

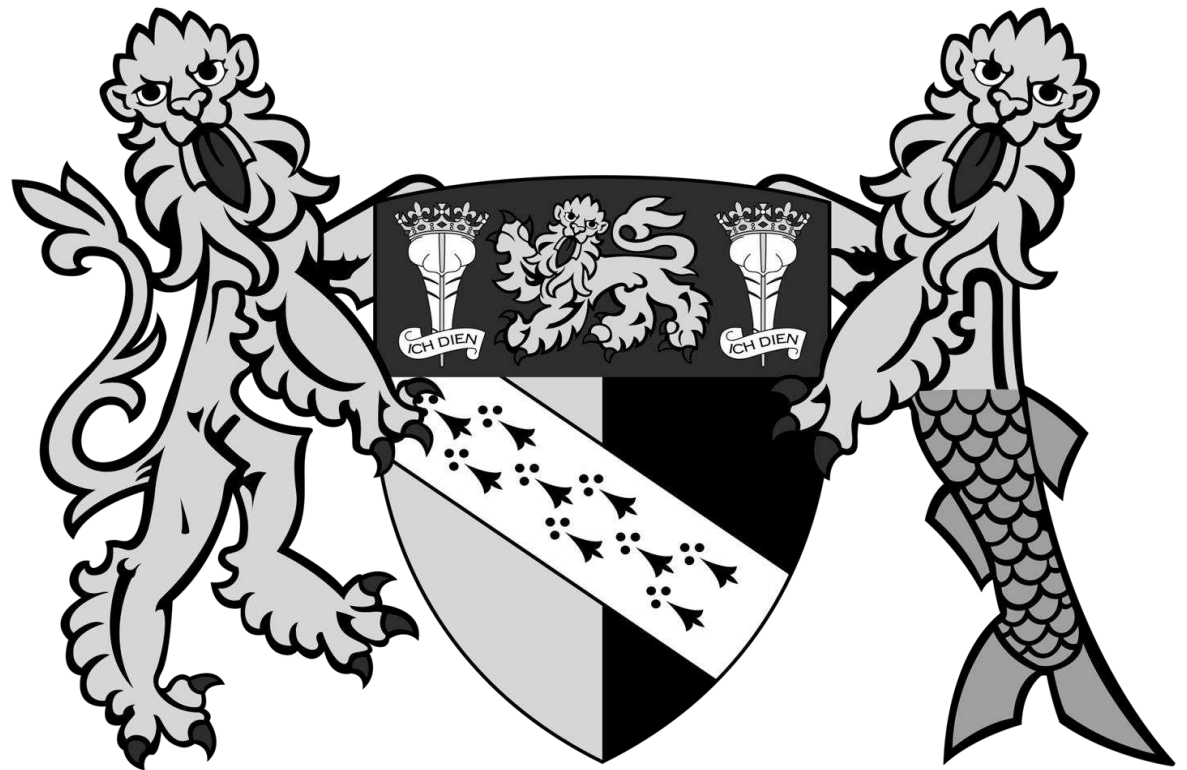
Children's Services

Monthly Performance & Management Information

County Report

August 2017

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



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

Norfolk County Council

Children's Services

Monthly Performance & Management Information County Report

This monthly report has been produced to provide an overview of performance in Childrens Social Care across the County. It does this by providing the data and performance analysis measured against defined key indicators in one place for ease of reference.

Where relevant the report includes national, statistical neighbour and best performing statistical neighbour averages. The commentary makes reference to where localities are outliers either in terms of performance that may be of concern or where performance looks particularly good or improving. The commentary will also indicate where further scrutiny or action is being, or needs to be, taken.

The reporting format has been developed over the past few months and this will continue to ensure indicators that require close scrutiny and challenge in order to drive and achieve improvement are included. New data reported on this month includes referral information from the Norfolk Early Help and Family Focus Teams.

The report will be used to give an overview of the direction of travel of Childrens Social Care and Early Help services to a wide range of stakeholders. This includes some performance targets being set in order to align with statistical neighbours and best performing authorities, whilst others have be set in order to accord with our own high ambitions for Norfolk's most vulnerable children.

Scrutiny and challenge of performance at a locality and team level has been strengthened by the introduction of regular performance surgeries which are led by CSLT members including the DCS. These provide the opportunity for front line staff to engage in professional conversations about team and service performance with an emphasis on quality as well as compliance. They also serve to keep CSLT in touch with the issues and challenges that may be impeding progress on the ground. This has become one of the means by which senior managers have developed a comprehensive and current knowledge of what is happening at the 'front line' and how well children and young people are helped, cared for and protected.

We are continuing to focus in the immediate on those areas where improving compliance and embedding more robust management tracking should lead quickly to better performance being reported. The performance data for August 17 shows progress in some of these measures both County-wide and within individual localities. For example across the county 78.9% of assessments were authorised in 45 working days compared to 71.3% in July. North & Broadland showed significant progress in this area, with 70% of assessments completed in timescale compared to 56.5% in July and their best performance since January 17.

Previous areas of concern that required some changes in practice quality and culture have also started to show some improvements, for example we have seen an increase in the number of children who attended their LA reviews. Whilst there may be a variety of reasons for the increase, work by the Independent Reviewing Service with LAC teams to ensure the review process encourages and facilitates the child to attend appears to be having some impact.

There are other areas of concern shown within the report which will require changes in practice quality and culture and we are equally committed to making these improvements. This includes improving timeliness of visits to children subject to Child Protection plans, which has fallen to 59.6% following a change in the expected timescale for children to be seen from 20 working days to 10 working days.

