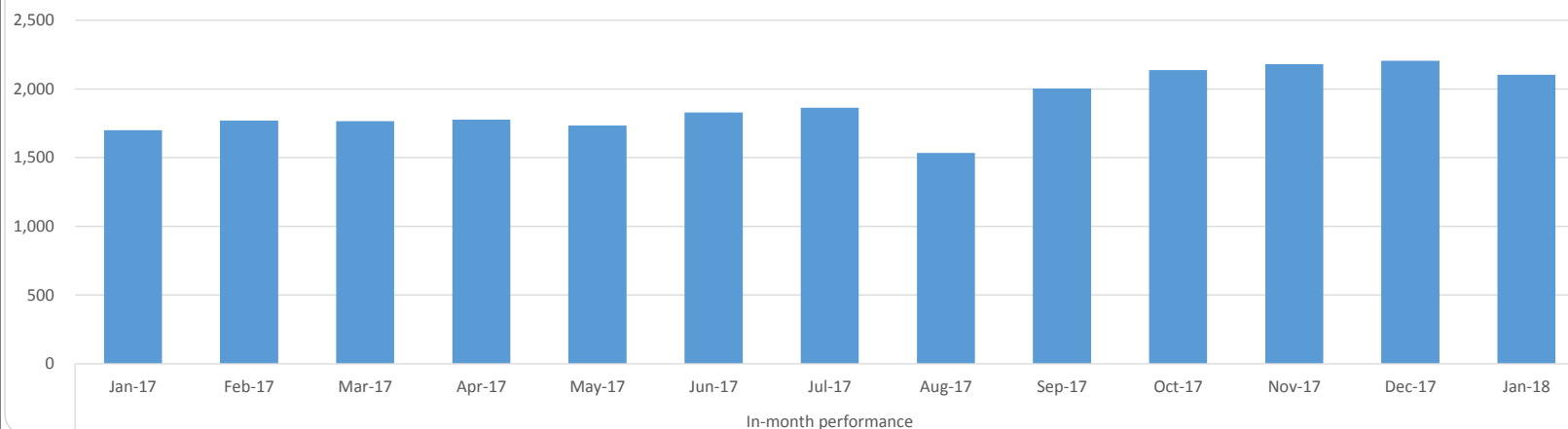


Definition If a child is found to be disabled or the assessment finds that their health and development is likely to suffer without local authority intervention, the child will be classed as 'in need' as defined by Section 17 of the Children Act 1989. This means that the Local Authority will then be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

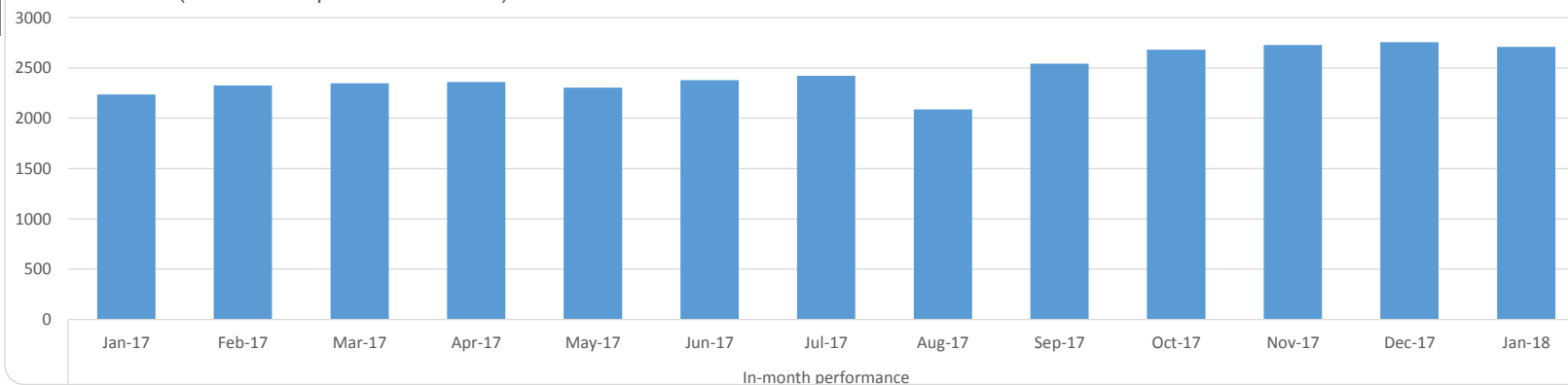
Performance analysis

	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		
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
Dec-17	2,207	2,757
Jan-18	2,103	2,710

Section 17 CIN Nos.



Number of CIN (inc. CPP as per DfE definition)

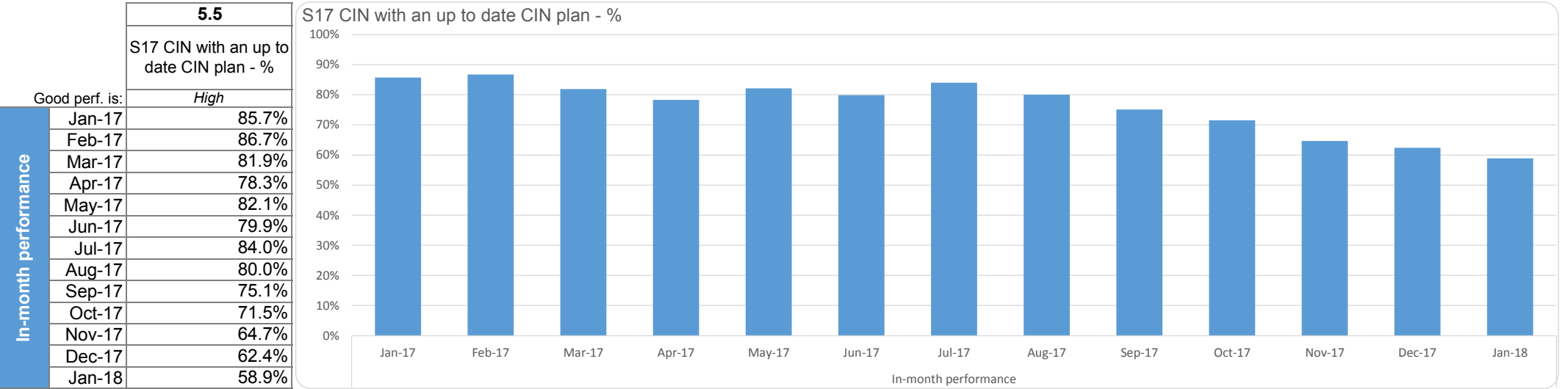


Definition

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

0



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

0

6.1

6.5

No. Children Subject to CP Plans

Children Subject to CP Plans - Rate per 10K Under-18s

Good perf. is:

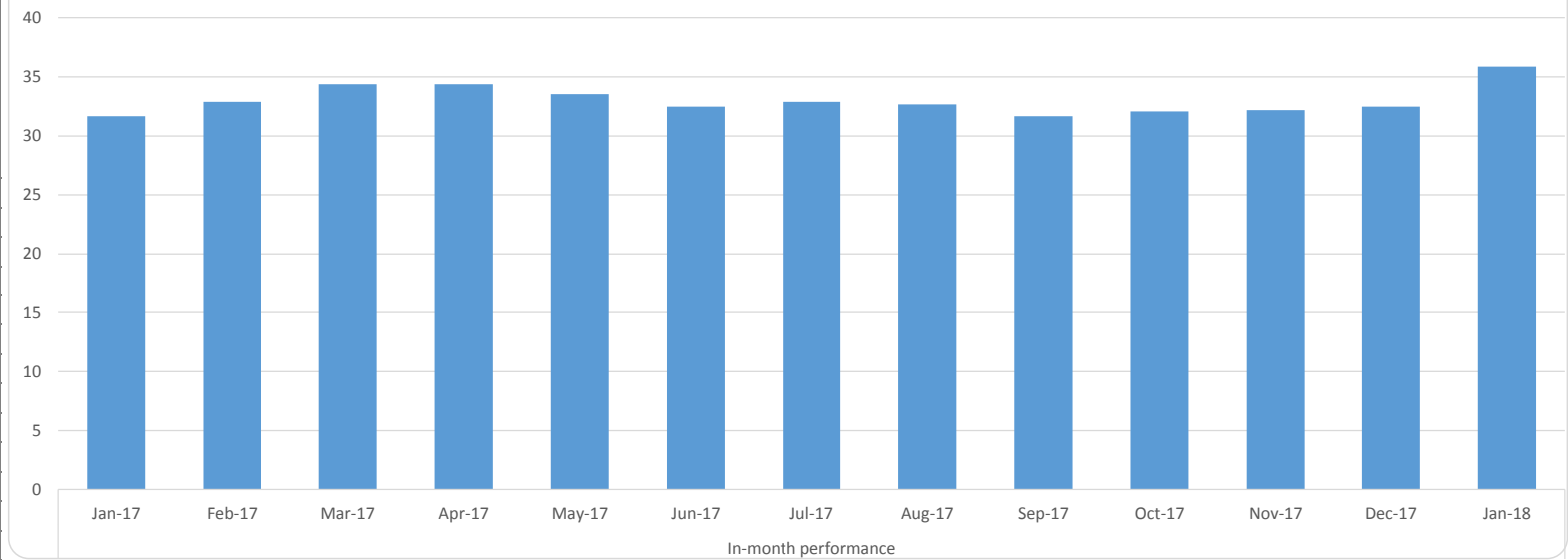
Low

Low

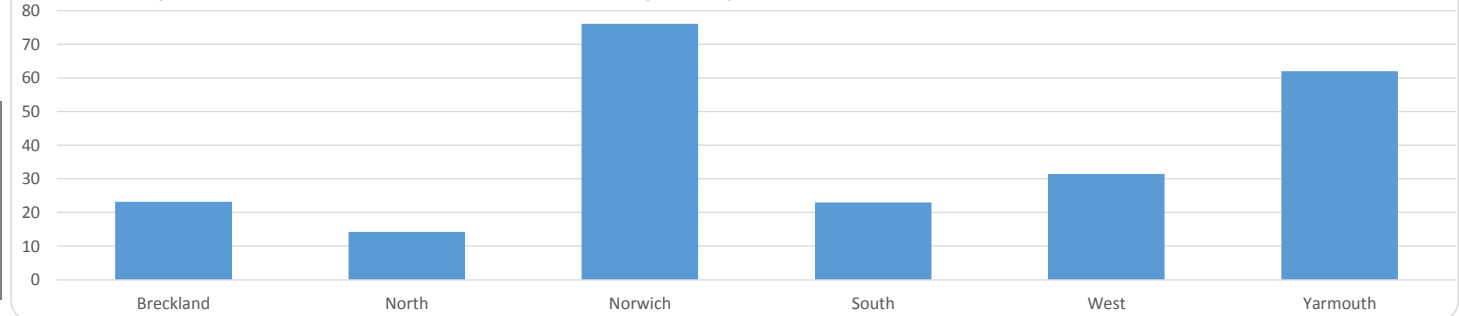
In-month performance

Jan-17	536	31.7
Feb-17	557	32.9
Mar-17	582	34.4
Apr-17	582	34.4
May-17	568	33.6
Jun-17	550	32.5
Jul-17	557	32.9
Aug-17	553	32.7
Sep-17	536	31.7
Oct-17	543	32.1
Nov-17	545	32.2
Dec-17	550	32.5
Jan-18	607	35.9

Children Subject to CP Plans - Rate per 10K Under-18s



Children Subject to CP Plans - Rate per 10K Under-18s, by locality



Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Children Subject to CP Plans - Rate per 10K Under-18s	35.9				30.6

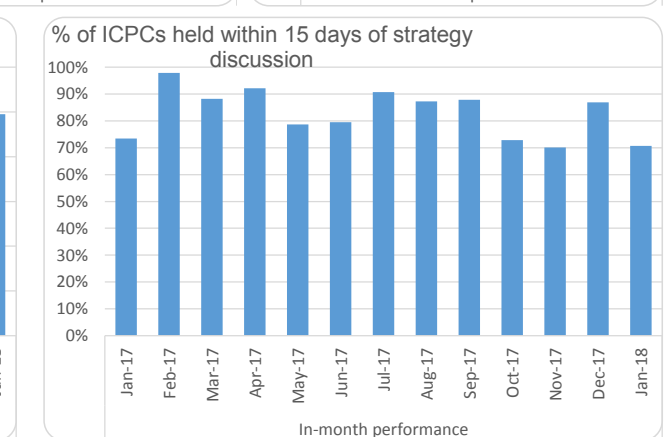
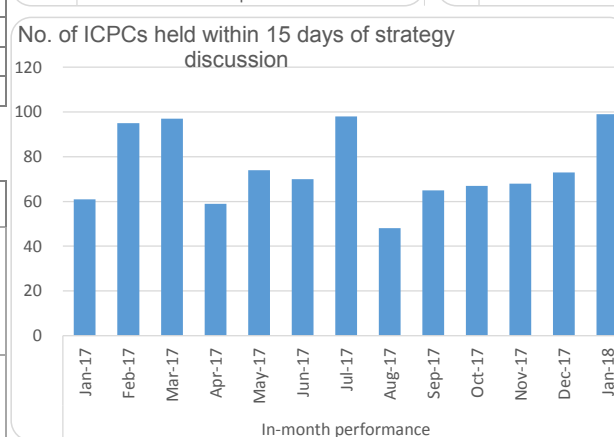
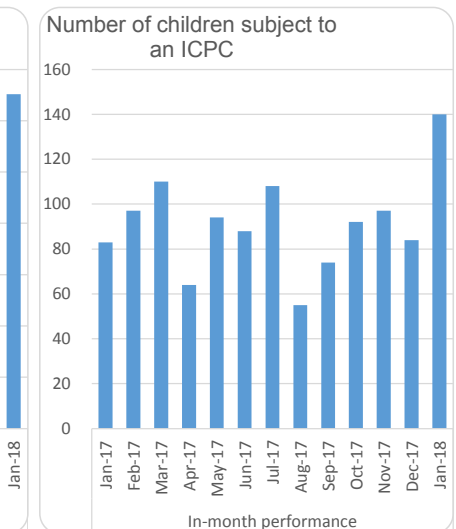
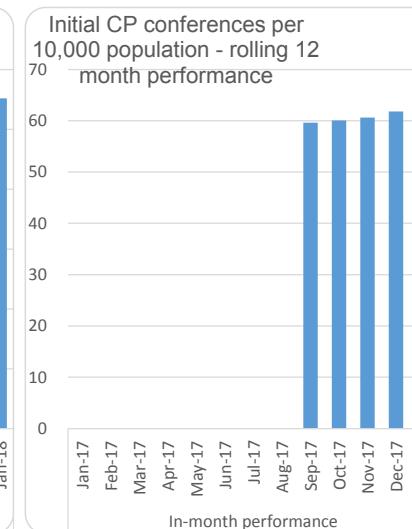
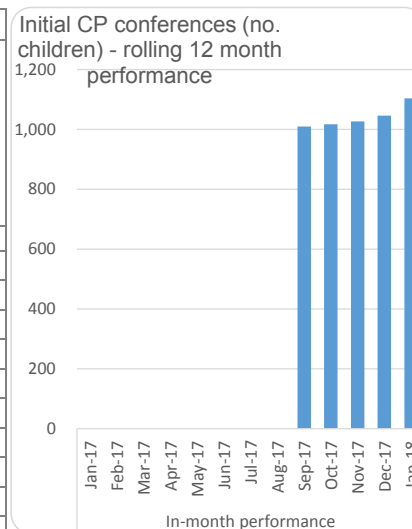
Initial Child Protection Conferences

(County - January 2018)

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 0

		6.2a	6.2b	6.3	6.4n	6.4
		Initial CP conferences (no. children) - rolling 12 month performance	Initial CP conferences per 10,000 population - rolling 12 month performance	Number of children subject to an ICPC	No. of ICPCs held within 15 days of strategy discussion	% of ICPCs held within 15 days of strategy discussion
Good perf. is:		Low	Low	Info	High	High
In-month performance	Jan-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	-	-	108	98	90.7%
	Aug-17	-	-	55	48	87.3%
	Sep-17	1,009	60	74	65	87.8%
	Oct-17	1,017	60	92	67	72.8%
	Nov-17	1,026	61	97	68	70.1%
	Dec-17	1,046	62	84	73	86.9%
Jan-18	1,103	65	140	99	70.7%	



Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Initial CP conferences per 10,000 population - rolling 12 month performance	65.2				44.7
% of ICPCs held within 15 days of strategy discussion	70.7%				69.8%

Child Protection Time Periods

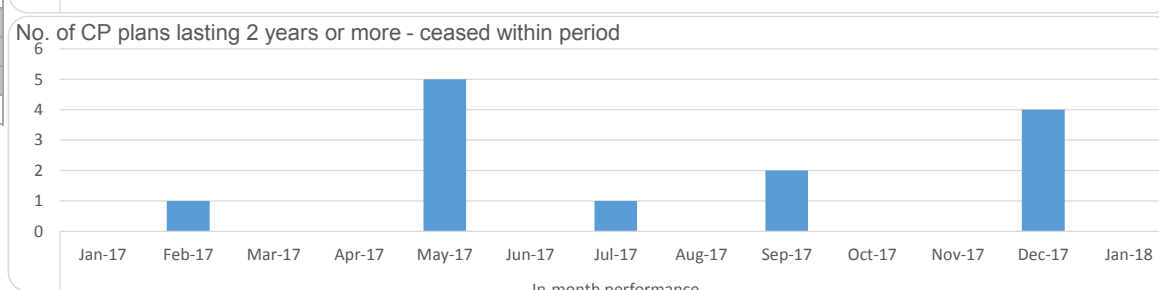
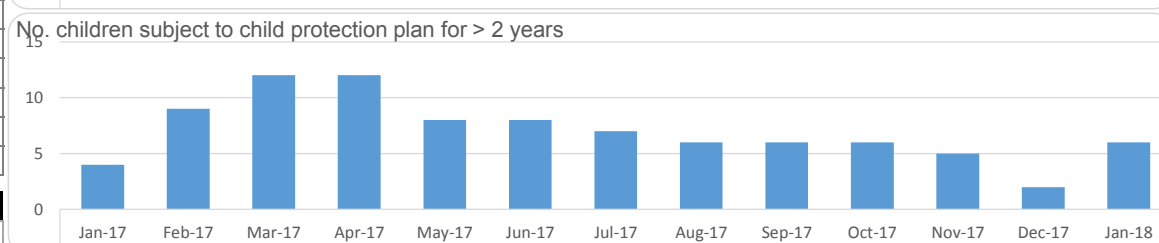
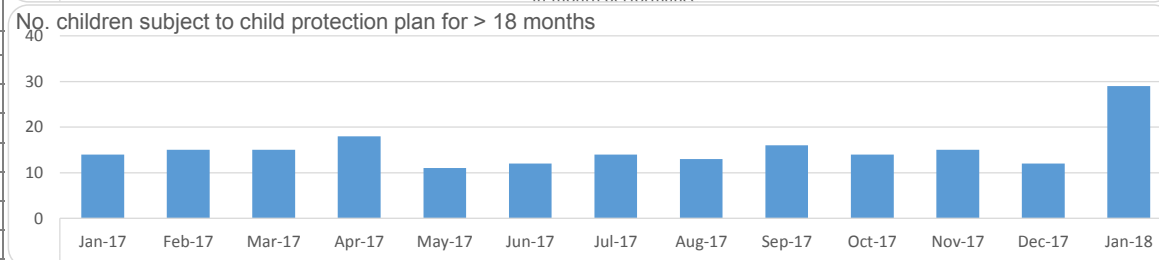
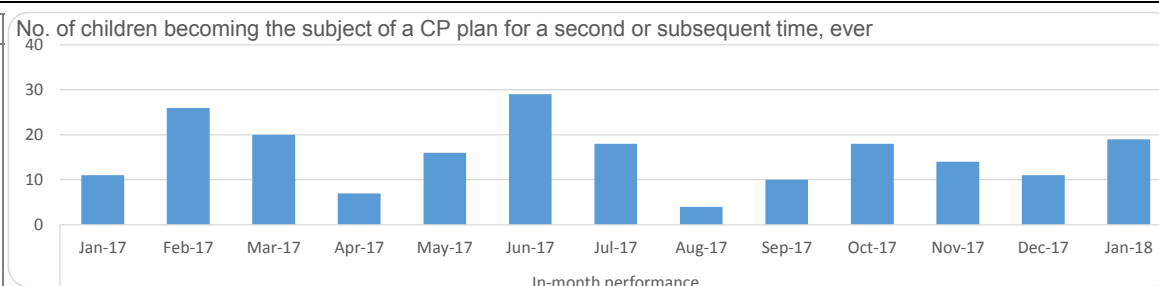
(County - January 2018)