Report ends

September 2017

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						
					May-17	Jun-17	Jul-17	Aug-17	YTD	Target		County	County Breckland	North	Norwich	South	West	Yarmouth	Red		Green	Stat neigh avg	Best stat neigh	Nat. avg	Nat. top quartile	Eastern region	
Early Help	1.1	No of Requests for Support to EHFF	High	Count	229	217	225	201																			
	1.1a	Number of new cases opened to team over the last month	High	Count	196	184	143	124																			
	1.2	No of cases closed to EHFF	High	Count	235	179	197	114																			
	1.3	No of cases active to EHFF	High	Count	733	745	711	682																			
	1.4	No of children being supported within EHFF cases	High	Count	1679	1767	1487	1639																			
	1.5	No of social work cases supported by EHFF with targeted support	High	Count	21	28	50	26																			
	1.6	% of Requests for Support to EHFF that resulted in allocation to EHFF	High	Percentage	85.6%	84.8%	63.6%	61.7%																			
	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	18.4%	16.8%	21.7%	11.3%																			
1.9	% of new EHFF cases that have stepped down from social care	High	Percentage	21.9%	17.4%	16.1%	28.2%																				
Contact & Referrals	2.1	Contacts - No. (in-month)	Info	Count	3329	3081	3885	2852	16,381		.										12,832						
	2.2	Referrals - No. (in-month)	Info	Count	654	804	717	886	3,567		.										3,249						
	2.3	% Contacts Accepted as Referrals (in-month)	High	Percentage	19.6%	26.1%	18.5%	31.1%	21.8%	25%	↓	★	★	●	★	★	★	★	★	15%	25%	25.3%					
	2.4	Referrals - Rate per 10k Under-18s (Annualised)	Low	Rate	467.3	574.5	512.3	633.1	2,341		↓										1,834	491.0	302.1	548.3	346.0	375.4	
	2.5	Referrals with outcome of Social Work Assessment	High	Count	491	603	539	713	2,716		↑																
	2.7	Re-referrals - % (in-month)	Low	Percentage	28.6%	22.8%	24.0%	21.9%	24.4%	20%	↑	●	●	●	★	★	●	●	★	30%	20%	26.9%	20.7%	10.3%	22.3%	12.4%	
	2.8	% re-referral rate in the last 12 months (rolling year)	Low	Percentage	24.9%	24.4%	24.4%	24.2%			↑											20.7%	10.3%	22.3%	12.4%	21.0%	
	2.9	Number of repeat contacts	Low	Rolling count	1167	1074	1161																				
	2.10	% of repeat contacts	Low	Percentage	18.5%	18.1%	18.9%																				
Assessments	3.1	Assessments authorised - No.	Info	Count	739	686	616	750	3,394		.																
	3.2	Rate of assessments per 10,000 population aged under 18 - rolling 12 month performance	Low	Rolling rate	500.9	499.9	491.4	487.6			↑											455.3	234.7	489.5	305.6	387.8	
	3.3	Assessments auth in 45 WD - %	High	Percentage	65.8%	74.3%	71.3%	78.9%	70.9%	80%	↑	●	●	●	★	●	●	★	●	70%	80%		81.0%	94.0%	81.0%	95.0%	83.9%
	3.4	Open assessments already past 45 working days	Low	Count	64		39	57			↓																
	3.5	Ongoing involvement	High	Count	278	313	220	286	1,293		↑																
	3.5p	% of completed assessments ending in - Ongoing Involvement	High	Percentage	37.6%	45.6%	35.7%	38.1%	38.1%	60%	↑	★	★	★	★	★	★	★	★	50%	60%						
	3.6	Close with info and advice	Low	Count	362	298	291	343	1,580		↓																
3.7	Step down to FSP/TS	Low	Count	98	75	105	121	520		↓																	
S47s	4.3	Number of S47's per 10,000 population aged 0-17 - rolling 12 month performance	Low	Rolling rate	150.8	141.5	132.2	143.6			↓											131.9	81.1	147.5	91.7	93.9	
	4.4	Number of S47 investigations Completed	Info	Count	211	198	185	201	956		.																
	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	37.4%	35.4%	37.3%	34.3%	35.8%		↓																
	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	10.9%	14.6%	8.1%	17.9%	12.7%		↑																
	4.7	% of S47's with an outcome - Concerns not substantiated	Low	Percentage	51.7%	50.0%	54.6%	47.8%	51.6%		↑																44.8%
CIN	5.1	Section 17 CIN Nos.	Low	Count	1735	1829	1863	1534			↑																
	5.2	Number of CIN (inc. CPP as per DfE definition)	Low	Count	2303	2379	2420	2087			↑																
	5.3	Section 17 CIN Rate per 10K Under-18s	Low	Rate	103.3	108.9	110.9	91.3			↓																137
	5.5	S17 CIN with an up to date CIN plan - % ①	High	Percentage	82.1%	79.9%	84.0%	80.0%		95%	↓	●	●	●	●	★	●	●	●	80%	90%						
Section	6.1	No. Children Subject to CP Plans	Low	Count	568	550	557	553			↑																
	6.2a	Initial CP conferences (no. children) - rolling 12 month performance	Low	Rolling 12	1069	1048	1061	1030			↑																
	6.2b	Initial CP conferences per 10,000 population - rolling 12 month performance	Low	Rolling rate	63.7	62.4	63.2	61.3			↑											65.9	43.8	62.6	40.1	44.7	
	6.3	Number of children subject to an ICPC	Info	Count	94	88	108	55	409		.																
	6.4	% of ICPCs held within 15 days of strategy discussion	High	Percentage	78.7%	79.5%	90.7%	87.3%	85.3%	95%	↓	●	●	●	★	★	★	★	★	80%	90%		81.6%	93.2%	77.1%	93.4%	69.8%
	6.5	Children Subject to CP Plans - Rate per 10K Under-18s	Low	Rate	33.8	32.7	33.2	32.9		35.0	↑	★	★	★	★	★	★	★	★	30	35		42.6	18.8	43.1	27.2	30.6
	6.6	Number of children becoming subject to a CP plan per 10,000 population	Low	Rate	4.2	4.4	4.9	2.0			↑																
	6.7	Number of discontinuations of a CP plan per 10,000 population	High	Rate	5.1	5.2	4.5	1.8			↓																
	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	0	0	0	0			↓																

Area	Ref	Indicator	Good perf. is	Data note	Last four months				Current year		DOT (Month on Month)	RAG (★●★)						Tolerances		Previous YTD	Latest benchmarking							
					May-17	Jun-17	Jul-17	Aug-17	YTD	Target		County	County	Breckland	North	Norwich	South	West	Yarmouth		Red	Green	Stat neigh avg	Best stat neigh	Nat. avg	Nat. top quartile	Eastern region	
Child Prot	6.9a	No. of children becoming the subject of a CP plan for a second or subsequent time, ever	Low	Count	16	29	18	4	74		↑																	
	6.9b	% of children becoming the subject of a CP plan for a second or subsequent time - ever - rolling 12 months	Low	Percentage	21.8%	23.1%	23.1%	23.3%			↓												19.2%	9.5%	17.9%	10.5%	10.6%	
	6.10a	No. children subject to child protection plan for > 18 months	Low	Count	11	12	14	13			↑																	
	6.10n	No. children subject to child protection plan for > 2 years	Low	Count	8	8	7	6			↑																	
	6.10b	% children subject to child protection plan for > 2 years	Low	Percentage	1.4%	1.5%	1.3%	1.1%		3% or less	↑	★	★	★	★	★	■	★	★	10%	3%		3.3%	0.0%	2.1%	0.3%	1.9%	
	6.11a	No. children whose child protection plan ceased this month	High	Count	86	88	76	31	336		↓											289						
	6.11b	% of CP plans ceased within period that had lasted 2 years or more	High	Percentage	5.8%	0.0%	1.3%	0.0%	1.8%		↓															3.1%		
	6.12	% RCPCs held in timescale in month	High	Percentage	87.1%	90.7%	95.8%	96.8%	93.3%	100%	↑	★	★	★	★	■	★	★	★	85%	95%							
6.14	% children on child protection plans seen within timescales**	High	Percentage	90.0%	58.3%	68.6%	59.6%	72.8%	100%	↓	★	★	★	★	★	★	★	★	80%	90%						77.5%		
LAC	7.1	No. Looked-After Children	Low	Count	1095	1103	1103	1117			↓																	
	7.2	LAC - Rate per 10K Under-18s	Low	Rate	65.2	65.7	65.7	66.5		55	↓	★	★	★	■	★	★	★	■	★	65	55		53.0	38.0	60.0	36.0	49.9
	7.3	Admissions of Looked After Children	Low	Count	30	40	43	34	179		↑																	
	7.4	Number of children who have ceased to be Looked After Children	High	Count	29	28	36	23	161		↓																	
	7.5	Percentage of LAC who have ceased to be looked after due to permanence (Special Guardianship Order, Residence Order, Adoption) ②	High	Percentage	17.2%	57.1%	38.9%	47.8%	39.1%		↑																	
	7.6	LAC in residential placements	Low	Count	123	115	119	119			→																	
	7.6a	% LAC in residential placements	Low	Percentage	11.2%	10.4%	10.8%	10.7%			↑																	
	7.7	% LAC cases reviewed within timescales	High	Percentage	89.3%	89.7%	89.7%	86.6%			↓																	
	7.8	Percentage of children adopted ②	High	Percentage	17.2%	21.4%	19.4%	30.4%	21.7%		↑																14.9%	
	7.9n	# LAC having a health assessment within 20 days of becoming LAC	Info	Count	11	9	19	19	74		•																	
	7.9	% LAC becoming looked after for 20 working days and having a health assessment in that time	High	Percentage	37.9%	32.1%	55.9%	59.4%	50.0%		↑																44.2%	
	7.10	LAC with up-to-date Health Assessment - No.	High	Count	591	580	606	622			↑																	
	7.11	LAC with up to date dental check - No.	High	Count	600	587	615	630			↑																	
Care Leavers	7.13	LAC with up-to-date PEP - %	High	Percentage	73.3%	89.2%	89.5%	89.6%		100%	↑		■	■	■	■	■	■	■	■	80%	90%						
	7.14	LAC with up-to-date Care Plan - %	High	Percentage	96.5%	96.6%	96.6%	96.2%		100%	↓	★	★	★	★	★	★	★	★	80%	90%							
	7.15	% LAC seen within timescales	High	Percentage	92.2%	93.1%	93.7%	93.0%		100%	↓	★	★	★	★	★	★	★	★	80%	90%							
	7.17	LAC Reviews in month - Child Attended - %	High	Percentage	55.0%	64.0%	57.1%	72.4%	61.1%		↑																	
	7.18	LAC Reviews in month - Child Participated - %	High	Percentage	91.1%	91.9%	91.7%	92.5%	91.5%		↑																	
	8.1	Number of care leavers	High	Count	465	462	465	395			↓																	
	8.2	% Relevant / Former Relevant Care Leavers with a Pathway Plan	High	Percentage	93.8%	91.1%	92.0%	87.1%			↓																	
	8.3	RCL & FRCL in Suitable Accommodation - %	High	Percentage	90.5%	91.1%	91.0%	89.9%		95%	↓	■	■	■	■	■	■	■	■	80%	95%		88%	95%	83%	94%		
	8.4	RCL & FRCL EET - %	High	Percentage	58.5%	61.0%	60.4%	60.3%		70%	↓	■	■	■	■	■	■	■	■	60%	70%		53%	71%	49%	63%	59.7%	