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

0

	6.9a	6.9b	6.10a	6.10n	6.10b	6.11n	6.11b
	No. of children becoming the subject of a CP plan for a second or subsequent time, ever	% of children becoming the subject of a CP plan for a second or subsequent time - ever - rolling 12 months	No. children subject to child protection plan for > 18 months	No. children subject to child protection plan for > 2 years	% children subject to child protection plan for > 2 years	No. of CP plans lasting 2 years or more - ceased within period	% of CP plans ceased within period that had lasted 2 years or more
Good perf. is:	Low	Low	Low	Low	Low	-	High
In-month performance	Jan-17	11	21.6%	14	4	0.7%	0
	Feb-17	26	22.6%	15	9	1.6%	1
	Mar-17	20	23.1%	15	12	2.1%	0
	Apr-17	7	22.7%	18	12	2.1%	0
	May-17	16	21.8%	11	8	1.4%	5
	Jun-17	29	23.1%	12	8	1.5%	0
	Jul-17	18	23.1%	14	7	1.3%	1
	Aug-17	4	23.3%	13	6	1.1%	0
	Sep-17	10	22.8%	16	6	1.1%	2
	Oct-17	18	22.4%	14	6	1.1%	0
	Nov-17	14	23.6%	15	5	0.9%	0
	Dec-17	11	22.6%	12	2	0.4%	4
	Jan-18	19	22.4%	29	6	1.0%	0
Benchmarking							
Norfolk		22.4%			1.0%		0.0%
Stat neigh avg							
Nat. avg							
Nat. top quartile							
Eastern region		10.6%			1.9%		3.1%



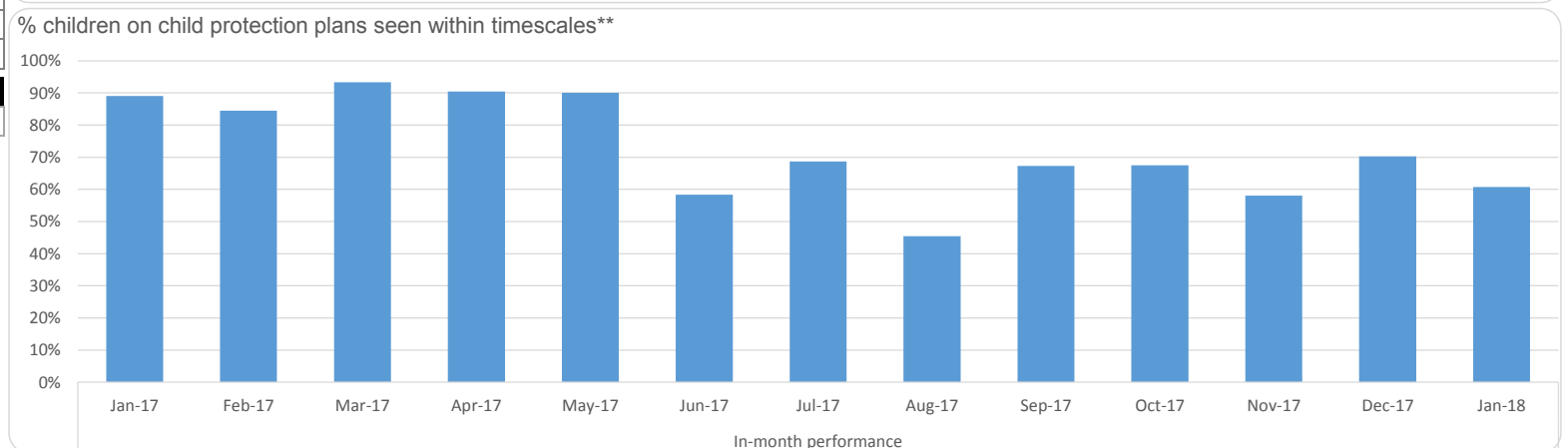
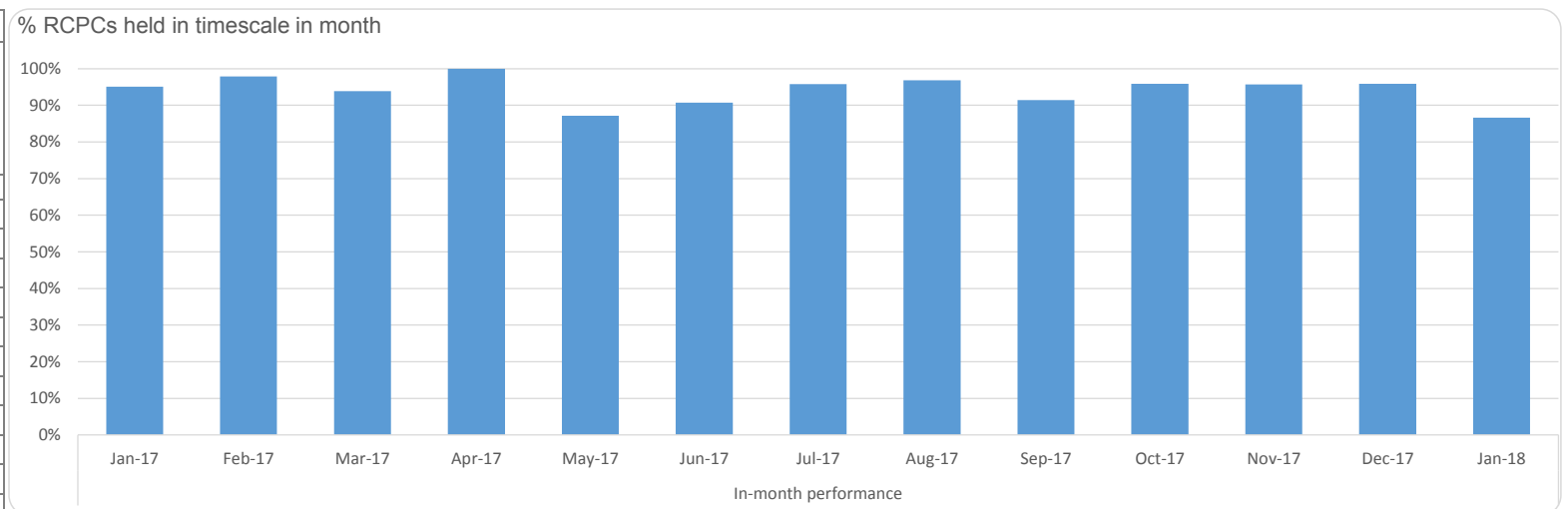
Child Protection Reviews and Visits

(County - January 2018)

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).
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Performance analysis	
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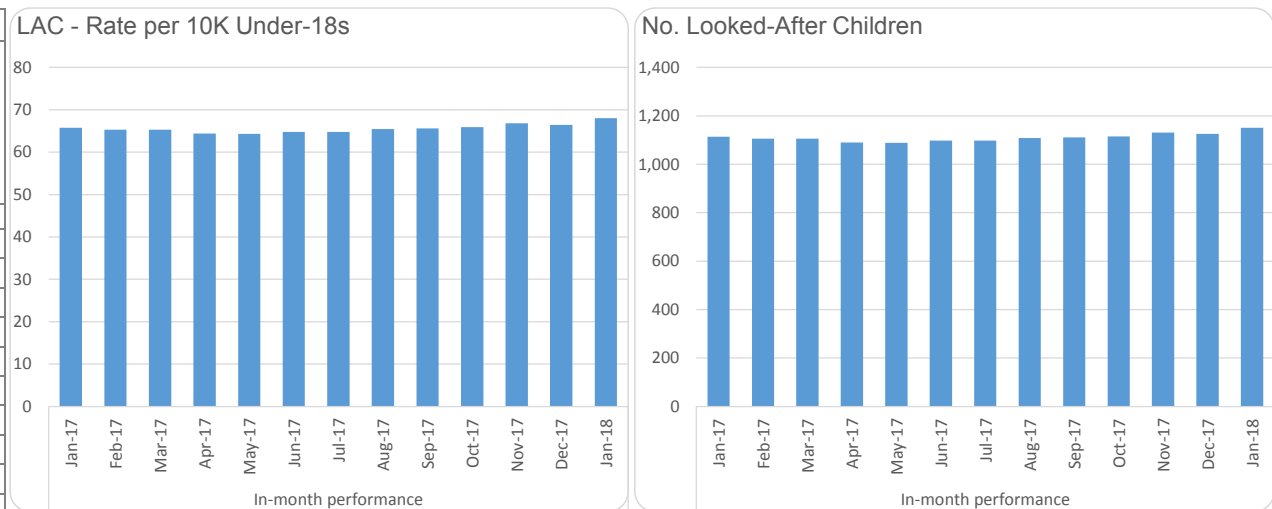
		6.12	6.14
		% RCPCs held in timescale in month	% children on child protection plans seen within timescales**
Good perf. is:		High	High
In-month performance	Jan-17	95.1%	89.1%
	Feb-17	97.9%	84.5%
	Mar-17	93.8%	93.3%
	Apr-17	100.0%	90.5%
	May-17	87.1%	90.0%
	Jun-17	90.7%	58.3%
	Jul-17	95.8%	68.6%
	Aug-17	96.8%	45.4%
	Sep-17	91.4%	67.3%
	Oct-17	95.8%	67.5%
	Nov-17	95.7%	58.1%
	Dec-17	95.9%	70.2%
	Jan-18	86.6%	60.7%
Benchmarking			
Eastern region		77.5%	



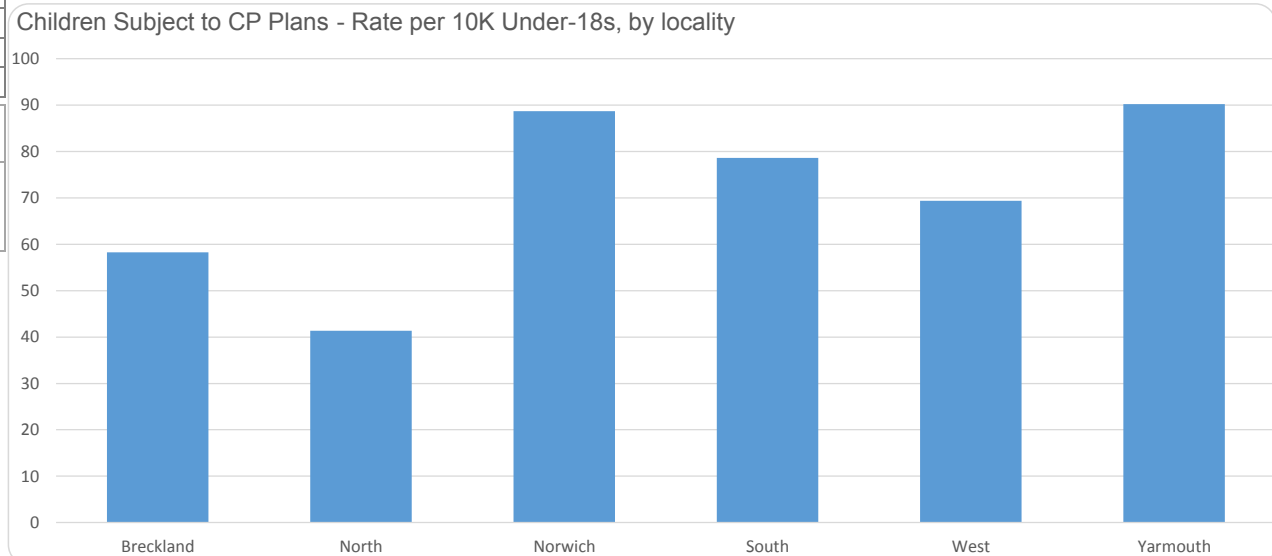
Definition Looked After Children are those children who have become the responsibility of the Local Authority. This can happen voluntarily by parents (section 20) or through Care Proceedings.

Performance analysis

		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	Jan-17	65.7	1,113	42	27
	Feb-17	65.3	1,105	22	25
	Mar-17	65.3	1,105	45	38
	Apr-17	64.4	1,090	32	45
	May-17	64.3	1,089	30	29
	Jun-17	64.8	1,097	40	28
	Jul-17	64.8	1,097	43	36
	Aug-17	65.4	1,108	34	23
	Sep-17	65.6	1,111	41	20
	Oct-17	65.9	1,115	41	33
	Nov-17	66.8	1,131	59	35
	Dec-17	66.5	1,125	38	37
Jan-18	68.0	1,151	50	23	



Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
LAC - Rate per 10K Under-18s	68.0				49.88522697

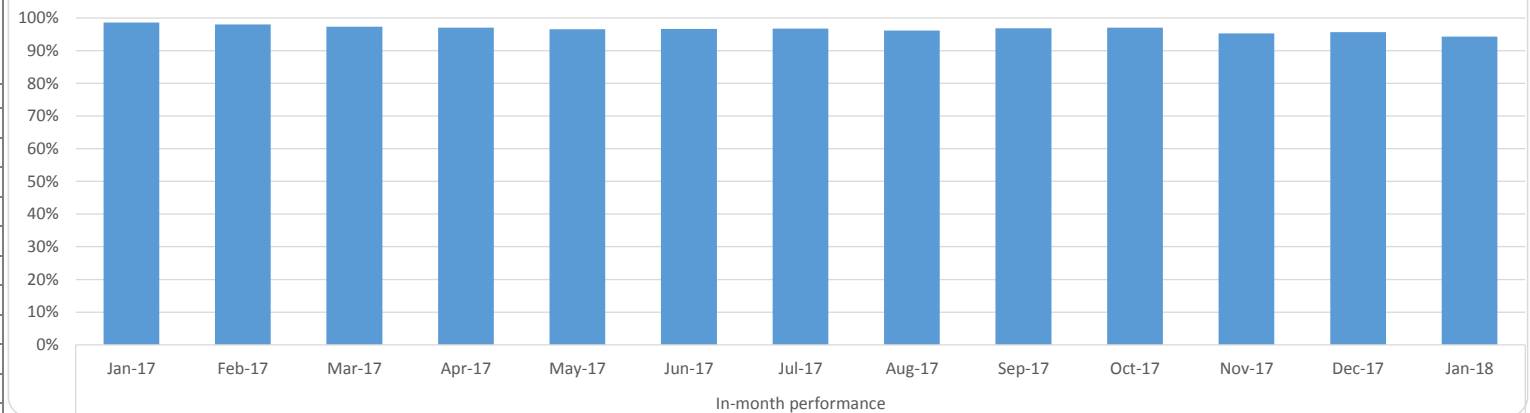


Definition A child's plan needs to be developed for each individual child taking into account any identified needs that require intervention. Each type of plan has a completion timescale. The data below looks at LAC plans and Pathway Plans (when a Looked After Child reaches 16 years and 3 months they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

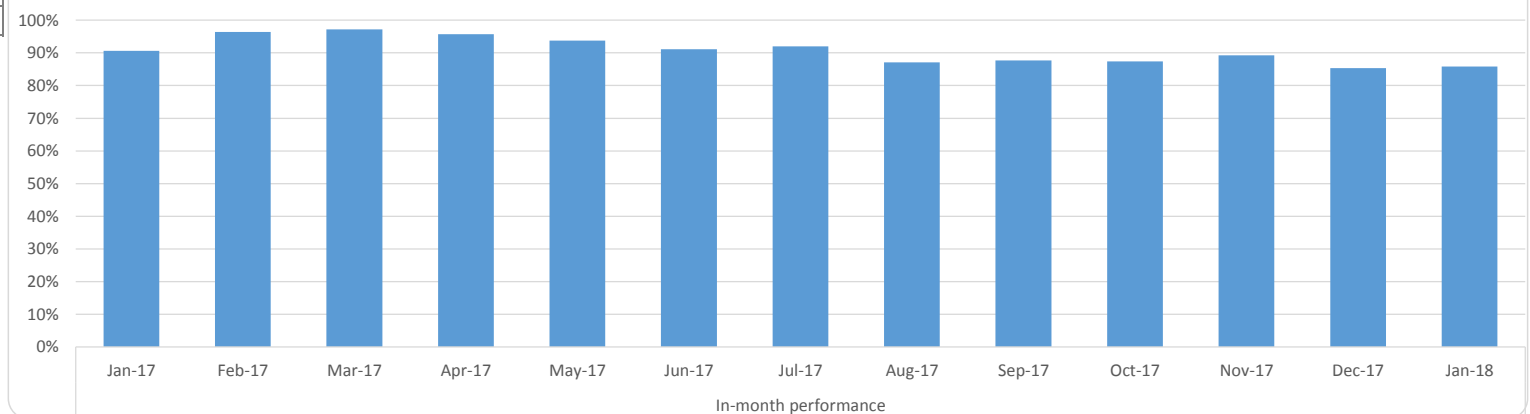
Performance analysis 0

		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	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%
	Dec-17	95.6%	85.4%
	Jan-18	94.3%	85.8%

LAC with up-to-date Care Plan - %



% Relevant / Former Relevant Care Leavers with a Pathway Plan



Looked After Children Placements

(County - January 2018)

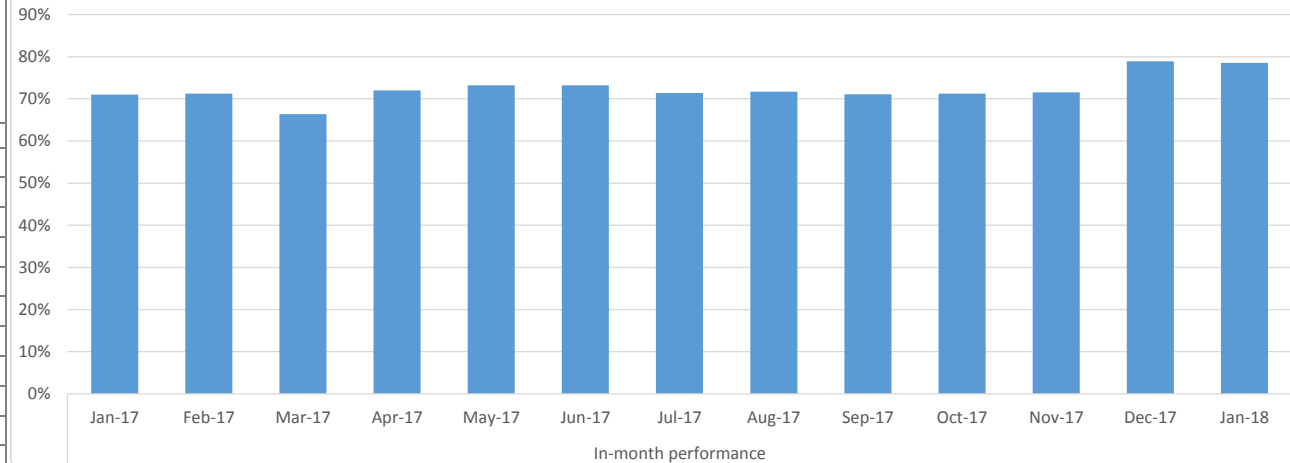
Definition A LAC placement is where a child has become looked after by the Local Authority and is placed with foster carers, in a residential home or with parents or other relatives.