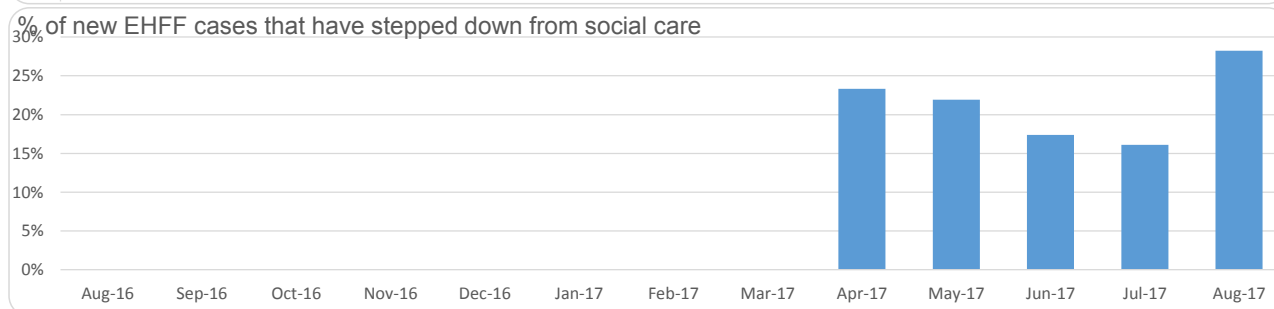
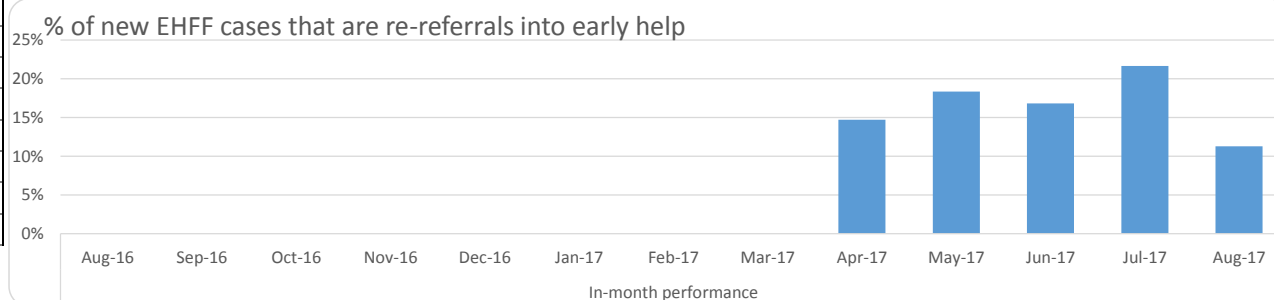
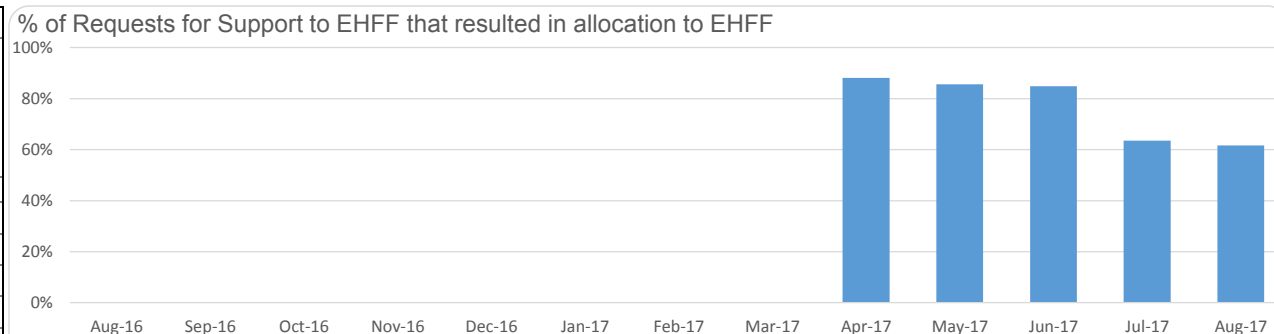
Area	Ref	Indicator	Good perf. is	Data note	Last four months				Current year		DOT (Month on Month)	RAG (★●★)						Tolerances		Previous YTD	Latest benchmarking				
					May-17	Jun-17	Jul-17	Aug-17	YTD	Target		County	County Breckland	North	South	West	Yarmouth	Red	Green		Stat neigh avg	Best stat neigh	Nat. avg	Nat. top quartile	Eastern region
Plac eme	9.1	% of long term LAC in placements which have been stable for at least 2 years	High	Percentage	73.2%	73.2%	71.4%	71.7%		11% or less	↑										66.9%	75.0%	68.0%		
	9.2	LAC with 3 or more placements in any one year - %	Low	Percentage	10.5%	9.4%	10.5%	10.5%			↑	★	★	★	★	●	★	●	20%	11%		10.3%	6.0%	10.0%	
Adoptions	10.1a	Number of adoptions completed wilhin 12 months of SHOBPA	Info	Count	31	34	32	31			●														
	10.1b	% of adoptions completed wilhin 12 months of SHOBPA	High	Percentage	35%	39%	38%	38%			↓														
	10.2	Average number of days between a child becoming Looked After and having an adoption placement (A1) (Rolling12months)	Low	Average	337	330	325	313			↑														386
	10.3	Average number of days between a placement order and being matched with an adoptive family (A2) (Rolling 12 months)	Low	Average	184	182	184	179			↑														179
Caseload	11.1	Maximum caseload of qualified social workers in key safeguarding teams	Low	Maximum	32	43	38	37			↑														
	11.2	Maximum caseload of qualified social workers in LAC Teams	Low	Maximum	23	21	22	19			↑														
	11.2a	Average number of cases per qualified social worker in LAC Teams	Low	Average	14	12	12	10			↑														
	11.3	Maximum caseload of qualified social worker in Assessment Teams	Low	Maximum	32	43	38	37			↑														
	11.3a	Average number of cases per qualified social worker in Assessment Teams	Low	Average	17	19	22	22			↑														
	11.4	Maximum caseload of qualified social workers in FIT Teams	Low	Maximum	27	27	26	27			↓														
	11.4a	Average number of cases per qualified social worker in FIT Teams	Low	Average	16	15	14	14			↓														
	11.5	Maximum caseload of qualified social worker in CWD Teams	Low	Maximum	23	24	23	23			→														
	11.5a	Average number of cases per qualified social worker in CWD Teams	Low	Average	16	14	16	17			→														
	11.6	Maximum caseload of qualified social workers in NIPE Teams	Low	Maximum	14	13	13	13			→														
Foster Carers	11.6a	Average number of cases per qualified social worker in NIPE Teams	Low	Average	7	6	5	6			↓														
	12.1a	Task Centred Carer Household Approved (Rolling 12 months)	High	Count	18	18	14	16			↑														
	12.1b	Kinship Carer Household Approved (Rolling 12 months)	High	Count	104	93	92	91			↓														
	12.1c	Short Breaks / Other Carer Household Approved (Rolling 12 months)	High	Count	4	7	10	10			→														
		Total Carer Household Approved (Rolling 12 months)	High	Count	126	118	116	117			↑														
	12.2a	Task Centred Carer Household Ceased (Rolling 12 months)	Low	Count	43	41	40	37			↑														
	12.2b	Kinship Carer Household Ceased (Rolling 12 months)	Low	Count	68	66	67	63			↑														
		Short Breaks / Other Carer Household Ceased (Rolling 12 months)	Low	Count	26	21	23	21			↑														
12.2c	Total Carer Household Ceased (Rolling 12 months)	Low	Count	137	128	130	121			↑															

Notes: ① From January 2017, CIN are required to have a plan from 45 working days after referral. Prior to this it was 20 working days.
 ② Figures for these measures at locality level will not sum to the county total as there are a considerable number of instances where a locality has not been allocated.

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

Performance analysis The drop in the percentage of requests for support that result in allocation to EHFF should not necessarily be seen as a negative. This could be as a result of more requestors being encouraged to offer families support and/or hold FSPs themselves where appropriate in some of the localities. There is a wide variation across localities for this measure, with the South seemingly taking 100% whilst Norwich took 41%. Again there could be a variety of reasons for this, for example referrers in the South locality may be making appropriate referrals whilst in Norwich some are still referring families that would be better suited to other support. It is encouraging that we have seen a significant increase in the percentage of new cases that have been stepped down from social care, although there are significant differences across the county with 60% of new cases having stepped down in Breckland but only 9.7% in Norwich.

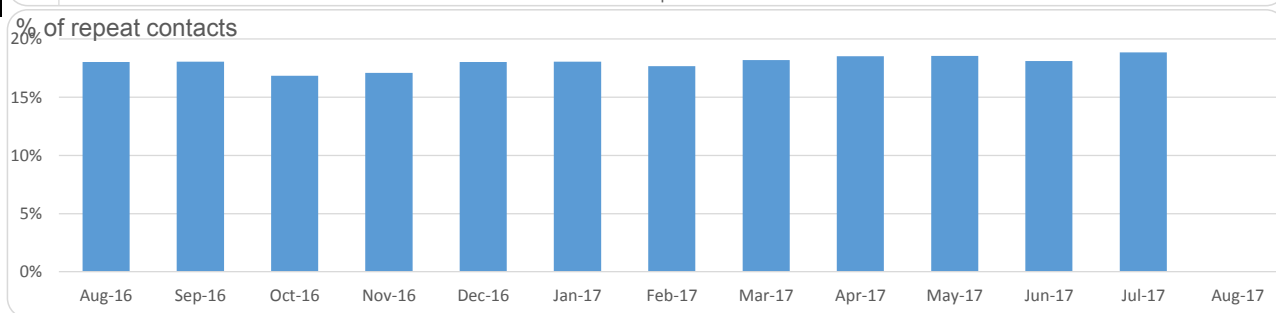
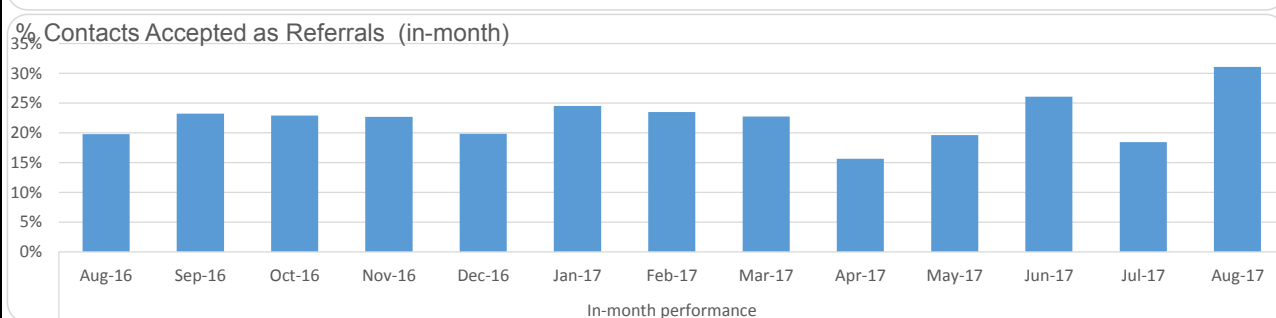
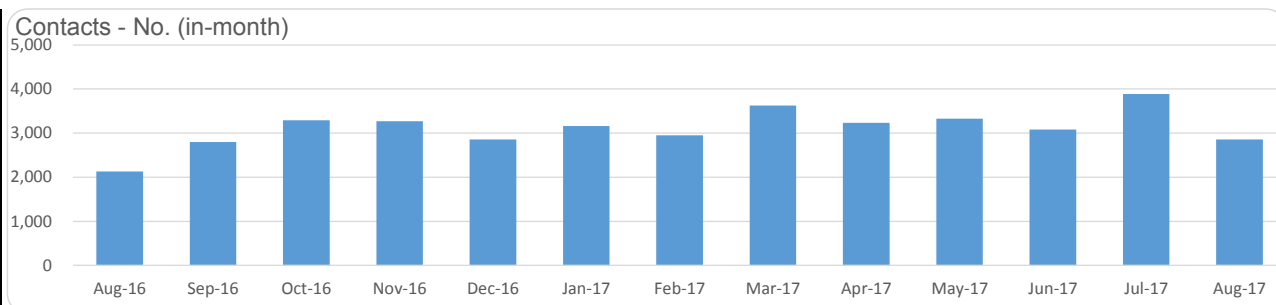
	1.6	1.7	1.8	1.9
	% of Requests for Support to EHFF that resulted in allocation to EHFF	% of new cases open under s47 previously open to EHFF	% of new EHFF cases that are re-referrals into early help	% of new EHFF cases that have stepped down from social care
Good perf. is:	High	High	Low	High
Aug-16	-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