Performance analysis

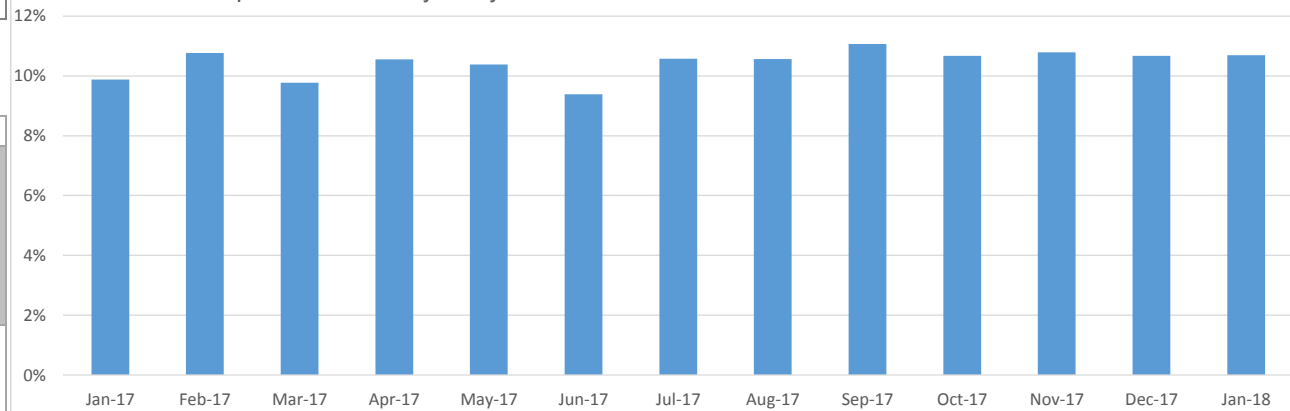
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Good perf. is:		9.1	9.2n	9.2
		% of long term LAC in placements which have been stable for at least 2 years	LAC with 3 or more placements in any one year - No.	LAC with 3 or more placements in any one year - %
		High	-	Low
In-month performance	Jan-17	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%
	Dec-17	79%	120	10.7%
Jan-18	79%	123	10.7%	

% 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 - %



Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Eastern region
% of long term LAC in placements which have been stable for at least 2 years	78.5%			
LAC with 3 or more placements in any one year - %	10.7%			8.6%

Looked After Children in residential placements

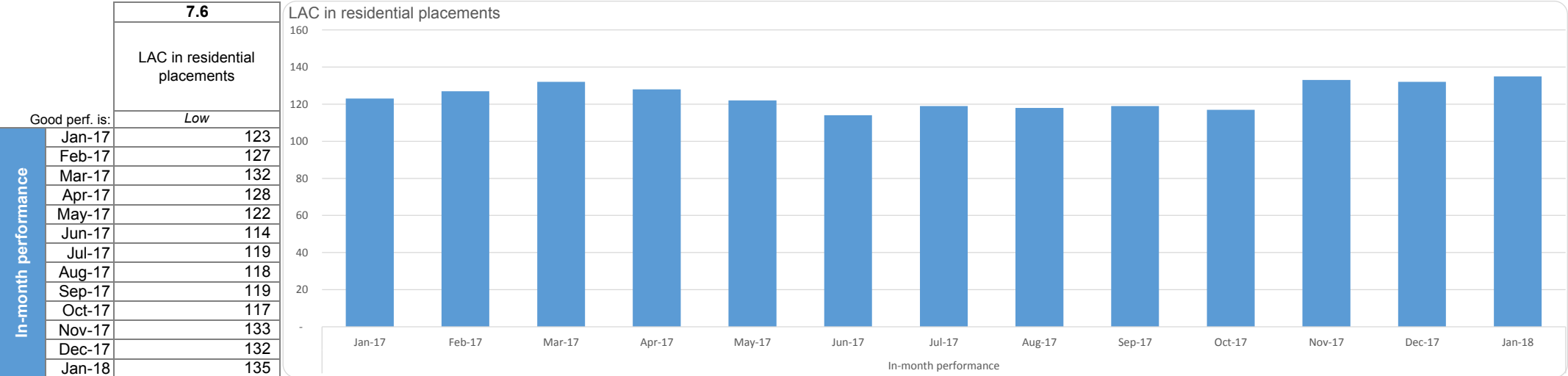
(County - January 2018)

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.

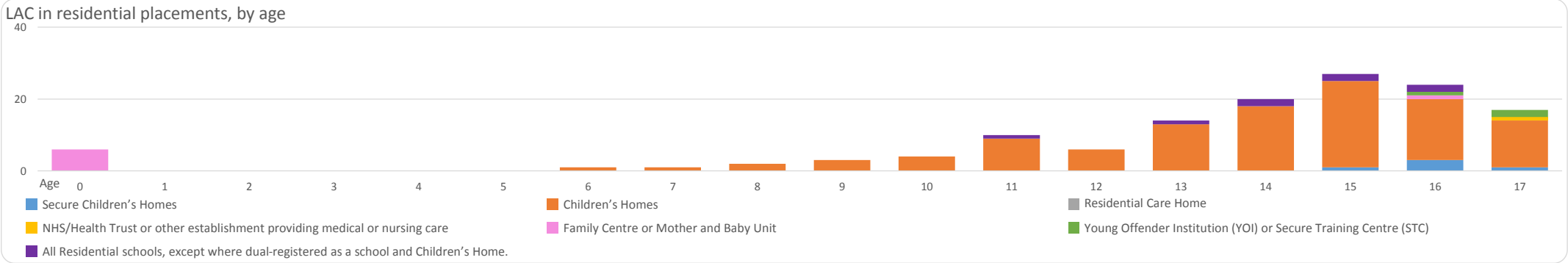
Performance analysis

0



By age and placement:

		0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Jan-18	Secure Children's Homes	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	3	1
	Children's Homes	0	0	0	0	0	0	1	1	2	3	4	9	6	13	18	24	17	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	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
	Family Centre or Mother and Baby Unit	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
	Young Offender Institution (YOI) or Secure Training Centre (STC)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	2
	All Residential schools, except where dual-registered as a school and Children's Home.	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	2	2	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.
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Performance analysis	
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Looked After Children Health

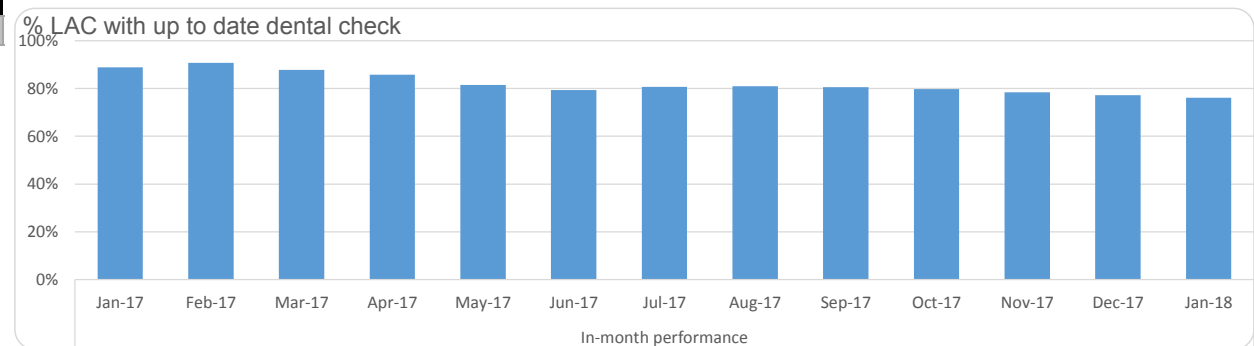
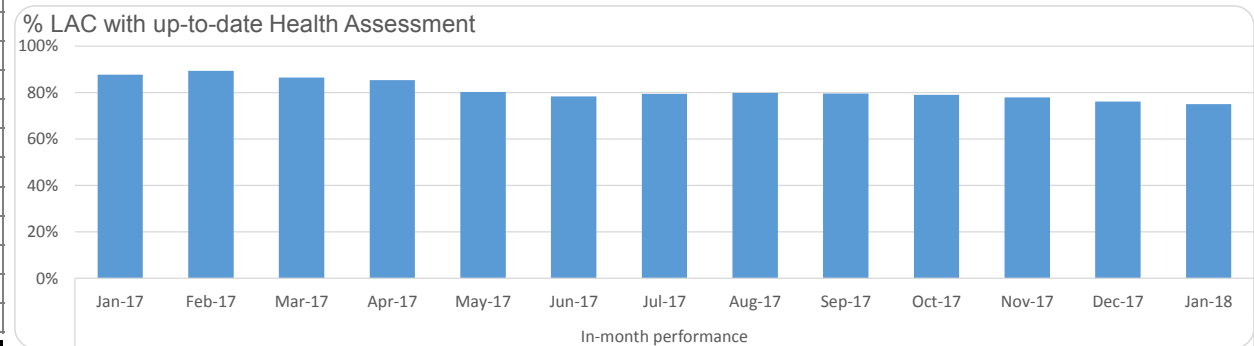
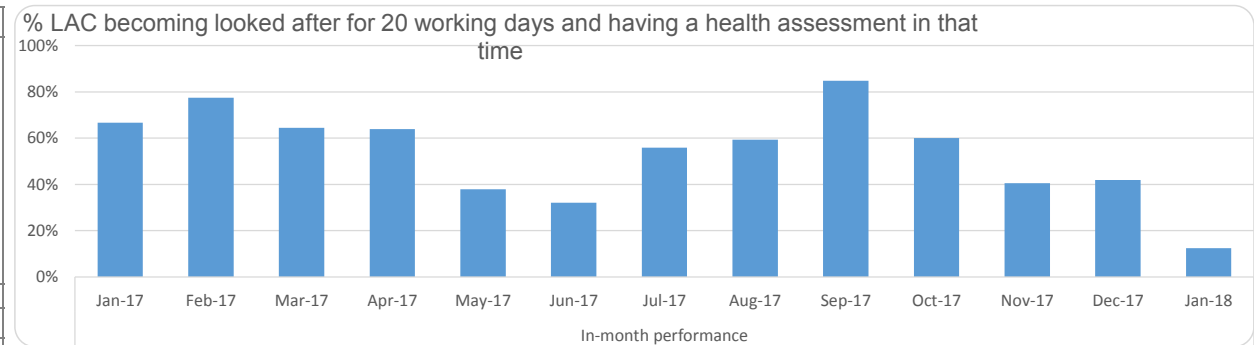
(County - January 2018)

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

0

		7.9n	7.9	7.10	7.10p	7.11	7.11p
		# LAC having a health assessment within 20 days of becoming LAC	% LAC becoming looked after for 20 working days and having a health assessment in that time	LAC with up-to-date Health Assessment - No.	% LAC with up-to-date Health Assessment	LAC with up to date dental check - No.	% LAC with up to date dental check
Good perf. is:		Info	High	High	High	High	High
In-month performance	Jan-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%
	Dec-17	21	42.0%	604	76.2%	612	77.2%
Jan-18	5	12.5%	604	75.1%	612	76.1%	
Benchmarking							
Eastern region			44.2%				



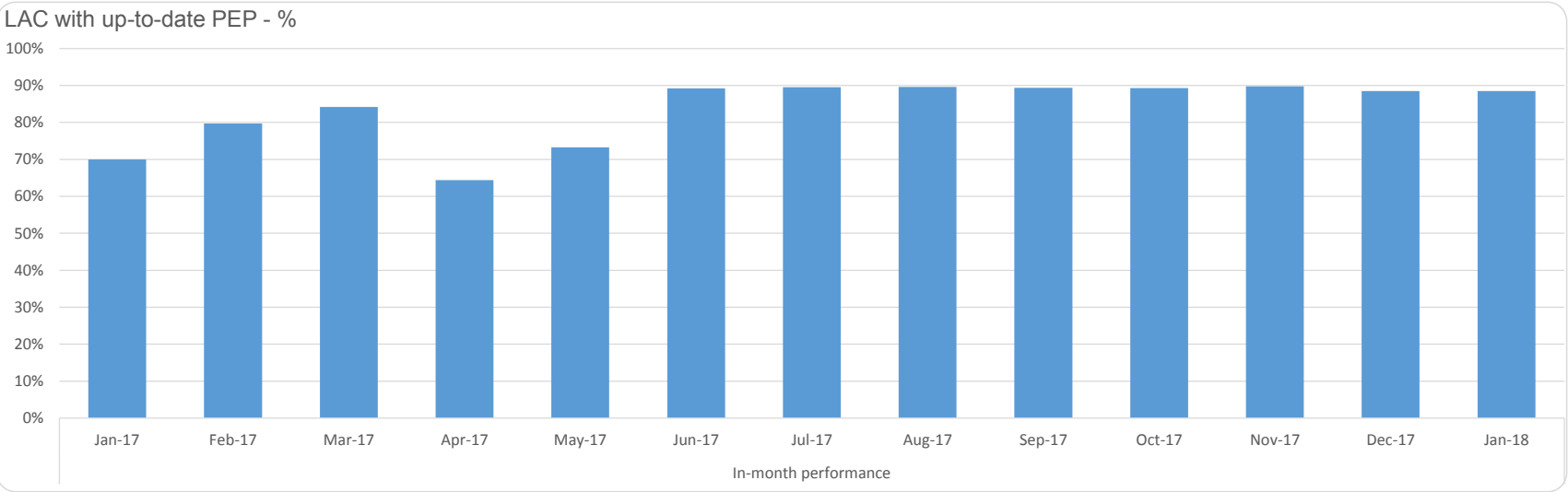
Definition

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

0

7.13		
LAC with up-to-date PEP - %		
Good perf. is: High		
In-month performance	Jan-17	70.0%
	Feb-17	79.7%
	Mar-17	84.2%
	Apr-17	64.4%
	May-17	73.3%
	Jun-17	89.2%
	Jul-17	89.5%
	Aug-17	89.6%
	Sep-17	89.4%
	Oct-17	89.3%
	Nov-17	89.7%
	Dec-17	88.5%
	Jan-18	88.5%



Looked After Children Participation

(County - January 2018)

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

0

7.17

7.18

LAC Reviews in month -
Child Attended - %

LAC Reviews in month -
Child Participated - %

Good perf. is:

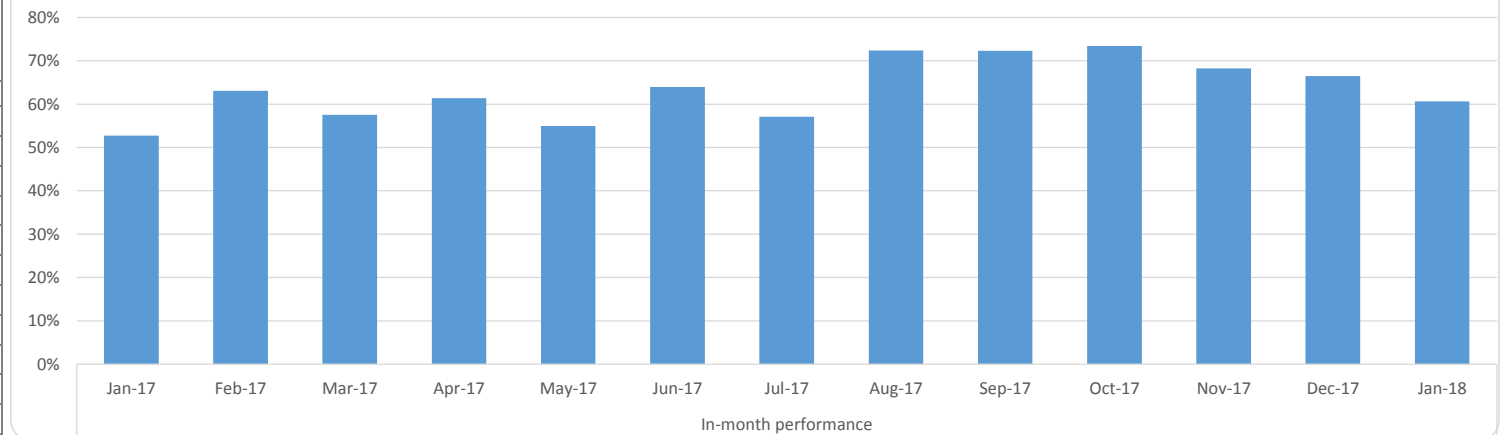
High

High

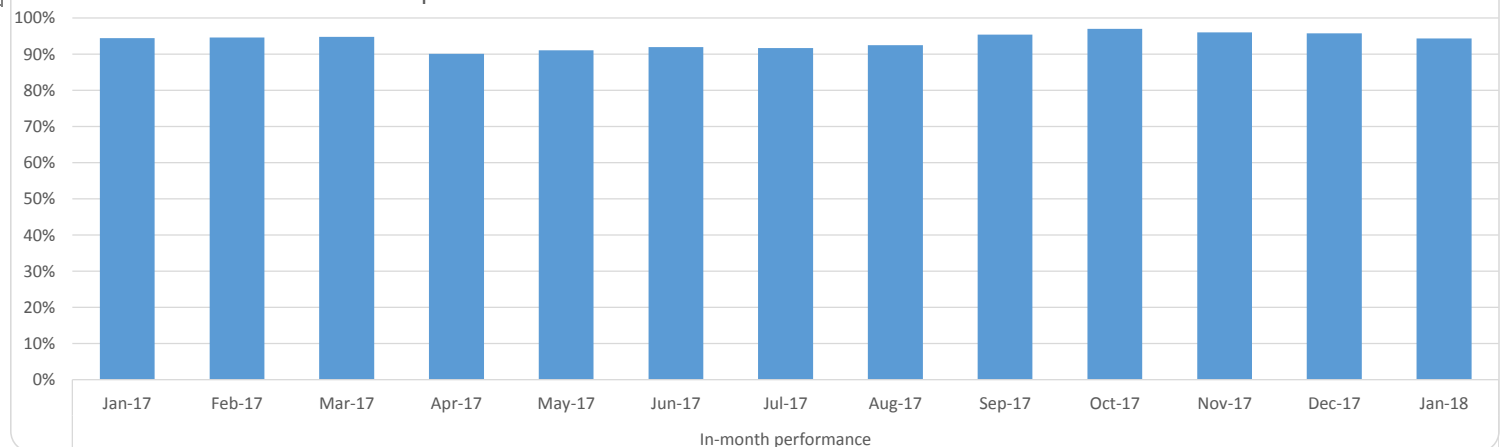
In-month performance

	7.17	7.18
	LAC Reviews in month - Child Attended - %	LAC Reviews in month - Child Participated - %
Good perf. is:	High	High
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%
Dec-17	66.5%	95.7%
Jan-18	60.7%	94.4%

LAC Reviews in month - Child Attended - %



LAC Reviews in month - Child Participated - %



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

0

8.1

8.3

8.4

Number of care leavers

RCL & FRCL in Suitable Accommodation - %

RCL & FRCL EET - %

Good perf. is:

High

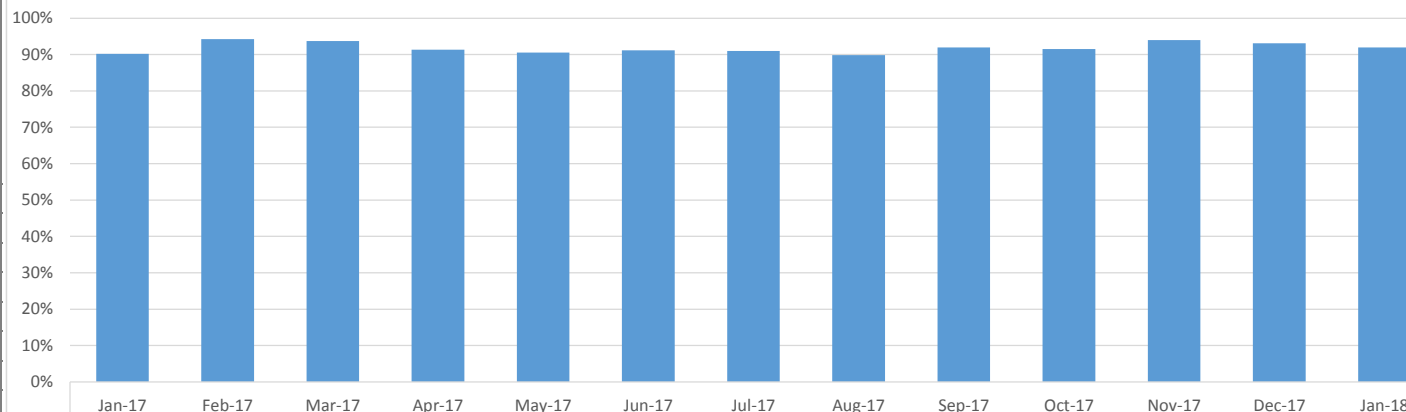
High

High

In-month performance

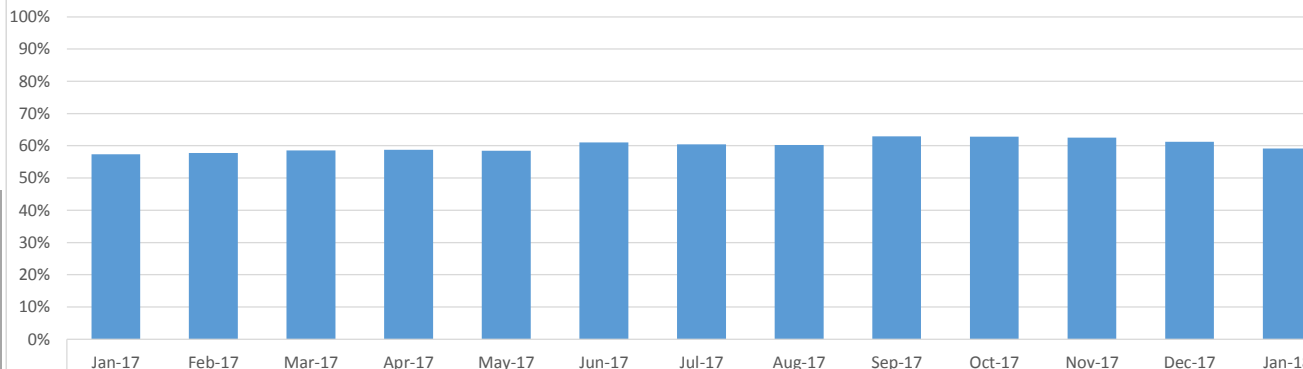
Jan-17	478	90.2%	57.3%
Feb-17	471	94.3%	57.7%
Mar-17	463	93.7%	58.5%
Apr-17	473	91.3%	58.8%
May-17	465	90.5%	58.5%
Jun-17	462	91.1%	61.0%
Jul-17	465	91.0%	60.4%
Aug-17	395	89.9%	60.3%
Sep-17	445	91.9%	62.9%
Oct-17	436	91.5%	62.8%
Nov-17	446	93.9%	62.6%
Dec-17	451	93.1%	61.2%
Jan-18	458	91.9%	59.2%