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

Performance analysis The number of contacts in August fell as would be expected during the summer school holiday, however the figure is significantly higher than that seen at the corresponding time last year. A higher percentage of contacts were accepted as referrals, this could indicate that the application of thresholds both from referrers and decision makers within MASH is becoming more robust (i.e. more appropriate contacts are being made). However we cannot be sure this is the case and will have to measure it against data over the coming months in terms of contacts into referrals and also whether more assessments result in ongoing involvement from social care.

		2.1	2.3	2.9	2.10
		Contacts - No. (in-month)	% Contacts Accepted as Referrals (in-month)	Number of repeat contacts	% of repeat contacts
Good perf. is:		Info	High	Low	Low
In-month performance	Aug-16	2,129	19.8%	808	18.0%
	Sep-16	2,798	23.2%	828	18.1%
	Oct-16	3,292	22.9%	839	16.8%
	Nov-16	3,271	22.7%	951	17.1%
	Dec-16	2,852	19.8%	1,013	18.0%
	Jan-17	3,163	24.5%	1,009	18.1%
	Feb-17	2,950	23.5%	951	17.7%
	Mar-17	3,628	22.8%	1,041	18.2%
	Apr-17	3,234	15.6%	1,098	18.5%
	May-17	3,329	19.6%	1,167	18.5%
	Jun-17	3,081	26.1%	1,074	18.1%
	Jul-17	3,885	18.5%	1,161	18.9%
	Aug-17	2,852	31.1%	-	-
		These are over a rolling 3 month period.			



Contacts by source

(County - August 2017)

Definition

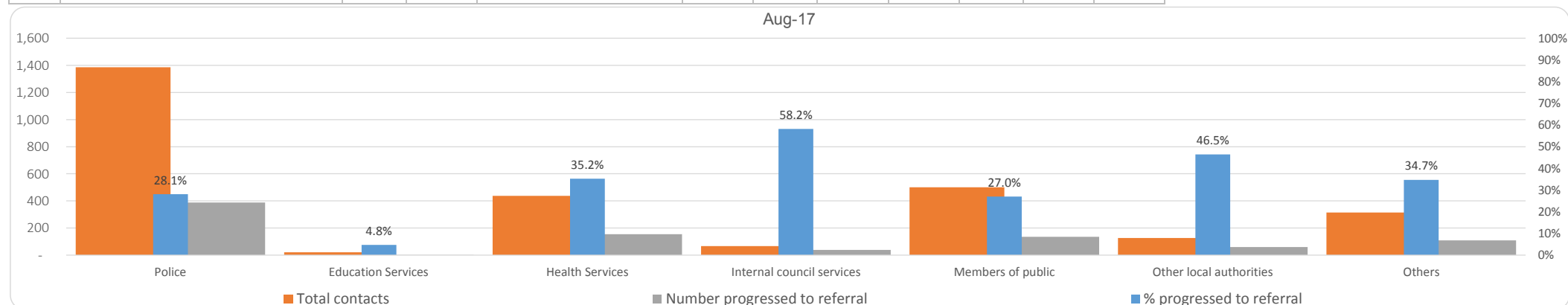
All contacts received by the LA via the MASH are screened against an agreed multi-agency threshold criteria. Where a decision-maker in MASH agrees the threshold for social care involvement is met the contact progresses to a 'referral'. Contacts come from a variety of sources and the data below provides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

Performance analysis

Aside from Education Services, where the number of contacts and progressions to referral were very low due to the school holidays, all types of source saw increased progression from contacts to referral. For members of the public there was a significant increase in referrals despite a drop in the number of contacts, we are hopeful this is a result of recent training given to staff within the MASH, however it is too early to say this for definite and this measure will therefore be monitored over the coming months.