RCL & FRCL in Suitable Accommodation - %



In-month performance

RCL & FRCL EET - %



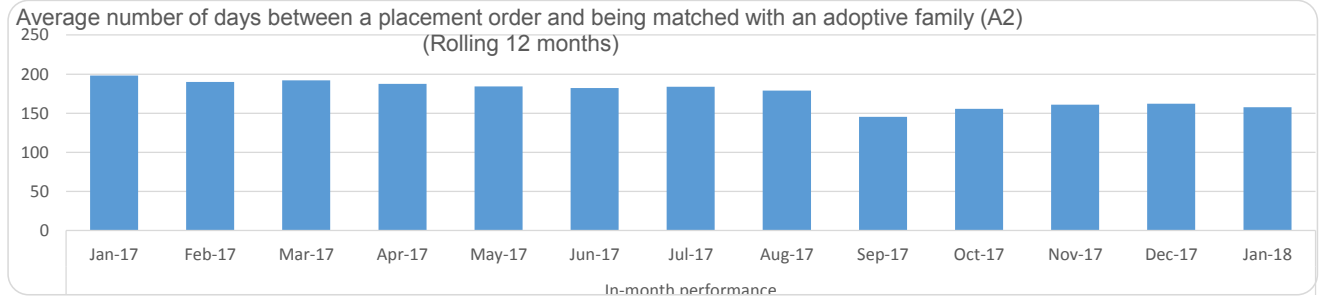
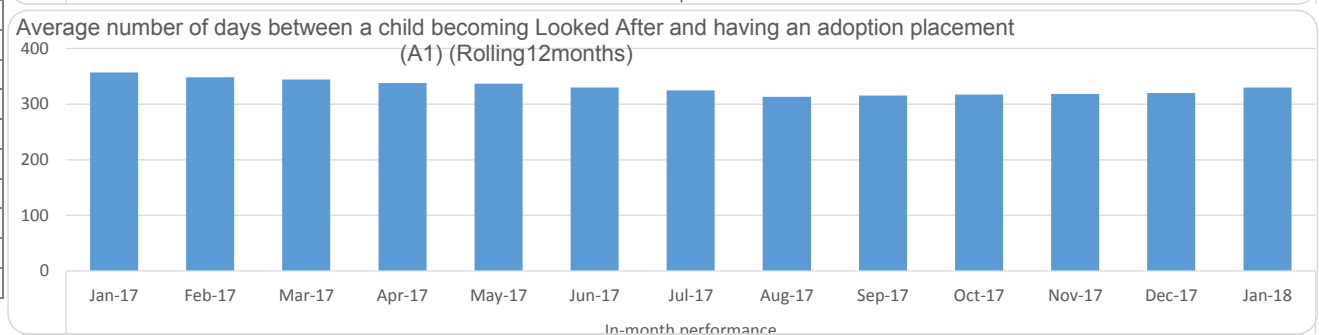
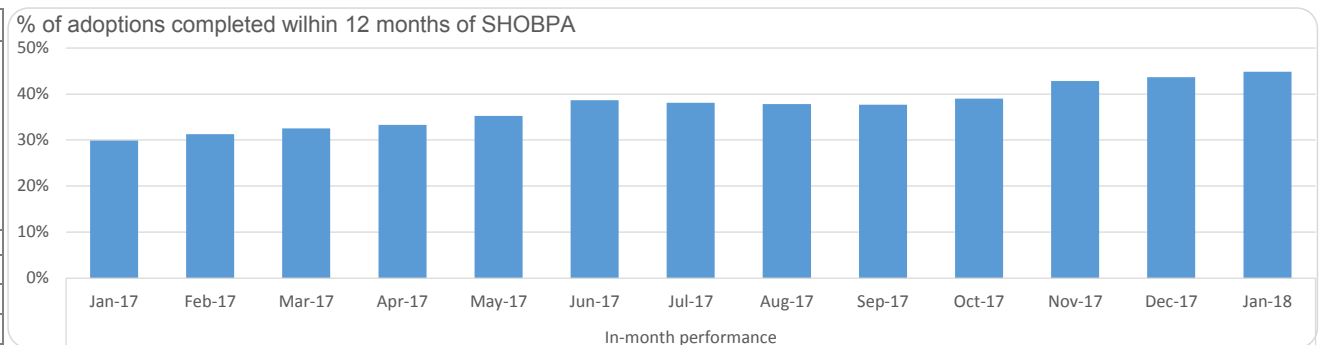
In-month performance

Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
RCL & FRCL in Suitable Accommodation - %	91.9%				
RCL & FRCL EET - %	59.2%				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 0

		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) (Rolling 12 months)	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	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
	Dec-17	38	44%	320	162
	Jan-18	39	45%	330	158



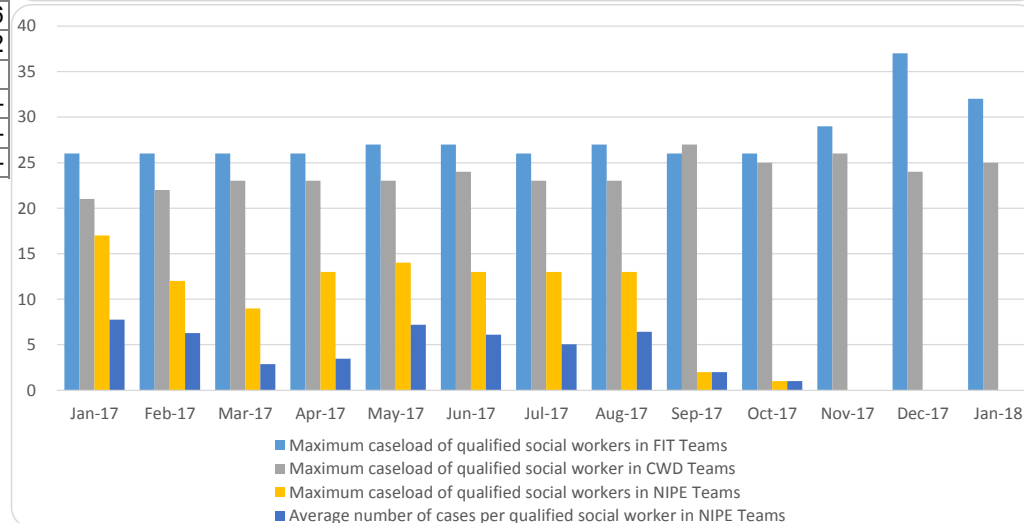
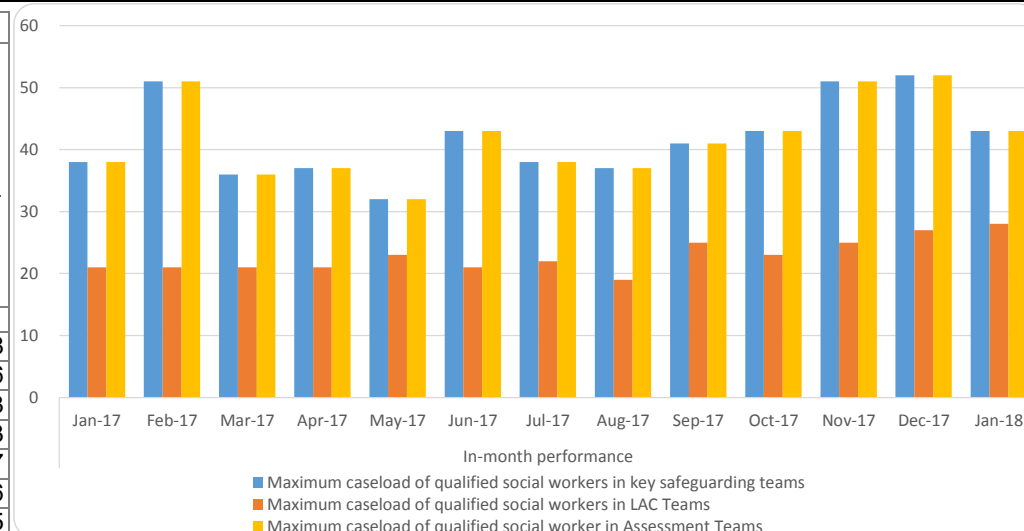
Benchmarking	Eastern region
Average number of days between a child becoming Looked After and having an adoption placement (A1) (Rolling 12 months)	386
Average number of days between a placement order and being matched with an adoptive family (A2) (Rolling 12 months)	179




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



Performance analysis

0

		11.1	11.2	11.3	11.4	11.5	11.6	11.6a
		Maximum caseload of qualified social workers in key safeguarding teams	Maximum caseload of qualified social workers in LAC Teams	Maximum caseload of qualified social worker in Assessment Teams	Maximum caseload of qualified social workers in FIT Teams	Maximum caseload of qualified social worker in CWD Teams	Maximum caseload of qualified social workers in NIPE Teams	Average number of cases per qualified social worker in NIPE Teams
Good perf. is:		Low	Low	Low	Low	Low	Low	Low
In-month performance	Jan-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	-	-
	Dec-17	52	27	52	37	24	-	-
	Jan-18	43	28	43	32	25	-	-



Risk Register - Norfolk County Council																			
	Risk Register Name		Children's Service Risk Register														Red		
	Prepared by		Debby McKechnie														Amber		
	Date updated		March 2018														Green		
	Next update due		May 2018														Met		
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 increasing demand for SEND coupled with 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	19/02/2018
C	Children's Services	RM14147	Potential failure to move out of intervention - Risk closed following Ofsted report outcome.	CS Teams do not show the required levels of improved performance at the speed which is acceptable to DfE and Ofsted.	01/12/2013	0	0	0	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 membership.	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 Inspection report	0	0	0	19/01/2018		Met	Sara Tough	Debby McKechnie	19/02/2018
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. Implementation now April 2018 and mobile working tools being advanced..	1	3	3	30/04/2018		Green	Sara Tough	Debby McKechnie	19/02/2018

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. Creative package to attract, recruit and retain expereinced social workers to Norfolk underway.	1	3	3	31/06/2018		Green	Sara Tough	Debby McKechnie	19/02/2018
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 . Current review of New Directions service to emasure impact of first 3 months of delivery.	2	3	6	31/03/2018		Amber	Sara Tough	Debby McKechnie	19/02/2018

Children's Services Committee

Report title:	Children's Services Finance Monitoring Report Period 10 (January) 2017-18
Date of meeting:	13 March 2018
Responsible Chief Officer:	Sara Tough Executive Director of Children's Services
Strategic impact <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 January 2018 (period 10).</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 10 compared to period 8. 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 £4.983m for the 2017-18 financial year. This includes the use of £2.591m of reserves, approved by the Policy and Resources committee, as set out in section 2.31;
- The Schools' revenue budget shows a projected overspend of £10.206m for the 2017-18 financial year;
- The projected level of Locally Maintained School balances as at 31 March 2018 is £11.950m;
- The expected level of unused reserves and provisions as at 31 March 2018 is £4.787m, which is a combination of £3.682m for Schools and £1.105m for Children's Services;
- The Children's Services capital budget is £58.445m 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 10 for the 2017-18 Revenue Budget for both the Local Authority Budget and Schools Budget**
- b) The forecast outturn position at period 10 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 November 2017 (period 8) was provided to Children's Services committee in January. This report showed an overspend of £6.005m against the Children's Services revenue budget and an overspend of £9.439m 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.
 - 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 approved that the use of revenue receipts, previously applied for capital purposes can be used to mitigate these overspends, up to a maximum of £2.100m.

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
Forecast Overspends							
Looked After Children - Agency Fostering	15.091	16.807	1.716	11	+0.086	There has been a significant increase in number of children currently supported compared to the 2016-17 average and since the start of 2017-18 financial year. The costs have increased as a result of both the full year effect of a contract changes during 2016-17 and the additional numbers of children. Part of the £9m 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	Increased number of placements
Looked After Children - Agency Residential	11.456	13.088	1.632	14	+0.820	There has been an increase in the number of children currently supported compared to the 2016-17 average. Overall expenditure is forecast to be in excess of £1m higher than 2016-17. Part of the £9m investment was allocated alongside the inflationary increase in the budget	Increased number of 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	9.700	0.933	11	-0.084	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	5.121	0.141	3	-0.013	Additional costs due to high level of maternity and sickness	Reduced sickness levels of staff
Client costs: Social Care Looked After Children	1.764	2.434	0.670	38	+0.045	The overspend is primarily due to the additional number of Looked After Children and their 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	0.683	0.215	46	+0.034	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	2.526	0.535	27	+0.181	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		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		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	
Fostering and Adoption staff costs	2.955	3.075	0.120	4	-0.054	Additional staff costs due to the use of agency staff to cover vacancies	As per the budget variance explanation
Independent Reviewing Officers	1.609	1.905	0.296	18	+0.027	Additional posts have been required over and above the agreed establishment due to the increased number of Looked After Children. Some additional posts were funded as part of the £9m investment.	As per the budget variance explanation
Children with Disabilities client costs	1.412	2.132	0.720	51		Additional costs for extensive nursing support (less health contribution) that were not anticipated when the budget was set	

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’s Services staff training	0.275	0.275	0.000	n/a	-0.061	Additional cost of systemic training programme for social work managers	Additional cost now funded by unspent DfE social worker training grant
Advocacy Services	0.302	0.377	0.075	25		Expansion of the advocacy service contract	
Social Care legal costs	3.454	3.847	0.393	11	+0.225	Additional legal costs due to the additional number of Looked After Children and referral cases	As per the budget variance explanation
Front line social work staff	17.029	17.329	0.300	2	+0.300	Additional cost of front line social work staff due to staff sickness and enhancing the Multi agency Safeguarding Hub (MASH)	As per the budget variance explanation
School Psychology Service	1.001	1.215	0.214	21	+0.214	Additional staffing costs and reduced trading income	As per the budget variance explanation
Home to school / college transport	28.427	29.153	0.726	3	+0.266	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			9.195		+1.986		
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
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	
Early Help Support	7.281	7.021	-0.260	-4	-0.040	Savings on staff vacancies were held in the teams in readiness for the New Direction service under the remit of Barnardos	Additional staff vacancies
CWD short term breaks and personal budgets	2.100	1.890	-0.210	-10	+0.090	Reduced take up of short term breaks and use of personal budgets for children with disabilities	Additional take up of short term breaks
Special Guardianship Orders (SGOs)	3.849	3.807	-0.042	-1	+0.033	Reduced number and cost of Special Guardianship Orders	Lower reduced number and cost of Special Guardianship Orders
School / College redundancy / pension costs	4.473	4.024	-0.449	-10	-0.100	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
Sub Total of Forecast Underspends			-1.221		-0.017		

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
One-off savings							
Maximising the use of grants		-0.400	-0.400	n/a	-0.400	Utilisation of grants to partially offset the Children's projected overspend	As per the budget variance explanations
Use of reserves	n/a	-2.591	-2.591	n/a	-2.591	Use of one-off PFI Sinking Fund reserve (£2.418m), School Sickness Insurance scheme reserve (£0.052m) and unrequired Unconditional Grants and Contributions reserve (£0.121m) as approved by Policy and Resources Committee	As per the budget variance explanation
Subtotal of one-off savings			-2.991		-2.991		
Total NCC funded Services			4.983		-1.022		

- 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.	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
Forecast Overspends							
Post 16 Further Education High Needs top up funding	2.400	3.164	0.764	32	-0.041	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.	As per the budget variance explanation
Special Schools places	27.655	28.364	0.709	3	+0.168	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	22.941	5.388	31	-0.055	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	As per the budget variance explanation
Short Stay School for Norfolk	1.791	2.683	0.892	50	-0.065	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	5.853	3.042	108	+0.925	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	0.135	0.135	n/a	-0.050	Additional funding to early years providers, for children subject to an Education Health and Care Plan (EHCP)	As per the budget variance explanation
Permanent Exclusions Charges	-0.500	-0.402	0.098	20		Reduced funding removed from schools due to the reduced number of excluded pupils	
Sub Total of Forecast Overspends			11.028		+0.882		
Forecast Underspends							
Out of county recoupment	0.750	0.610	-0.140	-19	-0.028	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

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
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		Lower than budgeted call on contingency funds expected	
School staff suspensions	0.267	0.067	-0.200	-75	-0.017	Costs of school staff suspensions expected to be lower than anticipated when the budget was set	As per the budget variance explanation
School Supply Special Circumstances	0.156	0.067	-0.070	45	-0.070	Reduced requests from schools to fund replacement teacher costs for special approved circumstances e.g. jury service etc	As per the budget variance explanation
Sub Total of Forecast Underspends			-0.822		-0.115		
Total DSG funded Services			10.206		0.767		

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 was included within the "*Dedicated Schools Grant 2018-19*" committee paper that was discussed at the January Children's Services Committee meeting.

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 the latest budget information provided by schools, the projection of LMS balances is as follows:

Projected School Balances as at 31 March 2018

Title/description	Balance at 01-04-17 £m	Forecast balance at 31-03-18 £m	In year Variance £m	Schools becoming academies
Nursery schools	0.054	0.079	+0.025	0.000
Primary schools	13.304	9.466	-1.874	-1.964
Secondary schools	1.291	0.440	-0.048	-0.803
Special schools	1.225	1.162	-0.063	0.000
School Clusters	1.693	0.803	-0.890	0.000
Total	17.567	11.950	-2.850	-2.767

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 agreed 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. This was approved by the Policy and Resources Committee in January 2018.

Title/description	Balance at 01-04-17 £m	Balance at 31-03-18 £m	Variance £m	Approved by P&R £m	Reason for variance
Dedicated Schools Grant (DSG) reserve	0.000	0.000	+0.000	-0.000	
Schools					
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
Schools total	3.743	3.682	-0.061	-0.000	
Children's Services					
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	0.000	+0.000	-2.418	This reserve is used to fund future years contractor unitary payments
School Sickness Insurance Scheme	0.102	0.000	-0.050	-0.052	Children's Services contribution to additional in-year savings requested by P&R committee
IT Earmarked Reserves	0.081	0.004	-0.079	-0.000	Planned use of IT reserves
Repairs and Renewals Fund	0.176	0.049	-0.127	-0.000	Funds held for future years replacement of equipment
Unconditional Grants and Contributions	1.746	0.497	-1.128	-0.121	Prior year and in year unconditional grants and contributions expected to be spent in 2017-18 financial year and 2018-19
Children's Services post Ofsted Improvement Fund	0.108	0.004	-0.104	-0.000	Funds held for the sustainable trading activities with schools to support schools improvement
Children's Services total	4.747	1.105	-1.051	-2.591	

Title/description	Balance at 01-04-17 £m	Balance at 31-03-18 £m	Variance £m	Approved by P&R £m	Reason for variance
Total	8.490	4.787	-1.112	-2.591	

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	-13.805	5.994	58.445
Future Years'	74.727	13.805	28.365	116.897
Total	140.983	0	34.359	175.342

- 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	4.778	7.200
Revenue & Reserves	0.453	
Grants and Contributions		
Department for Education	45.406	92.971
Developer Contributions	5.013	16.189
Other	2.796	0.537
Total	58.446	116.897

3. Financial Implications

- 3.1 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 10 for the 2017-18 Revenue Budget for both the Local Authority Budget and Schools Budget
- b) The planned use of reserves
- c) The forecast outturn position at period 10 for the 2017-18 Capital Programme

Officer Contact

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Children's Services Committee

Report Title:	Post 16 Education and Training in Norfolk
Date of meeting:	13 March 2018
Responsible Chief Officer:	Sara Tough Executive Director of Children's Services
Strategic Impact: <p>Members previously requested information regarding post 16 education and training. The paper informs members on how Norfolk County Council is fulfilling its statutory duties in the post 16 sector and seeks to achieve its aims as a champion of children and young people as well as promoting economic development.</p>	

Executive Summary

This paper provides an overview of the post 16 landscape, including provision, quality, and outcomes for students and support for young people. It also gives a brief overview of current work by teams in both Children's Services and Community and Environmental Services in responding to changes in policy and to the specific challenges for Norfolk. These include the quality of provision, loss of provision, funding challenges for the sector and notably travel as an issue for young people. Based on discussions at the Education and Training Strategy Group, the paper also contains the current priorities shaping the work by Norfolk County Council and its partners.

Priorities for Norfolk County Council and its partners

- 1) To strengthen the relationship with the Education Skills Funding Agency and with Norfolk Providers.
- 2) To ensure suitable and sufficient provision through
 - a) Effective challenge and support.
 - b) strengthening existing relationships with providers
 - c) Sharing labour market and other relevant information proactively with partners.
- 3) To improve the quality of provision by
 - a) Increasing the capacity for improvement and intervention in Norfolk.
 - b) Capitalising on strategic opportunities for collaborative improvement. (The Strategic School Improvement Fund and the Norwich Opportunity Area are two such examples).
- 4) To support all young people in their transition to Post 16 to participate in learning and training. This will be achieved by
 - a) Providing leadership and support for an Norfolk-wide review of transport support involving providers, students and other stakeholders – needs to be more prominent
 - b) Improving the support available to young people through effective data sharing.
 - c) Challenge and support for providers to address gaps in outcomes and achievement for disadvantaged young people in Norfolk.

Members are invited to comment and asked to note the content of this paper.

1. Background

Context

- 1.1 The post 16 system in England operates as a market, whereby the government through the Education and Skills Funding Agency provides retrospective funding to a range of institutions eligible to educate or train young people. The funding is student led, i.e. young people registered on a range of eligible courses attract an amount of money, broadly around £4000 for a full time student per annum. The overall amount of funding available for Norfolk is sufficient to provide for the number of learners aged 16-19.
- 1.2 The provision of courses is largely demand led – i.e. students opt for particular courses and those which are popular are maintained or grow. In the same way courses that don't attract sufficient students might discontinue.

What are the Local Authority's responsibilities?

- 1.3 Norfolk County Council as a Local Authority has a number of statutory duties, as outlined below. Through its democratic mandate and local insight and interest NCC also has a wider role in championing children and young people and promoting economic growth. The latter is supported by Economic and Skills Development in collaboration with the New Anglia Local Enterprise Partnership.
- 1.4 Statutory Duty of the Local Authority (LA)
Local authorities have responsibilities to support young people into education or training, which are set out in the following duties:
 - **Secure sufficient suitable education and training provision** for all young people aged 16-19 and for those aged 20-24 with a Learning Difficulty Assessment in their area¹.
 - Make available to young people aged 13-19 and to those aged 20-25 with an Education Health and Care Plan support that will **encourage, enable or assist them to participate in education or training**². Tracking young people's participation successfully is a key element of this duty.
 - The Education and Skills Act 2008 places two duties on local authorities with regard to 16 and 17 year-olds. These relate to the raising of the participation age (RPA)
 - A local authority in England must ensure that its functions are (so far as they are capable of being so) exercised so as to **promote the effective participation** in education or training of persons belonging to its area to whom Part 1 of ESA 2008 applies, with a view to ensuring that those persons fulfil the duty to participate in education or training³
 - A local authority in England must make arrangements to enable it to **establish** (so far as it is possible to do so) **the identities of persons** belonging to its area to whom Part 1 of ESA 2008 applies but who are **failing to fulfil the duty to participate** in education or training.

¹ Sections 15ZA and 18A of the Education Act 1996 (as inserted by the Apprenticeships, Skills, Children and Learning Act 2009))

² Section 68 Education and Skills Act 2008

³ Section 10 ESA 2008

Who does what?

1.5 Department for Education (DfE)

- 1.5.1 The Department for Education proposes and implements policy in relation to post 16 learning.
In a recent letter, the Office of the Further Education Commissioner confirmed a greater role for them in relation to further education. Appointed by the Secretary of State for Education in October 2016, the FE Commissioner is asked to ensure high quality FE provision with particular focus on strengthening leadership and governance. The FE Commissioner is also asked to intervene when an FE or Sixth Form College, or local authority provision is graded as inadequate by Ofsted or financially inadequate by the ESFA.

1.6 Education Skills Funding Agency (ESFA)

- 1.6.1 The Education Skills Funding Agency is part of the DfE and provides the funding for post 16 learners. The ESFA also provides assurance that public funds are properly spent, achieves value for money for the tax payer and delivers the policies and priorities set by the Secretary of State. Furthermore, it regulates academies, further education and sixth-form colleges, and training providers, intervening where there is risk of failure or where there is evidence of mismanagement of public funds.

Who regulates provision?

- 1.7 The Office for Standards in Education (OFSTED) is the principal regulator of all education and training provision. Registered providers with learners funded by the ESFA, regardless of whether they are further education colleges, sixth form colleges, schools with sixth forms or privately owned training providers are subject to inspection as part of the Common Inspection Framework.

2. What is the current provision in Norfolk?

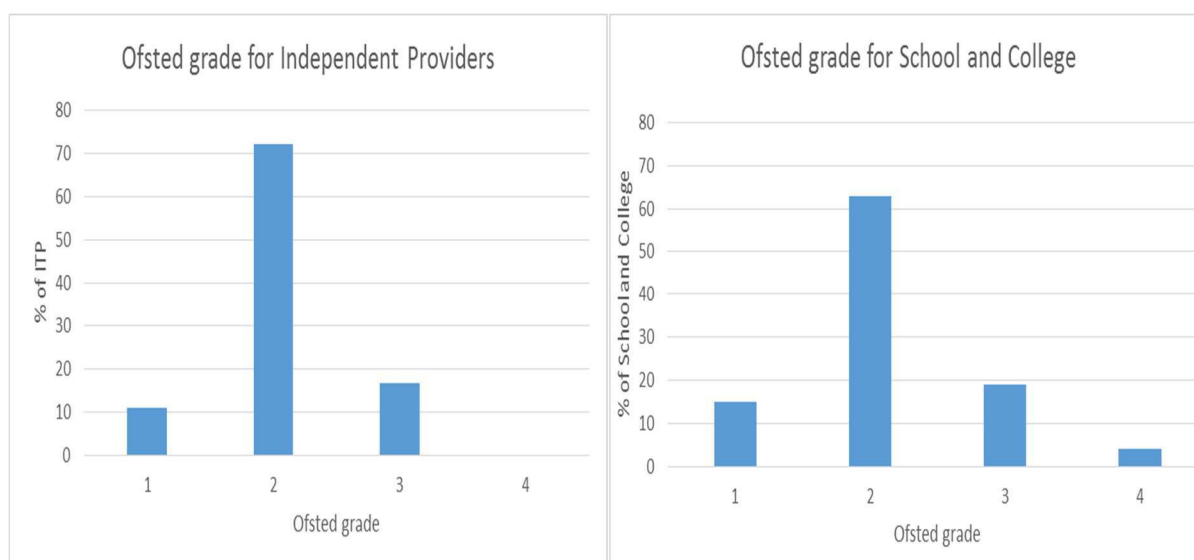
Provider types at Post 16

- 2.1 For post 16 there are four main categories of provider type: school sixth form, Sixth Form College, further education college and independent training provider. Each type can be further subdivided, usually denoting a specialism such as land based college or sixth form free school etc. Within this document the sub category of each institution type are listed.
- Independent training providers includes employer providers, they deliver publicly funded training through Apprenticeships, study programmes or employer based professional development.
 - Further education colleges provide predominantly vocational training at a range of levels through classroom and work based training, study programmes and apprenticeship provision.
 - School sixth forms and sixth form colleges usually deliver academic classroom based provision at level 3 through study programmes, some schools and sixth form colleges offer a broader mixed curriculum of academic and vocational classroom based training at level 2 and 3.

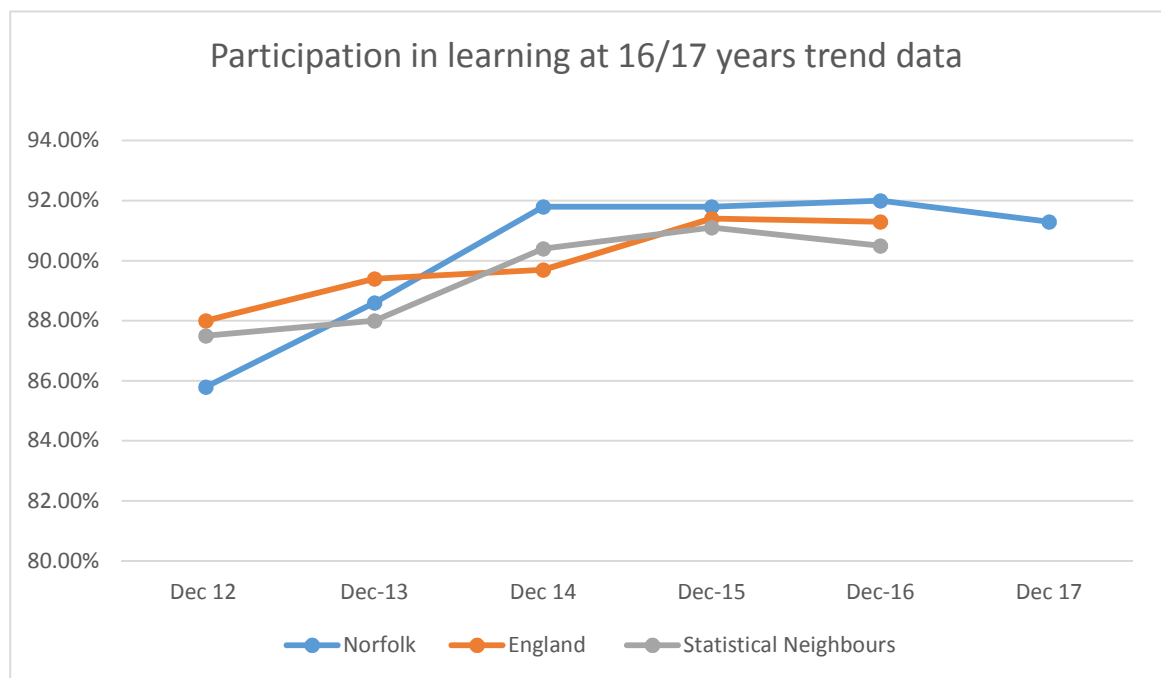
- 2.7 The College aims to increase learner numbers across the range of skill provision with a focus on technical training and competence at levels 3-6 delivering a skilled workforce for the energy sector and raising aspiration levels for young people in the area. The new facility is due to be operational by December 2018.
- 2.8 Members previously asked about changes to the curriculum at KS5 due to the introduction of linear A-Levels and the reduction in funding. An analysis of some shortage subjects can be found in **Appendix 3**. As most 2 year courses are planned a year in advance, the full extent of the impact of the changes will only become apparent in the data for 2018 and 2019.

3. What is the quality of provision in Norfolk?

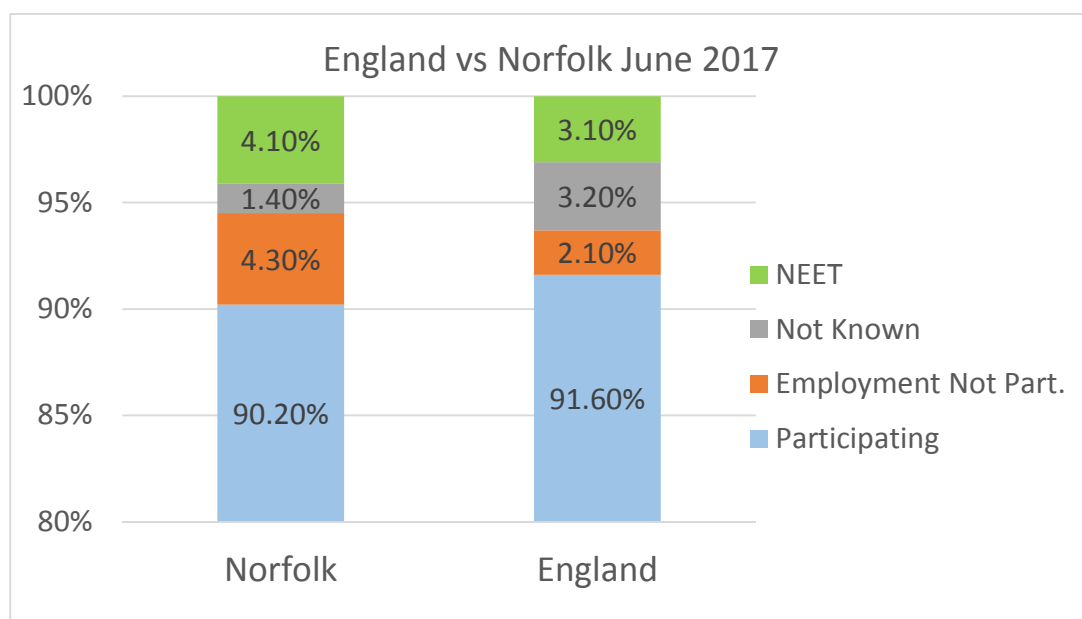
- 3.1 Across Norfolk 78% of colleges and schools with sixths forms are currently judged good or better. A table of all 32 institutions with their most recent inspection outcome can be found in Appendix X. Among training providers, usually run as private businesses, the percentage of institutions good or better currently stands at 84%. Inadequate providers of this type usually close their training operation or cease trading altogether.



- 3.2 **Participation and Young People Not in Education, Employment or Training**
 Since the government signalled its intention to raise the participation age to 18 years, and its full introduction in 2015, Norfolk has maintained a steady increase until this year in the percentage of young people age 16 and 17 who are participating in education or training and has performed well compared to England and statistical neighbours.



- 3.3 Although Norfolk performs well at the December census point for participation in learning, our performance taken later in the academic year demonstrates that Norfolk participation decreases whilst nationally it increases. This indicates that a greater proportion of young people in Norfolk drop out of provision and/or that there is a lack of sufficient and suitable re-engagement provision so that although overall participation has increased, higher than average NEET figures continues to cause concern.



- 3.4 The fact that Norfolk has twice the percentage compared to England of young people in employment without accredited training is significant and highlights that 'a job', especially at age 17, is the preferred choice for many of our young people.
- 3.5 Whilst there is a good geographic spread of sixth form provision across the county, the learning offer in sixth forms is predominantly for academic A-levels with a limited offer of applied or level 3 vocational qualifications. Few sixth forms offer qualifications below level 3. Students wanting to study vocational subjects or at level 2 or below, therefore, must apply to one of the colleges of further education or a specialist provider.

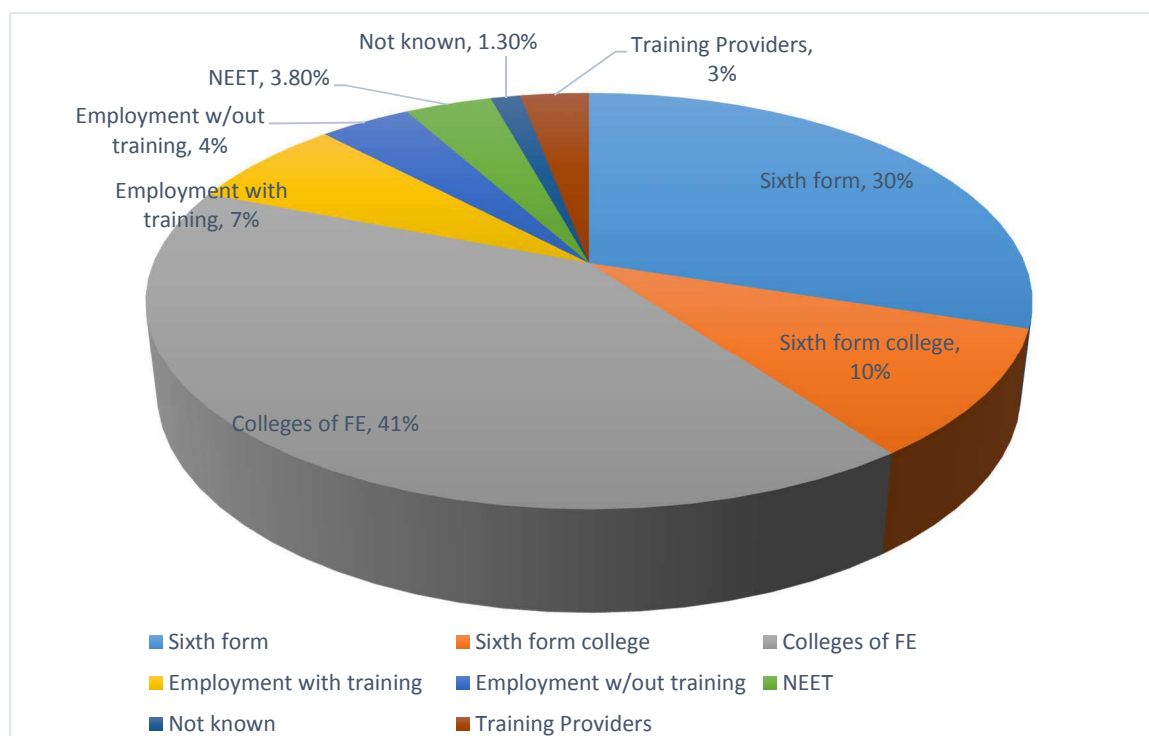
3.6 Young people achieving GCSEs Grades A-C but not at sufficient grades to be accepted onto an A level course at sixth form can struggle to find appropriate and accessible post 16 learning. This means that young people with fewer qualifications, those with a more practical preferred learning style, or those who want to study vocational subjects are disadvantaged and have to travel longer distances than their peers who are studying for A-levels. The average distance travelled by a year 12 student for an A level programme of study at sixth form, sixth form college or college of further education is 8.2 km compared to an average distance travelled of 15.1km to study all other study programmes at a sixth form, sixth form college or college of further education.

After leaving school Jade, age 17, started a level 2 hairdressing course at college but left in October as she was bored and felt that there wasn't enough practical work on the course. She then began an apprenticeship with a hairdresser in her village as transport was a problem, but left when it became clear that the employer was not providing any accredited training. After a period of being unemployed Jade is now working part time in a café but is still trying to secure an apprenticeship

3.7 This travel to learn pattern is different from the national picture where 70% of students travel less than 10 km for post 16 learning, with students taking level 3 courses travelling further (5.9km) than those taking level 1 (4.3km) or 2 (5.1km) courses. This is a particular issue in some parts of the county. There are substantial barriers to vocational education access in North Norfolk and Breckland. For these two districts this is especially concerning at **Entry Level (26.7km, 25km) and Level 1 (27.5km, 23.2km)** where learners are the most vulnerable, yet have high travel to learn distances. In summary, 'travel to learn' distances in Norfolk are above national averages for all levels and types of provision.