		Police			Education Services			Health Services			Internal council services			Members of public			Other local authorities			Others		
		Total contacts	Number progressed to referral	% progressed to referral	Total contacts	Number progressed to referral	% progressed to referral	Total contacts	Number progressed to referral	% progressed to referral	Total contacts	Number progressed to referral	% progressed to referral	Total contacts	Number progressed to referral	% progressed to referral	Total contacts	Number progressed to referral	% progressed to referral	Total contacts	Number progressed to referral	% progressed to referral
In-month performance	Aug-16	745	111	14.9%	32	3	9.4%	419	99	23.6%	65	38	58.5%	382	59	15.4%	135	35	25.9%	351	76	21.7%
	Sep-16	899	146	16.2%	436	194	44.5%	384	79	20.6%	72	35	48.6%	498	59	11.8%	138	51	37.0%	371	86	23.2%
	Oct-16	1,228	185	15.1%	529	209	39.5%	400	97	24.3%	121	55	45.5%	478	63	13.2%	180	55	30.6%	356	90	25.3%
	Nov-16	1,336	208	15.6%	533	209	39.2%	393	88	22.4%	84	48	57.1%	455	57	12.5%	145	48	33.1%	325	85	26.2%
	Dec-16	1,155	157	13.6%	422	142	33.6%	377	90	23.9%	88	42	47.7%	411	65	15.8%	94	24	25.5%	305	46	15.1%
	Jan-17	1,402	239	17.0%	477	219	45.9%	350	102	29.1%	80	39	48.8%	426	56	13.1%	119	42	35.3%	309	79	25.6%
	Feb-17	1,105	215	19.5%	438	145	33.1%	379	81	21.4%	93	72	77.4%	466	71	15.2%	124	45	36.3%	345	64	18.6%
	Mar-17	1,330	254	19.1%	714	247	34.6%	500	98	19.6%	81	42	51.9%	476	56	11.8%	144	60	41.7%	383	69	18.0%
	Apr-17	1,497	201	13.4%	301	74	24.6%	426	55	12.9%	56	32	57.1%	437	58	13.3%	127	33	26.0%	390	53	13.6%
	May-17	1,350	223	16.5%	577	190	32.9%	433	75	17.3%	71	35	49.3%	408	31	7.6%	125	35	28.0%	365	65	17.8%
	Jun-17	1,262	250	19.8%	490	185	37.8%	438	124	28.3%	84	57	67.9%	402	75	18.7%	114	43	37.7%	291	70	24.1%
	Jul-17	1,594	251	15.7%	648	114	17.6%	512	107	20.9%	63	33	52.4%	544	87	16.0%	119	45	37.8%	405	80	19.8%
	Aug-17	1,386	389	28.1%	21	1	4.8%	437	154	35.2%	67	39	58.2%	500	135	27.0%	127	59	46.5%	314	109	34.7%

Aug-17	Total contacts in month	2,852	31.1%		Police	Edu.	Health	Internal	Public	Other LA	Other
				% of total contacts	48.6%	0.7%	15.3%	2.3%	17.5%	4.5%	11.0%
	Total progressed to referral	886			% of total referred	43.9%	0.1%	17.4%	4.4%	15.2%	6.7%

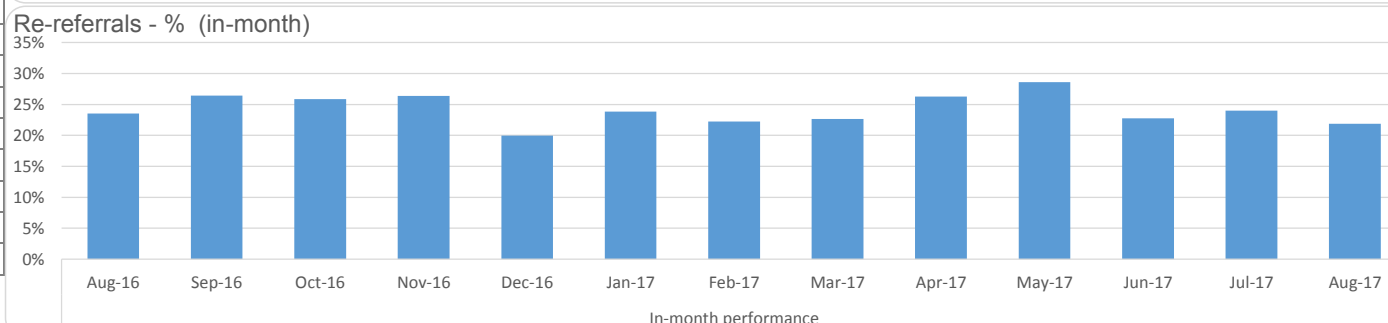
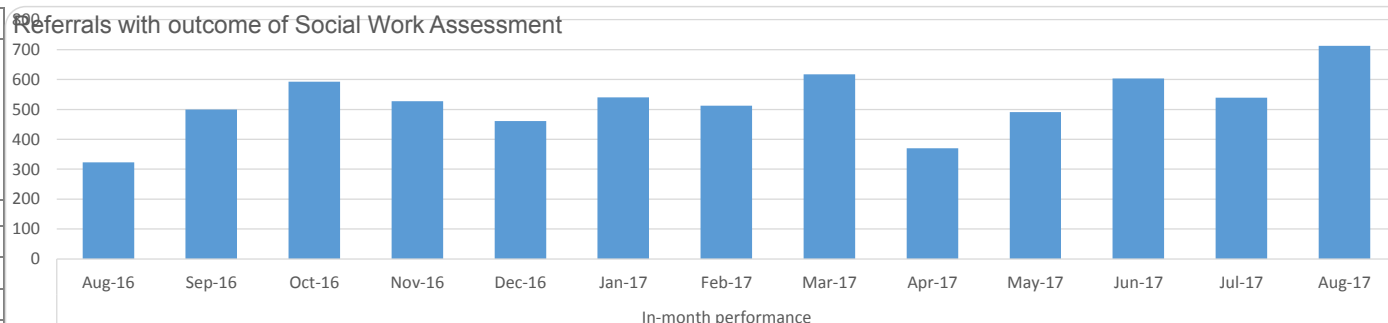


Definition An initial contact will be progressed to a 'referral' where a Decision-Maker within MASH decides an assessment and/or services may be required for a child.