3.8 For young people who require foundation provision or re-engagement provision, who are often those likely to become/remain NEET, the offer is patchy. Independent providers can struggle to maintain a financially viable offer due to funding regulations, pockets of small numbers of NEET in different geographic areas and fluctuating numbers of learners. This means that the young people at greatest risk of becoming or remaining NEET, particularly from the north or Breckland are often the most disadvantaged and have the greatest distance to travel for appropriate learning.

3.9 The total number of 16 and 17 year olds is approximately 17,500, and the distribution of their education, employment and training destinations for December 2017 is shown below

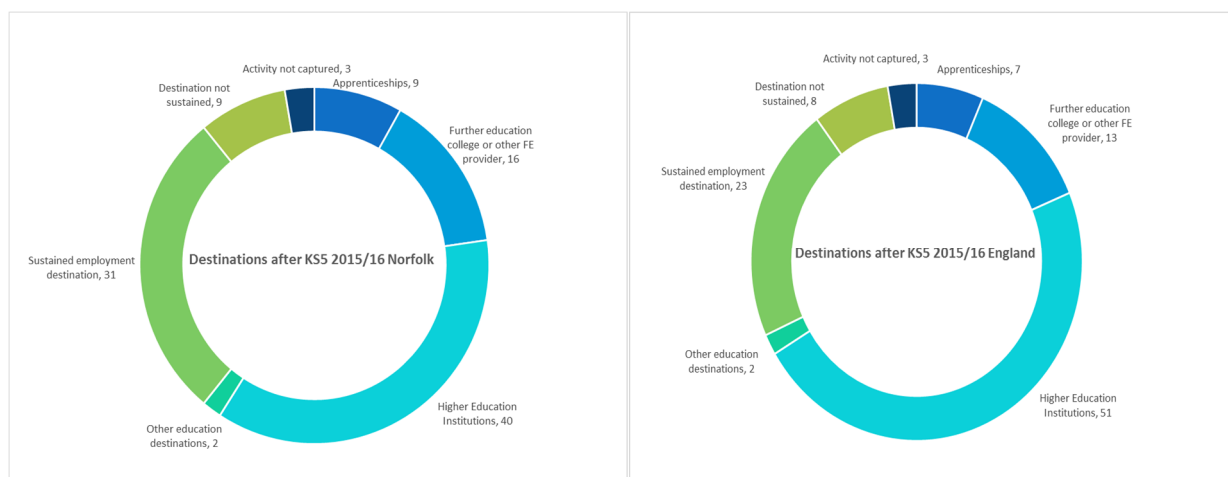


- 3.10 The level of NEET 16-17 for young people with SEND at 10.1% is over twice the level of NEET 16-17 for all young people of 4.1%. 20-25 year olds with SEND are almost three times as likely to become NEET as their peers. Analysis of Norfolk data shows that those with social, emotional and mental health (SEMH) and Cognitive & Learning as their primary need are most likely to become NEET.
- 3.11 The number of NEET young people with complex barriers that prevent them from engaging are increasing. This is reflected in an increase in the length of time that young people remain NEET. The range of barriers includes both personal characteristics such as emotional health issues and external circumstances such as rural isolation. Research shows that young people who have been NEET for over six months require a more bespoke offer of post 16 provision and will often need to access re-engagement provision before going onto longer term learning.

4. Where do Level 3 students go at age 18? (Destinations)

- 4.1 The Department for Education provides a Norfolk picture of educational outcomes for students at the end of KS5 but currently only for level 3 learners, in 2017 this represented 41% of Norfolk KS5 leavers.
- 4.2 Norfolk students at level 3 in school sixth forms and Colleges have overall positive destinations in line with national outcomes at the end of KS5, with 90% of Norfolk students in education, employment or training compared to a national average of 91%.
- 4.3 **11% fewer Norfolk students enter into higher education destinations than the national cohort but 9% more enter employment and apprenticeship destinations.** The diagram below compares national and Norfolk school sixth form and College outcomes.

Destinations for Norfolk learners on Level 3 programmes at the end of KS5 for 201516



- 4.4 Destination outcomes for school sixth forms and Colleges differ proportionately with a greater number of students in school sixth forms moving into academic destinations, and College students moving into employment outcomes. Twice as many students in colleges fail to sustain their destination. (Sch 5% Col 10%)

Destinations for disadvantaged learners

- 4.5 There is no difference in sustained employment destinations between disadvantaged learners and all other Norfolk learners in Norfolk schools and Colleges, but 5% less disadvantaged learners sustain positive destinations. For disadvantaged learners in school sixth forms and colleges, 10% less progress into higher education destinations than all other Norfolk learners, and 2% less into apprenticeship destinations. A more detailed analysis of destinations for disadvantaged learners can be found in **appendix 4**.

5. Outcomes at level 3 for Norfolk

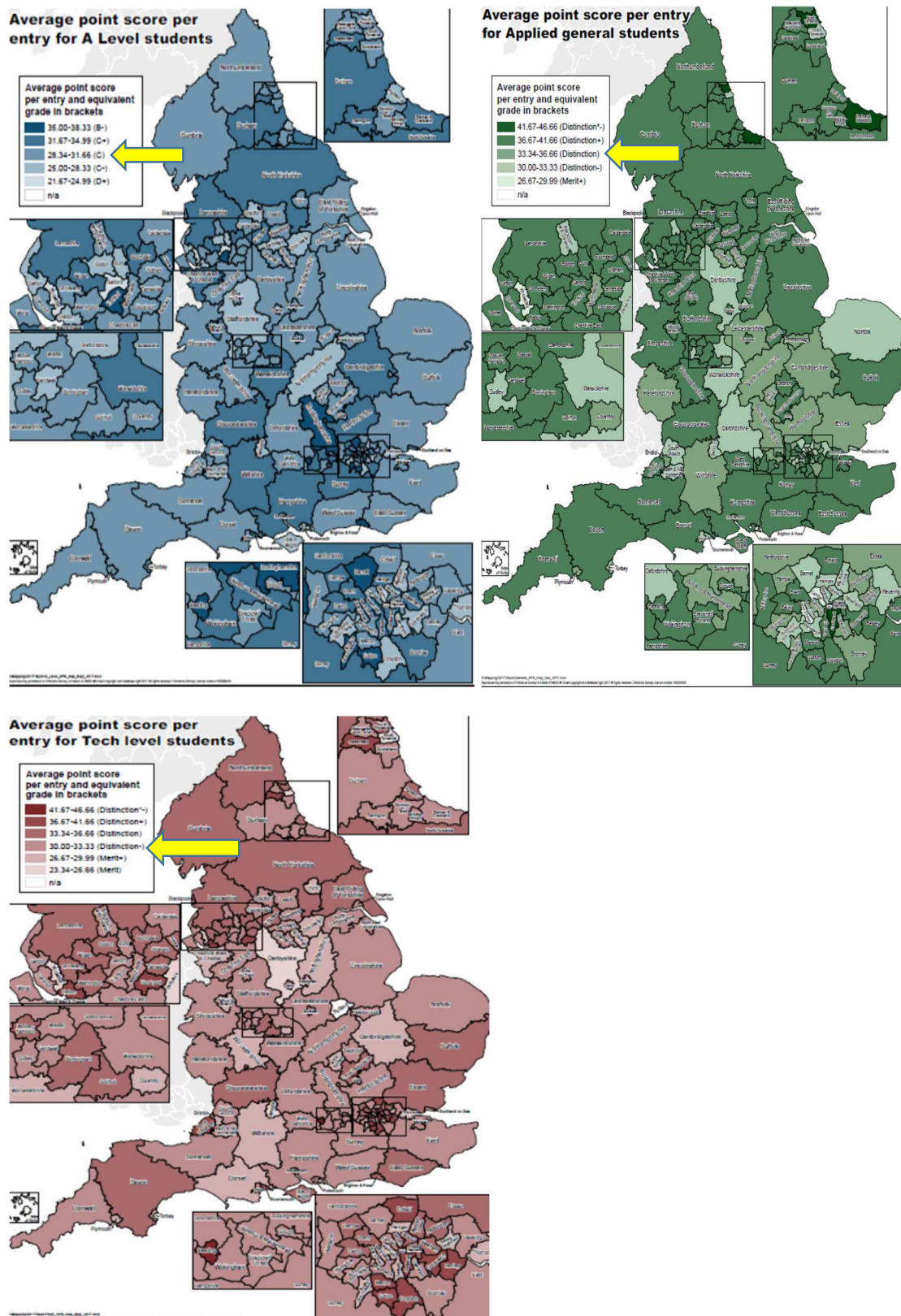
Region/ Local authority name	A level students				Tech level students		Applied General students	
	APS per entry	APS per entry as a grade	Percentage of students achieving 3 A*-A grades or better at A level	Percentage of students achieving grades AAB or better at A level with at least 2 in facilitating subjects	APS per entry	APS per entry as a grade	APS per entry	APS per entry as a grade
England (all)	32.39	C+	13..4	17.0	32.26	Dist -	35.72	Dist
State- funded sector	31.13	C	11.1	14.3	32.25	Dist -	35.69	Dist
East of England	31.35	C	11.3	14.4	31.66	Dist -	34.42	Dist
Norfolk	29.75	C	9.0	11.9	30.22	Dist -	33.22	Dist-

5.1 A level provision in Norfolk is in line with national outcomes for the headline measure of APS (Average Points Score) expressed as a grade as it was last year. Norfolk is below the national and regional average for APS per entry and this gap has increased compared to last year. Although Norfolk APS per entry for A levels has improved against last year, Norfolk has not matched national improvements.

5.2 Norfolk has improved its Tech level outcomes moving from an APS expressed as a grade, from half a grade below national last year, to be in line with national this year. The Applied qualifications remain however half a grade below national outcomes. For both Tec levels and Applied qualifications although Norfolk has improved its APS per entry compared to last year, it has not improved as much as the national rate and still remains behind.

Norfolk L3 Average Points Score for A levels, Applied General and Tech level qualifications compared to national 2016-17

5.3 The below maps show the Level 3 Average Points Score expressed as a grade for the English counties. Norfolk outcomes are at national averages for A level and Tech qualifications but a half a grade below for Applied qualifications. (National average yellow arrow)



A more detailed analysis of outcomes by institutions is included in Appendix 1 and further analysis of outcomes for disadvantaged learners at Level 3 can be found in Appendix 2.

6. What are the drivers for change?

Recent national policy changes & current initiatives

- 6.1 There are a number of important initiatives and policy drivers affecting post 16 education and training in Norfolk. These are described in Appendix 6 and Appendix 7 and include:

6.1.1 National

- The Apprenticeship Reforms including the Levy
- New T-Levels
- Network of East Anglian Collaborative Outreach (NEACO)
- Norwich Opportunity Area
- Career Strategy & new statutory guidance
- Industrial Strategy,

6.1.2 Local

- Norfolk and Suffolk Economic Strategy and Sector Skills Plans
- Recommendations from the Norfolk and Suffolk Area Based Review and update on implementation (Appendix 7)

7. Issues, risks and innovation

Issues for Norfolk

- 7.1 Quality of provision & providers exiting market
In the past year there have been a number of factors that have created risks on the range and quality of opportunities that are available post 16. Up until 2017 all Norfolk college provision was rated as good by Ofsted. In 2017 Easton & Otley became inadequate, College of West Anglia was rated as requiring improvement and East Coast College as a newly established college awaits a grading. 19% of learners are attending one of these colleges (with a total of 41% of Norfolk learners at a college of further education) so we cannot be confident of the quality of the provision that they are receiving.
- 7.2 In December 2017 Norwich City College formally merged with Paston Sixth Form College, the new institution now has a considerable number of Norfolk post 16 students. Given the history of mergers in the FE sector and the subsequent disruption to the performance of the lead provider this merger would warrant some careful monitoring going forward given the very large numbers of Norfolk learners involved.
- 7.3 In addition there have been three independent training providers exit the market in the last year. The impact of this has been to narrow the breadth of type of learning provider and to reduce the spread and the scope of vocational provision opportunities available to young people who do better in a smaller and more practical environment.

Funding and Size of Institutions

- 7.4 There are a number of funding challenges in the post 16 sector. The introduction of the area based reviews by the Department of Education was a direct response to some of the financial issues in the FE Sector. An overall reduction in funding has resulted in larger institutions to seek economies of scale. The funding for all post-16 students has been harmonised, resulting in

a significant reduction of funding for schools sixth forms. Schools and academies now receive equivalent funding of approximately £4000 per full time student. The size of institutions therefore now correlates more strongly with sustainability. A number of sixth forms in Norfolk have closed in the past few years. Most institutions are re-considering the number of courses they offer. More than half of Norfolk Sixth Forms have fewer than 200 students. Different national reports consider 200 to 250 students to be the minimum number for a viable sixth form with a sufficiently broad curriculum offer.

- 7.5 Feedback from schools and academies suggest that it is becoming increasingly challenging for them to maintain both quality and curriculum breadth and further reduction of course or even closures are likely.

Transport

- 7.6 In a large rural county such as Norfolk, support for transport is a key component in promoting the **effective participation** in education or training (Education and Skills Act 2008). There are three key issues affecting the future provision of this support:

- 7.6.1 Further concentration of provision in more centralised locations.
- This is partially an effect of the reduction in funding and market forces. However, it is also an agreed direction of travel as part of the Area Based Review conducted by the Department for Education. FE Colleges were actively encouraged to merge as part of the recommendations.
- 7.6.2 Travel to learn distances can be a barrier to participation
- As outlined earlier in this paper, they affect disadvantaged learners disproportionately and thus make it harder to reduce the number of young people who are NEET.
- 7.6.3 Pressure on public funding
- Members have indicated a desire to consider further savings from transport budgets and some of these may be difficult to realise without an impact on young people's participation and outcomes.

Area Based Review – Implementation of Recommendations

- 7.7 The specific recommendations for which NCC has a role in the implementation. As outlined in the paper presented to members in November 2017, the implementation of these recommendations is led by the New Anglia LEP Skills Board.
- 7.8 Norfolk County Council officers will need to provide both leadership and support to facilitate this work and actions to date are outlined in the next section on 'Current Support and Challenge'. There are resource implications, particularly in relation to the issue of transport support.

8. How is Norfolk County Council responding to these issues?

- 8.1 Norfolk County Council continues to support post-16 education and training through the work of officers in Children's Services and Community and Environmental Services (Skills and Apprenticeship Team). Day to day operation is focused on fulfilling our statutory duties and includes tracking young people, promoting participation and transition, supporting employer

engagement, working with the most vulnerable young people and providing challenge and support providers through a range of networks.

- 8.2 The **Norfolk Education Training Strategy Group** is a well-established partnership group bringing together representatives from the sector to address key issues through collaboration and mutual challenge and support. This key partnership group helps to steer the services and projects offered by Norfolk County Council, which include a range of support and challenge. Includes work pre-16.
- 8.3 There is a thriving network supported by officers that brings together sixth form leaders and other providers. This **Heads of Sixth+** meets termly and agrees priorities and actions for Norfolk-wide improvement. The **Provider Quality Group**, which brings together Colleges and Independent Training Providers, fulfils a similar function.
- 8.4 The **Norfolk Higher Education Scheme** assists in co-ordinating a county wide offer for Level 3 students. It includes extensive brokered provision on behalf of all publicly-funded providers: Post-16 and Higher Education Institutions.
- 8.5 More recently, a project to develop support for care leavers and vulnerable young people through an **Apprenticeship Training Agency (ATA)** has received support and funding has been secure.
- 8.6 Officers have also provided support for a bid to the Strategic School Improvement Fund focused on addressing subject under-achievements in 19 Sixth Forms. This bid has been successful and will be led by the Teaching School Alliance located at Notre Dame High School. Our 14-19 Adviser has been seconded to support this project on a part time basis.
- 8.7 NCC officers also engage with individual institutions as part of an annual conversation, which is offered to every state funded post 16 provider. These discussions have proved invaluable to understand the challenges in the market and facilitate improvement discussions.
- 8.8 In addition to our well established work on tracking participation, supporting information, advice and guidance, facilitating work experience placements and providing direct assistance to vulnerable and disadvantaged young people who are NEET or at risk of NEET, Norfolk County Council also hosts the **Enterprise Adviser Network** and a number of Enterprise Coordinators partially funded through the Career and Enterprise Company.
- 8.9 A considerable number of officers are engaged in the Norwich Opportunity Area to support the priority related to post 16 transition. We also maintain a wide range of partnerships with other agencies, such as the NEACO programme.
- 8.10 Officers from both the Economic Development Team in the Community and Environmental Services Directorate and from Children's Services are actively engaged in the implementation of the recommendations from the Area Based Review. These have been shared with the Committee in November, please see Appendix 7 for an update on these.

Priorities for Norfolk County Council and its partners

- 8.11 To strengthen the relationship with the Education Skills Funding Agency and with Norfolk Providers.
- 8.12 To ensure suitable and sufficient provision through
- Effective challenge and support.
 - Strengthening existing relationships with providers
 - Sharing labour market and other relevant information proactively with partners.
- 8.13 To improve the quality of provision by
- Increasing the capacity for improvement and intervention in Norfolk.
 - Capitalising on strategic opportunities for collaborative improvement. (The Strategic School Improvement Fund and the Norwich Opportunity Area are two such examples)
- 8.14 To support all young people in their transition to Post 16 to participate in learning and training. This will be achieved by
- Providing leadership and support for an Norfolk-wide review of transport support involving providers, students and other stakeholders – needs to be more prominent
 - Improving the support available to young people through effective data sharing.
 - Challenge and support for providers to address gaps in outcomes and achievement for disadvantaged young people in Norfolk.

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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Email address: Sebastian.gasse@norfolk.gov.uk



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Appendix 1

Provider landscape and outcomes for Learners by institution

College and Independent training providers student numbers by institution

Top 10 Norfolk College and independent training providers by student enrolments for academic year 2016-17

	2014/15		2015/16		2016/17	
Institution	Students	%	Students	%	Students	%
Norwich City College of Further and Higher Education	3,988	33.0%	4,071	33.6%	3,830	33.1%
The College of West Anglia	2,168	17.9%	2,141	17.7%	1,947	16.8%
East Norfolk Sixth Form College	1,343	11.1%	1,282	10.6%	1,301	11.2%
Easton & Otley College	1,257	10.4%	1,190	9.8%	1,198	10.3%
Great Yarmouth College	1,159	9.6%	1,135	9.4%	1,028	8.9%
Paston Sixth Form College	722	6.0%	686	5.7%	592	5.1%
West Suffolk College	345	2.9%	328	2.7%	381	3.3%
Access to Music Limited	158	1.3%	207	1.7%	195	1.7%
Nova Training			181	1.5%	330	2.8%
Norfolk Training Services	133	1.1%	134	1.1%	95	0.8%
Top 10 Total	11,273	93.3%	11,355	93.7%	10,897	94.1%
Total	12,078	100.0%	12,115	100.0%	11,584	100.0%

Paston College now merged with City College Norwich 1st December 2017, Norfolk Training Services have now ceased trading.

Norfolk School Sixth Form and College providers student numbers by institution (Top 10 Institutions)

Top 10 Norfolk school sixth forms by student enrollments for 2016-17 academic year

	2014/15		2015/16		2016/17	
Institution	Students	%	Student	%	Students	%
Notre Dame High School, Norwich	385	7.4%	351	6.2%	371	6.7%
Thorpe St Andrew School and Sixth Form	336	6.4%	360	6.4%	376	6.7%
Wymondham High Academy	364	7.0%	359	6.4%	323	5.8%
Wymondham College	233	4.5%	395	7.0%	387	6.9%
Springwood High School	302	5.8%	310	5.5%	348	6.2%
City of Norwich School	153	2.9%	396	7.0%	375	6.7%
Northgate High School	243	4.6%	224	4.0%	363	6.5%
Reepham High School and College	193	3.7%	195	3.5%	237	4.3%
Downham Market Academy	212	4.1%	203	3.6%	167	3.0%
King Edward VII Academy	177	3.4%	196	3.5%	201	3.6%
Top 10 Total	2,598	49.7%	2,989	53.0%	3,148	56.5%
Total	5,228	100.0%	5,638	100.0%	5,571	100.0%

Level 3 APS and Value Added Outcomes for school sixth forms and Colleges 2016-17

Institution	Number who entered at least one AS or A level qualification	Average point score per A level entry	A level value added score	Number who entered at least one applied general qualification	Average point score per applied general entry	Applied general value added score	Number who entered at least one tech level qualification	Average point score per tech level entry
Attleborough Academy Norfolk	81							
City of Norwich School	202							
The College of West Anglia	99			335			215	
Diss High School	100			37			8	
Downham Market Academy	96			21			5	
East Norfolk Sixth Form College	491			229			83	
Easton & Otley College				103			204	
Fakenham Academy Norfolk	73			14				
Hellesdon High School	75							
The Hewett Academy, Norwich	33			17				
Iceni Academy	16			35				
Jane Austen College	33							
King Edward VII Academy	111							
The Nicholas Hamond Academy	25			16				
Northgate High School	181			25				
Norwich City College of Further and Higher Education	227			459			216	
Notre Dame High School, Norwich	233							
The Open Academy	27			24				
Ormiston Victory Academy	66			51			9	
Reepham High School and College	113							
Sheringham High School	75							
Sir Isaac Newton Sixth Form Free School	116							
Smithdon High School	21			6				
Springwood High School	167			19			6	
Sprowston Community High School	98			19				
Taverham High School	89							
The Thetford Academy	70			33			18	
Thorpe St Andrew School and Sixth Form	169			72			8	
University Technical College Norfolk	60						64	
Wymondham College	247							
Wymondham High Academy	181							
Norfolk		29.75	0		33.22	0		30.22
National		31.13	0		35.69	0.03		32.25

(Green \geq national all student APS Red > 1 grade below national all student APS VA Green $\geq + \frac{1}{4}$ grade Red $\leq - \frac{1}{4}$ grade compared to national all pupil)

Students achieving the AAB facilitating high grades measure at A level 2016-17
(based on provisional tables checking outcomes) Green \geq national all student APS
Red > 1 grade below national all student APS

The percentage of students in Norfolk school sixth forms achieving high grades is below that of students nationally (12.8% compared with 15.6% nationally). In terms of gender performance Norfolk mirrors national trends with males doing better than

females in terms of the percentage achieving the measure, but both genders are approximately 3% below national.

School	Student included in AAB measure	% Students achieved AAB measure	Student included in AAB measure	% Male achieved AAB measure	Student included in AAB measure	% Female achieved AAB measure
Attleborough Academy Norfolk	66		37		29	
City of Norwich School	169		74		95	
Dereham Neatherd High School	6		2		4	
Diss High School	59		20		39	
Downham Market Academy	65		28		37	
Fakenham Academy	51		22		29	
Hellesdon High School	45		21		24	
Iceni Academy	9		4		5	
Jane Austen College	24		5		19	
King Edward VII Academy	96		38		58	
Northgate High School	134		56		78	
Notre Dame High School, Norwich	172		65		107	
Ormiston Victory Academy	23		10		13	
Reepham High School and College	95		37		58	
Sheringham High School	67		30		37	
Sir Isaac Newton Sixth Form Free School	87		48		39	
Smithdon High School	8		3		5	
Springwood High School	125		57		68	
Sprowston Community High School	62		32		30	
Taverham High School	67		37		30	
The Hewett Academy, Norwich	24		13		11	
The Nicholas Hamond Academy	8		3		5	
The Open Academy	5		2		3	
The Thetford Academy	36		18		18	
Thorpe St Andrew School and Sixth Form	110		39		71	
University Technical College Norfolk	6		6			
Wymondham College	232		117		115	
Wymondham High Academy Trust	166		79		87	
Norfolk	2017	12.8	903	15.2	1114	10.9
National (state schools)		15.6	903	18.0		13.8

Norfolk outcomes at level 2 2016-17

This is the first time this data has been released in this format. Norfolk is above both national and regional averages APS per entry in both Level 2 vocational qualifications and L 2 technical qualifications.

Norfolk is a half grade above regional and national on the headline measures of APS expressed as a grade for L2 technical qualifications and at national and regional averages for the L2 vocational qualifications.

Region/ Local authority name	Level 2 vocational qualifications ⁵		Level 2 technical certificate qualifications ⁶	
	APS per entry	APS per entry as a grade	APS per entry	APS per entry as a grade
England ¹⁷	5.69	L2Merit-	5.75	L2Merit-
State-funded sector ²	5.69	L2Merit-	5.75	L2Merit-
East of England	5.69	L2Merit-	5.80	L2Merit-
Norfolk	5.82	L2Merit-	5.85	L2Merit

Norfolk outcomes for English and maths progress post 16 for schools and Colleges 2016-17

Norfolk is at approximately national levels for English progress for those students who failed to obtain a grade 4 or C at the end of KS4, but below national for maths. Nationally there is an issue for English and maths progress as on average, students' point scores remained the same or decreased slightly during 16-18 studies when compared to the point score achieved at the end of key stage 4.

Institution	students in the English progress measure	Average progress made in English	students in the maths progress measure	Average progress made in maths
Attleborough Academy Norfolk			5	
City of Norwich School			11	
The College of West Anglia	572		670	
Diss High School				
Downham Market Academy	6		8	
East Norfolk Sixth Form College	77		108	
Easton & Otley College	507		565	
Fakenham Academy Norfolk	11		21	
Hellesdon High School				
The Hewett Academy, Norwich	13		13	
Iceni Academy	10		8	
Jane Austen College				
King Edward VII Academy				
The Nicholas Hamond Academy	13		12	
Northgate High School			9	
Norwich City College of Further and Higher Education	644		767	
Notre Dame High School, Norwich			9	
The Open Academy	11		17	
Ormiston Victory Academy	10		21	
Reepham High School and College				
Sheringham High School			11	
Sir Isaac Newton Sixth Form Free School				
Smithdon High School			6	
Springwood High School	10		12	
Sprowston Community High School			7	
Taverham High School	9		8	
The Thetford Academy	4		19	
Thorpe St Andrew School and Sixth Form	5		15	
University Technical College Norfolk	41		22	
Wymondham College				
Wymondham High Academy				
Norfolk		-0.07		-0.13
National		-0.02		-0.01

VA Green $\geq + \frac{1}{4}$ grade Red $\leq - \frac{1}{4}$ grade compared to national all pupil)

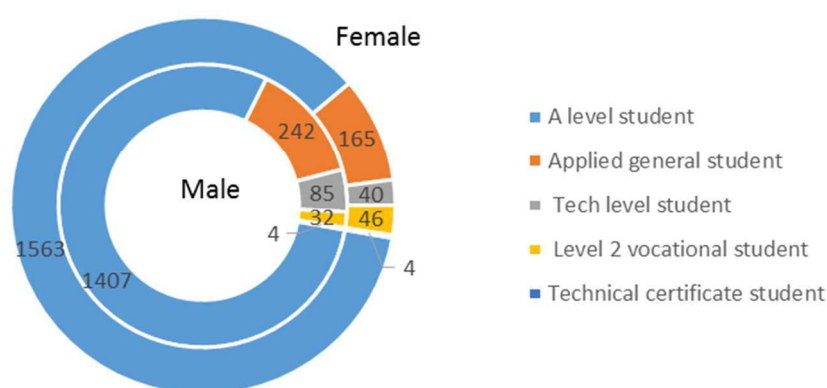
Appendix 2

Analysis of Academic outcomes for Disadvantaged Students in school sixth forms 2017

3562 students completed a 16-18 study programme in a Norfolk sixth form in 2017. Almost all of these were from the 8301 students who left KS4 in Norfolk in 2015.

There are almost equal numbers of female and male students participating at the end of KS5 in school sixth forms. A levels were by far the greatest proportion which is in line with the national trend for schools. Norfolk follows the national trend in participation where there are more female than male A level students (52.6%, 47.4%) and more male students undertaking Applied and Tech qualifications.

Number of Male and Female students



The number of disadvantaged students undertaking qualifications in school sixth forms at Level 3 and 2 compared to all students is shown below. As a percentage of the cohort the number of disadvantaged students increases as the vocational nature of the qualifications grows.

In Norfolk disadvantaged students are underrepresented in school sixth form A level provision compared to the number of disadvantaged students at the end of KS4. This lack of progression to academic programmes is reflected in the latest destination outcomes at the end of KS4 for Norfolk. Only 15% (25% nationally) of disadvantaged students progress to Norfolk school sixth forms compared to 36% of all other pupilsⁱ. This is in comparison to Further Education colleges where progression is 56% (46% nationally) compared to all other pupils (43%).

Student type	A level student	Applied general student	Tech level student	Level 2 vocational student	Technical certificate student
All	2970	407	125	78	8
Male	1407	242	85	32	4

Female	1563	165	40	46	4
All Disadvantaged	329	65	23	26	0
Disadv. Male	157	35	10	10	0
Disadv. Female	172	30	13	16	0

Attainment of Disadvantaged Student

Disadvantaged students in school sixth forms perform less well than all other Norfolk students at A level, averaging more than a half grade lower, and a whole grade lower than all other national students. (APS Dis 25.16 Norfolk 29.87 National 31.25).

Students achieving the AAB facilitating high grades measure at A level

Disadvantaged students perform less well by 5.4 % compared to all Norfolk students, and 8.2% behind all national students (% attaining the measure: Dis 7.4% Norfolk 12.8% National 15.6%).

Male disadvantaged students perform below all male Norfolk students and well below all national male students (% attaining the measure Dis 13.25% Norfolk 15.2% National 18%).

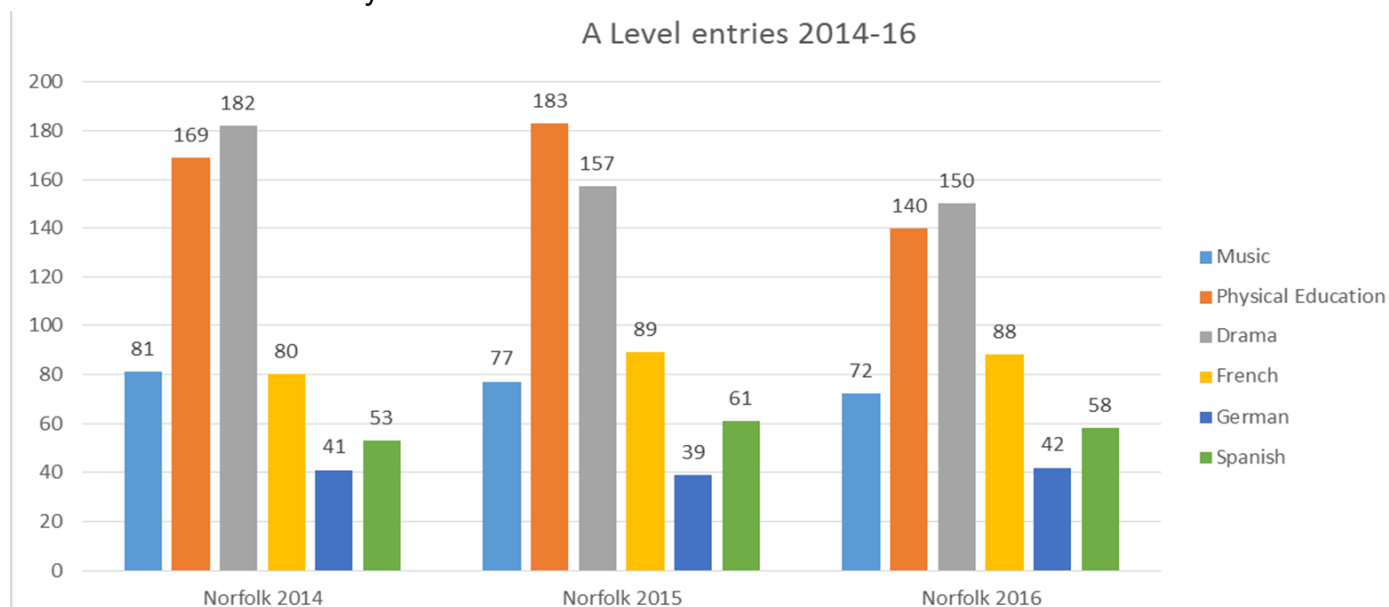
Female disadvantaged students do especially poorly with only 2.8% obtaining the measure compared to all female Norfolk students, at 10.9%, and all national female students at 13.8%

The low level of achievement for disadvantaged student is a combination of disproportionately low numbers of disadvantaged pupils taking A levels in school sixth forms, fewer taking facilitating A levels and then a lower percentage of pupils achieving top grades. Of the 1009 disadvantaged girls who left KS4 in 2015, only three of them achieved AAB grades including two facilitating subjects in 2017.

Appendix 3

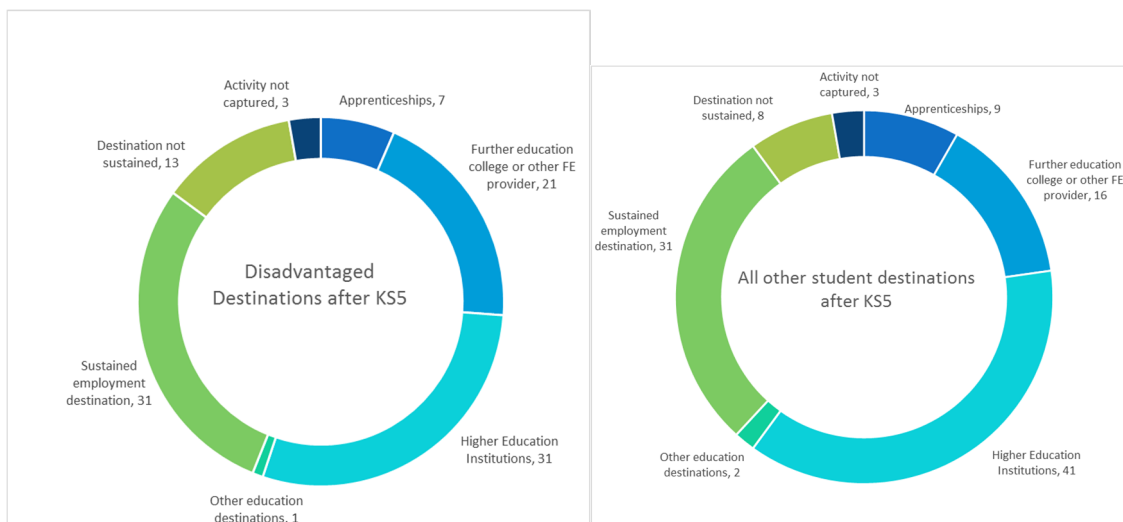
A level Entries in school sixth forms

Modern foreign languages and music entries in Norfolk have been stable over the last 3 years but at very low levels, leaving provision vulnerable to provider withdrawal. Drama and Physical education, whilst at higher levels of entry are on a declining trend. Both subjects have seen falling levels of support at KS4 which could increase their vulnerability.



Appendix 4

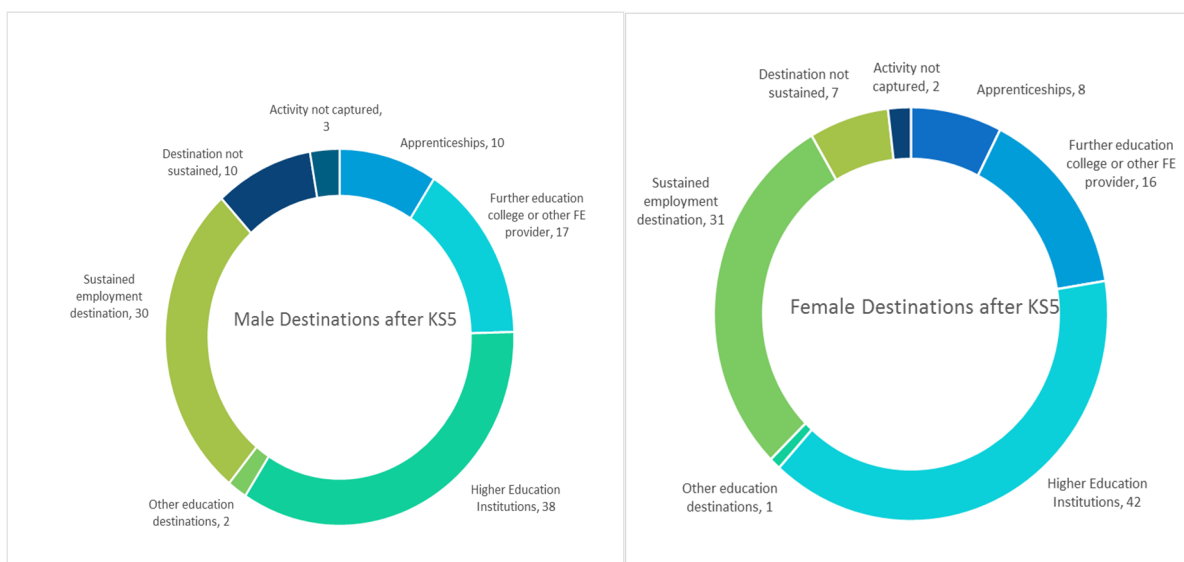
Destinations for Norfolk disadvantaged learners on Level 3 programmes in schools and colleges at the end of KS5 for 2015-16



Destinations by Gender

Destination outcomes for male and female students in Norfolk schools and colleges are similar but 4% more females progress to HE destinations than male students. Those sustaining positive employment destinations are very similar (male 30%, female 31%). Destinations not sustained have a 3% difference (male 10%, female 7%)

Destinations for Norfolk learners on Level 3 programmes at the end of KS5 for 2015-16 by gender

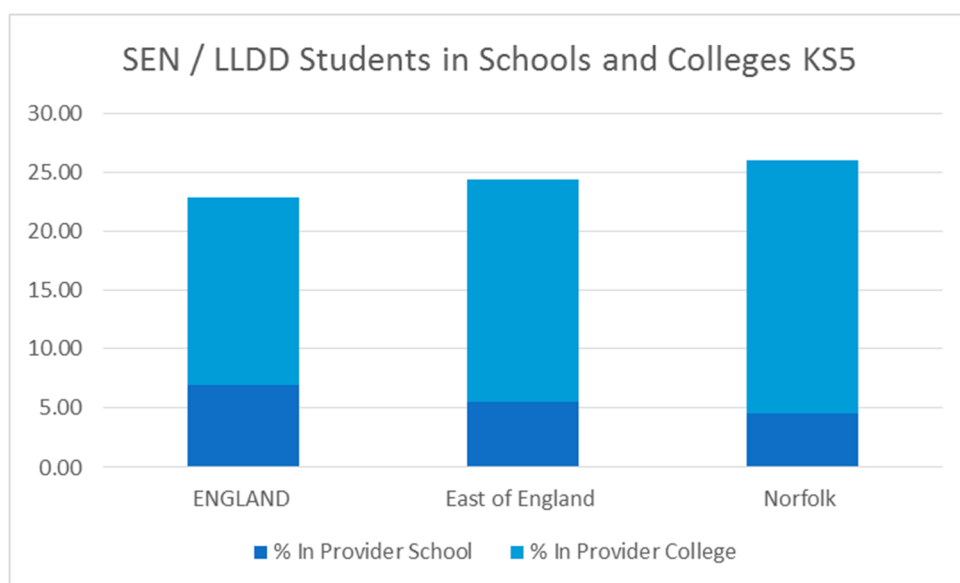


Destinations for Learners with Learning Difficulties or Disabilities (LLDD) in colleges or Special Educational Needs (SEN) in school sixth forms

The number of learners with disabilities or special educational need in school sixth forms in Norfolk compared to those in Colleges, is smaller than the East of England average, and the national proportion at the end of KS5. (LLDD in colleges: Norfolk 21.46% National 16.02%) (SEN in school sixth forms Norfolk 4.56% National 6.9%)

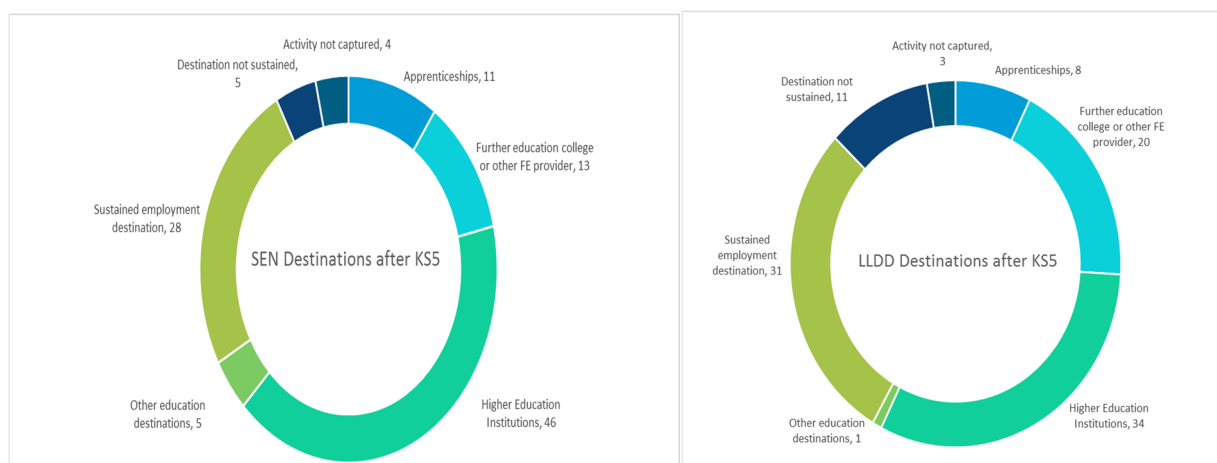
There are 720 LLDD in Norfolk Colleges who undertook exams at Level 3 compared to only 105 SEN students in school sixth forms.

Number of students undertaking exams at level 3 at the end of KS5 in schools and Colleges



Students with a disability or additional learning need progress at a higher rate into an HE destination from school sixth forms than from colleges (schools 46% colleges 34%) Non-sustained destinations are better in school sixth forms compared to colleges by 6% (schools 5%, colleges 11%).

Destinations for Norfolk learners on Level 3 programmes at the end of KS5 for 2015-16 for students with a learning difficulty or disability



Appendix 5

Recent national policy changes & current initiatives

Apprenticeship levy

In April 2017, the Government introduced a new funding model for the delivery of Apprenticeships. This included a new levy (TAX) for large businesses with a gross annual UK pay bill of more than £3m. On the 1 May 2017, changes to the way in which Apprenticeships for smaller (non-levy) businesses are funded also changed. The Apprenticeships Levy means that any business, or group of businesses who have a gross annual UK pay bill of more than £3m pay 0.5% of anything above the £3m as a levy to Government. This is administered through HMRC systems and is managed in real-time alongside PAYE.

Changes to the funding for small businesses has meant that many who used to be able to recruit a 16 to 18 year old without any costs for training are now expected to pay a contribution of 10%. Only the smallest businesses with less than 50 staff can still recruit without paying this fee. At the same time, the contribution for 19+ learners was reduced to 10%. In the previous system, there had been an expectation that employers would fund up to 50% of the total cost. This has, in effect created a disincentive to take on a 16 to 18 year old.

Progress against the council's targets from 2014 to 2016 was strong with Norfolk leading the way in the Eastern Region in terms of growth in overall number, and in terms of increasing the levels studied, However performance has faltered in 2016/17 due to the effects of the Apprenticeship reforms.

The following changes to Apprenticeships have all impacted on the performance of Apprenticeships across Norfolk and the rest of England.

- The introduction of the levy. Levy paying businesses are focussed upon the development of their existing staff rather than recruiting young people into their businesses. (This is approach has been taken in Norfolk County Council also)
- The change in qualification funding levels. Apprenticeships like Business Administration and Health and Social Care have had their funding reduced which has made providers less likely to offer these. In the last year, Health and Social Care and Business Administration were Norfolk's top two Apprenticeship sectors. Conversely, STEM subject areas have seen an increase in funding.
- The change from Frameworks to Standards. Apprenticeship frameworks are being phased out between now and 2020 and the new Apprenticeship Standards are delivered very differently. Standards are assessed by an organisation independent to the apprentice, provider or the employer and require the individual to pass an End Point Assessment to complete their Apprenticeship.
- The introduction of an all age, all level service, with Apprenticeships now available for level 2 to level 7. This is leading to a rush to the top with many employers who have traditionally recruited apprentices at level 2 or 3, making a conscious decision to instead recruit those with A Levels onto a level 4/5 Apprenticeship.

T-Levels

T Levels were suggested as one of the recommendations by the Independent Panel on Technical Education, chaired by Lord Sainsbury. The review into the future of technical education which reported in April 2016 suggested that a new framework of 15 technical routes to skilled employment, covering classroom-based training programmes (T levels) and work-based programmes (Apprenticeships) were

developed. The recommendations were taken up by government and set out as part of the Post 16 Skills Plan published in July of the same year. There have now been several further refinements of the T level programme with the suggestion for Level 3 qualifications only, with a transition year for students studying below level 3 to give them opportunity to further develop their skills before progressing. A major feature of T levels will be an extended work placement which will contribute to the students' qualification.

The time line for the development of T levels will see the first full delivery from 2021 with further roll out in different vocational areas continuing for the following two years. The implementation of the qualification is still subject to a number of consultations and developmental stages, so there could still be refinements of the qualification before the final implementation country wide.

Network for East Anglian Collaborative Outreach

This is a higher education initiative facilitated by the government's widening participation programme. Starting from January 2017, East Anglia's five Higher Education Institutions, working in close partnership with the region's Further Education Colleges and other stakeholders, will seek

- Double the proportion of young people from disadvantaged backgrounds in Higher Education (HE) by 2020;
- Increase by 20 percent the number of students in HE from ethnic minority groups;
- Address the under-representation of young men from disadvantaged backgrounds in HE

NEACO brings together Anglia Ruskin University, Norwich University of the Arts, University of East Anglia, University of Suffolk, and the University of Cambridge as Consortium Partners, with Cambridge acting as lead partner. The initiative is funded with approximately £9m in the first two years and a number of HE Champions have now been deployed into Norfolk institutions.

The initiative is highly targeted on specific wards and post-code areas and only young people from those areas can benefit from this support.

Norwich Opportunity Area

Norwich has been designated as one of the twelve opportunity areas in England. The purpose of the opportunity areas is to break down barriers to social mobility by identifying and driving forward improvements that will raise aspirations and open up opportunities for children and young people across the city. Successful and stretching progressions into post 16 education, employment and training has been identified by the Norwich Opportunity Area and one of the priorities is to 'Give young people the information and support they need to move successfully between school, college, university and work'. The identified actions include

- ensuring that young people have multiple opportunities to experience the world of work
- improving links between employers and schools
- supporting more young people to apply to higher education and higher level apprenticeships
- putting in place systems to support young people post 16 to strengthen English and maths qualifications and skills
- supporting young people who are most at risk of disengaging

Career Strategy

In December 2017 the Government launched its Careers Strategy. *Careers strategy: Making the most of everyone's skills and talents*. The Strategy is billed as providing an all age vision to improve the 'patchiness' and inconsistency of careers provision in England following the 2012 change to statutory obligations for careers guidance which made individual schools and colleges responsible for securing access for all young people to independent careers guidance whilst in education to age 19, but with no additional resources.

The Strategy details a number of new requirements based around the following four pillars.

1. Inspiring encounters with further and higher education, and with employers and workplaces.- at least one inspiring encounter for every young person per year from year 7-13 including STEM encounters
2. Excellent advice and guidance programmes (which incorporate schools achieving the Gatsby Benchmarks for 'good career guidance' by 2020 supported through the creation of local 'Careers Hubs' and requirements careers leadership in schools)
3. Support and guidance tailored to individual needs – including tailored support for SEND and those at risk of NEET
4. Using data and technology to help everyone makes choices about careers – revamping the National Careers Service website and other digital platforms

The strategy also provides an outline to explore good practice career development in key stage 2 primary settings

In January 2018, the DfE published revised Statutory Guidance for schools and will soon publish similar guidance for colleges. *Careers Guidance and Access for education and training providers* reinforces the existing statutory duties, provides for a new statutory duty and articulates wider expectations on schools including further details on what is expected in relation to meeting each of the eight Gatsby benchmarks and to appointing a careers leader in every school.

Industrial Strategy, Norfolk and Suffolk Economic Strategy

The Industrial Strategy White Paper was published on 27 November following on from the green paper earlier in the year which included a consultation.

The strategy outlines plans to boost UK productivity (which lags behind that of most western economies), bolster business and private investment in key growth sectors – artificial intelligence, pharmaceuticals and clean energy. The latter is clearly an opportunity for Norfolk and Suffolk's Energy Coast.

The previous '10 pillars' are reduced to five 'foundations of productivity': ideas, people, infrastructure, business environment and places with a range of policies and plans underpinning each foundation.

Within the People foundation, the key priorities are:

- Establish a technical education system that rivals the world
- Invest an additional £406m in STEM
- National Retraining Scheme £64m to reskill in digital and construction

Norfolk is well placed to contribute to these ambitions via the Energy Skills Centre, a potential Institute of Technology and sector skills plans in Construction and

ICT/digital that are being driven forward by key employers and stakeholders within the sectors.

The Norfolk and Suffolk Economic Strategy (NSES) has been adopted by the LEP Board and partner councils and provides the framework for growth in both counties to 2036. This strategy will shape the work of the Economic Development Service over the coming year.

The strategy articulates a number of key ambitions for the region

- The place where high growth businesses with aspirations choose to be
- An international-facing economy with high value exports
- A high performing, productive economy
- A well connected place
- A centre for the UK's clean energy sector
- A place with a clear, ambitious offer to the world
- An inclusive economy, with a highly skilled workforce

Within the driving skills and inclusion ambitions are a number of key priorities that focus on

- Helping people move closer and into work through improving their skills, qualification levels and resilience
- Assisting businesses to upskill their existing staff to boost productivity and growth. This includes training for In-Work progression and Apprenticeships at all levels
- Ensuring local training providers, colleges and businesses can access funding to pilot new training modules and qualifications in key sectors
- Supporting businesses to articulate and access the skills and training they need both now and in the future
- Supporting businesses and education to work more closely together in developing the workforce of the future ensuring that young people have a range of experiences of the world of work

Skills Development

Since 2010 the economy in New Anglia has grown by 9%, faster than many of the 'powerhouse' areas, creating massive opportunities for businesses and individuals. If growth is to continue and New Anglia is to become a high performing productive economy and to realise the ambitions of the Norfolk and Suffolk Economic Strategy then a skilled work force is vital. The British Chambers of Commerce (BCC) has recently published its Quarterly Economic Survey – the UK's largest and most authoritative private-sector business survey.

The findings of the survey indicate the skills shortages are reaching critical levels. Of the service sector firms hiring, the percentage of Norfolk firms reporting recruitment difficulties rose to 83%, a rate not seen since Q2 2016. In manufacturing, the percentage of recruiting firms reporting greater difficulties remained static from the last quarter at 73. Equipping our young people with the range of skills and qualifications they need to reach their full potential creates both opportunities and challenges for the post 16 sector.

New Anglia's diverse economy is a strength providing the greatest opportunity for growth – cross sector collaboration, where specialist skills in one sector can drive growth across other sectors. The all energy coast with growing expertise in offshore wind, nuclear, solar, biomass and a range of other renewable clean energy developments creates a large clean energy cluster and centre of expertise to rival anywhere else in the UK. The NRP, home to a world leading research base in global

food and health research contributes to our growing reputation in the life sciences sector, whilst building on the strengths of our nationally significant advanced agriculture, food and drink sector.

The ICT, Tech and Digital Creative sector hub in Norwich is fast growing, high value and important in driving productivity across all sectors. Recognised in the Tech Nation Report as tech clusters, Norwich and Ipswich have a growing tech community and innovative start-up scene. With several sector specific clusters of national expertise in automotive, civil aviation, composites and pharmaceuticals, manufacturing and engineering in Norfolk and Suffolk supports a number of key sectors, whilst other sectors such as construction, financial and insurances services and tourism and culture all have an important role.

Increasingly businesses are keen to engage with schools and colleges to help educate and inspire the next generation of workers about the opportunities available, in New Anglia we have one of the most successful Enterprise Adviser Networks in the country with over 50% of our schools and colleges engaged with senior business leaders supporting schools to develop and implement their enterprise strategies, raising young people's aspirations and work readiness in line with the requirements of the local economy.

Post 16 providers have an important role to play in ensuring our young people have the skills required for the future, as well as a growing economy Norfolk has an ageing workforce with replacement demand set to outstrip supply in some industries. A high quality sustainable post 16 offer needs to include:

- High quality academic, professional and technical routes to employment
- Study programmes with robust experiences of the workplace
- Flexibility and responsiveness to local needs and economic priorities
- Increased range of Apprenticeships with clear progression pathways including to higher and degree level
- Excellence in teaching English and mathematics
- Flexible entry points throughout the year
- More high quality opportunities for young people with SEND

Appendix 6

Update on recommendations from the Area Based Review

Recommendation

Norfolk and Suffolk County Councils to provide colleges with information on the needs of SEND students in the future to support planning of new provision to meet the specialist needs of learners.'

Action:

Norfolk has established a Post 16 SEND Learning Strategic Group which is jointly chaired by a special school head teacher and the deputy principal of City College Norwich, and has representation from schools, colleges, the local authority, independent training providers, adult services and health services. Identifying the future cohort and needs of SEND learners is a key priority for this group. Ensuring that colleges and other providers have the information they need to plan new provision and aligning this with outcomes and processes in Suffolk is one of our stated aims.

Norfolk has well established data sharing processes for intending students and a high needs funding process that was developed in partnership with providers that ensures that young people's needs are looked at on a case by case basis so that the funding support meets the needs. The decision making process is transparent, involves external providers as well as Children's Service staff and includes challenge to ensure that the proposed study programme provides stretch and progression for the individual.

Recommendation

Norfolk and Suffolk County Councils and the New Anglia LEP to work collaboratively to:

- Develop good quality information on local employment, skills needs and key developments that may provide opportunities for learners.
- Publish this widely including to schools, colleges and other learning providers to support the provision of improved Information, Advice and Guidance to learners.
- work with stakeholders to develop mechanisms to drive student ambitions to access higher level learning opportunities

Action:

- Produced the Norfolk and Suffolk Work and Skills LMI Resources for young people in Key Stage 4 and Post 16 to highlight skill needs and employment opportunities in key sectors of the local labour market. The resources included a high quality information booklets and sector factsheets with sector LMI poster sets and a pack of teaching and learning resources. Provided free to young people and teachers in all Norfolk schools and colleges. Exercise being built upon in 2018
- Provide market leading digital platforms to ensure young people, parents/carers and teachers/advisers have access to high quality and impartial information about the full range of learning opportunities for 14-19 year old young people through Help You Choose www.helpyouchoose.org, Apprenticeships Norfolk <https://www.apprenticeshipsnorfolk.org/>, and I Can Be A www.icanbea.org.uk/, and through the SEND Local Offer.

Recommendation

- New Anglia LEP, Norfolk and Suffolk County Councils and the colleges to explore options to plan and publicise travel arrangements that will support the development and delivery of curriculum in priority areas, the interests of efficiency and the best possible service for students.

Appendix 7

School and College post 16 providers and current Ofsted grade

School/College name	School type	Number of 16-18 year old students in sixth form	ofsted	Date
Attleborough Academy Norfolk	ACC	135	G	20/09/2016
City of Norwich School	ACC	395	G	11/10/2016
The College of West Anglia	General Further Education	3180	RI	11/01/2017
Diss High School	ACC	191	G	26/02/2014
Downham Market Academy	AC	201	AC	26/04/2017
East Norfolk Sixth Form College	Sixth Form College	1626	G	18/11/2016
Easton & Otley College	Agriculture and Horticulture	1895	I	18/05/2017
Fakenham Academy	AC	157	G	11/06/2015
Great Yarmouth College	General Further Education	1173	G	08/11/2013
Hellesdon High School	ACC	159	G	21/11/2012
The Hewett Academy, Norwich	AC	77	AC	21/10/2014
Jane Austen College	F	55	G	18/10/2016
King Edward VII Academy	AC	210	RI	14/06/2017
The Nicholas Hamond Academy	AC	76	RI	30/11/2017
Northgate High School	ACC	226	G	10/10/2013
Norwich City College of Further and Higher Education	General Further Education	4136	G	13/03/2017
Notre Dame High School, Norwich	ACC	380	O	21/09/2011
The Open Academy	AC	104	G	23/04/2015
Ormiston Victory Academy	AC	169	O	01/05/2013
Paston Sixth Form College	Sixth Form College	687		
Reepham High School and College	ACC	194	G	08/05/2013
Sheringham High School	ACC	151	G	01/05/2014
Sir Isaac Newton Sixth Form Free School	F1619	202	AW	
Springwood High School	ACC	319	G	16/07/2013
Sprowston Community High School	CY	188	RI	10/03/2015
Taverham High School	ACC	178	G	29/11/2012
The Thetford Academy	AC	156	G	04/12/2014
Thorpe St Andrew School and Sixth Form	CY	361	O	27/03/2014
University Technical College Norfolk	FUTC	140	RI	07/03/2017
Wymondham College	ACC	466	O	01/07/2010
Wymondham High Academy Trust	ACC	359	G	10/07/2013
Dereham Sixth Form College		437		

Grade: O Outstanding G Good RI Requires Improvement I Inadequate

AC academy converter not yet inspected AW awaiting inspection new provider
(Paston Sixth Form College – merged in 2017 with City College Norwich)

Apprenticeship providers in Norfolk at level 2 and 3 2015-16

This table shows the Ofsted rating for Independent Training Providers and Colleges who provide Apprenticeship training opportunities in Norfolk

Name	Institution type	Overall	Ofsted	Date
SUFFOLK NEW COLLEGE	General FE and Tertiary College	Cohort	2	Oct-17
		Achievement %		
		BM %		
WEST SUFFOLK COLLEGE	General FE and Tertiary College	Cohort	2	May-16
		Achievement %		
		BM %		
COLCHESTER INSTITUTE	General FE and Tertiary College	Cohort	2	Feb-16
		Achievement %		
		BM %		
ALL TRADES TRAINING LIMITED	Private Sector Public Funded	Cohort	3	Jul-17
		Achievement %		
		BM %		
ANNE CLARKE ASSOCIATES LIMITED	Private Sector Public Funded	Cohort	3	Mar-17
		Achievement %		
		BM %		
ASPIRE ACHIEVE ADVANCE LIMITED	Private Sector Public Funded	Cohort	1	Oct-14
		Achievement %		
		BM %		
BROADLAND DISTRICT COUNCIL	Other Public Funded	Cohort		
		Achievement %		
		BM %		
HIT TRAINING LTD	Private Sector Public Funded	Cohort	2	Mar-17
		Achievement %		
		BM %		
JTL	Private Sector Public Funded	Cohort	2	Nov-17
		Achievement %		
		BM %		
KAPLAN FINANCIAL LIMITED	Private Sector Public Funded	Cohort	2	Dec-15
		Achievement %		
		BM %		
LEARNDIRECT LIMITED	Private Sector Public Funded	Cohort		
		Achievement %		
		BM %		
NORFOLK COUNTY COUNCIL	Other Public Funded	Cohort	2	Apr-16
		Achievement %		
		BM %		
NORFOLK TRAINING SERVICES LIMITED	Private Sector Public Funded	Cohort		
		Achievement %		
		BM %		
PEOPLE AND BUSINESS DEVELOPMENT LTD	Private Sector Public Funded	Cohort	3	Nov-16
		Achievement %		
		BM %		
POULTEC TRAINING LIMITED	Private Sector Public Funded	Cohort	2	Jan-17
		Achievement %		
		BM %		
QUBE QUALIFICATIONS AND DEVELOPMENT LIMITED	Private Sector Public Funded	Cohort	2	Jun-16
		Achievement %		
		BM %		
SKILLS EDGE TRAINING LTD	Private Sector Public Funded	Cohort	2	Jun-15
		Achievement %		
		BM %		
STAFF SELECT LTD (NOVA TRAINING)	Private Sector Public Funded	Cohort	1	Jul-16
		Achievement %		
		BM %		
STAFF SELECT LTD	Private Sector Public Funded	Cohort		
		Achievement %		
		BM %		
STEADFAST TRAINING LTD	Private Sector Public Funded	Cohort	2	Oct-17
		Achievement %		
		BM %		
W 3 TRAINING LTD.	Private Sector Public Funded	Cohort	3	Dec-00
		Achievement %		
		BM %		
YMCA TRAINING	Private Sector Public Funded	Cohort	2	Jan-17
		Achievement %		
		BM %		

Shaded providers have ceased delivery in 2017