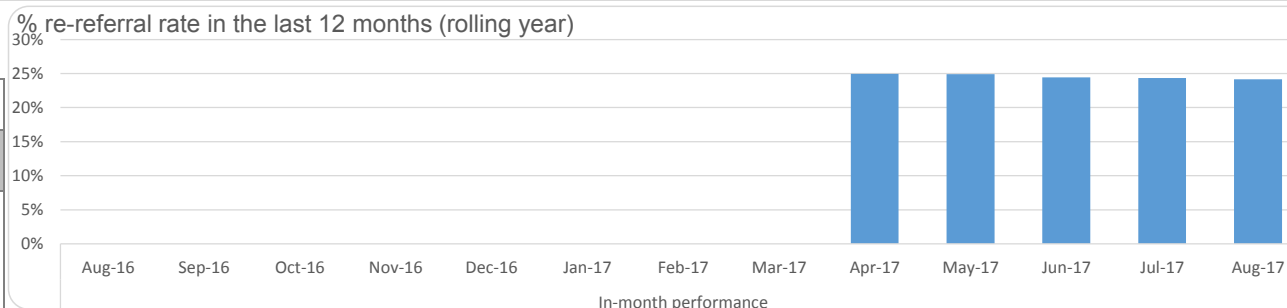
Performance analysis

The number of referrals in August 17 is an anomaly in that we have in the past seen numbers fall during the school holiday period. The number is more than double that in August 16 and the highest in the last 12 months. All localities except Breckland saw a rise in numbers from July 17 with the most significant seen in Norwich (up by 39), West (up by 46) and Great Yarmouth (up by 54). As previously suggested, given the number of contacts fell this month, the increase in referrals may be the result of changes to the application of thresholds. Whether this means that 'the right children' are being referred for an assessment can be considered through analysis of data regarding outcomes of SWA in the next couple of months - i.e. an increase in outcomes of no ongoing involvement might suggest inappropriate application of threshold for referral. With regards to repeat referral rates, all localities except Great Yarmouth saw a drop in the percentage of re-referrals. Great Yarmouth rose by 5% to 32.2% and their repeat referral rates continue to be higher than the other localities. Analysis of repeat referrals in the locality has been done in the past and the Head of Social Work will be asked to look at this again given the continuing concerns.

		2.2	2.5	2.7	2.8
		Referrals - No. (in-month)	Referrals with outcome of Social Work Assessment	Re-referrals - % (in-month)	% re-referral rate in the last 12 months (rolling year)
Good perf. is:		Info	Info	Info	Info
In-month performance	Aug-16	421	323	23.5%	-
	Sep-16	650	500	26.5%	-
	Oct-16	754	593	25.9%	-
	Nov-16	743	527	26.4%	-
	Dec-16	566	461	20.0%	-
	Jan-17	776	540	23.8%	-
	Feb-17	693	512	22.2%	-
	Mar-17	826	617	22.6%	-
	Apr-17	506	370	26.3%	25.0%
	May-17	654	491	28.6%	24.9%
	Jun-17	804	603	22.8%	24.4%
	Jul-17	717	539	24.0%	24.4%
	Aug-17	886	713	21.9%	24.2%



Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Re-referrals - % (in-month)	21.9%	20.7%	22.3%	12.4%	
% re-referral rate in the last 12 months (rolling year)	24.2%	20.7%	22.3%	12.4%	21.0%

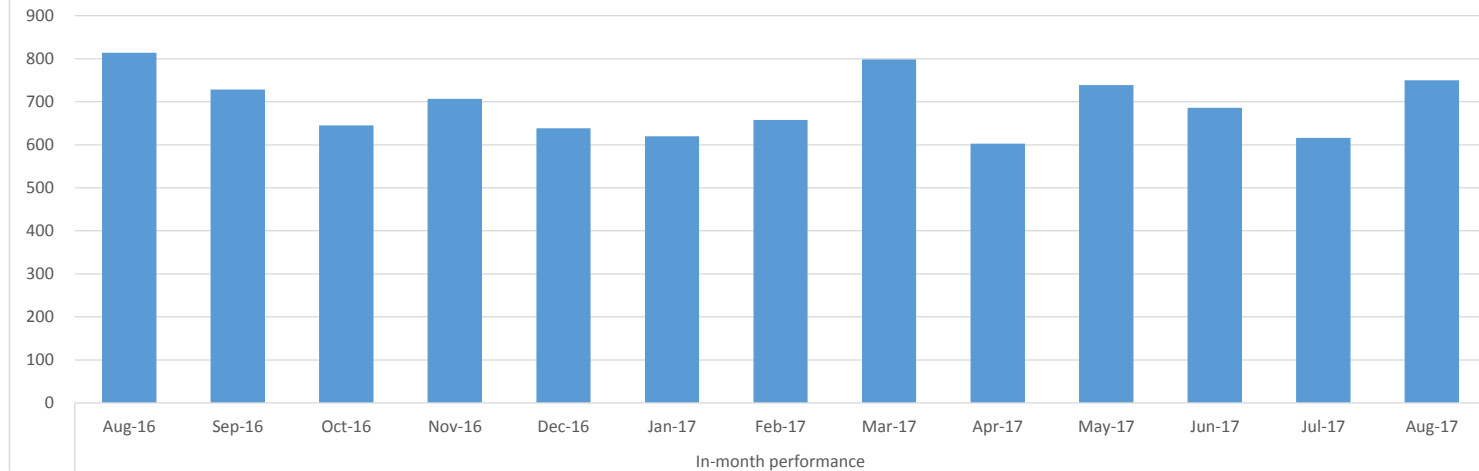


Definition If a child meets the Children's Act definition of 'Child in Need', or is likely to be at risk of significant harm, authorisation will be given for an assessment of need to be started to determine which services to provide and what action needs to be taken.

Performance analysis There was a rise in the number of Social Work Assessments completed in August 17 but not above the highest levels and not as many as seen in August last year. Whilst we are not above the national average for this measure, we are significantly above the statistical neighbour and Eastern Region averages. Whether we are undertaking the right assessments on the right children at the right time continues to be a theme in Quality Assurance team activity via dip-sampling work and will continue to be considered through analysis of referral and outcomes of assessment data.

		3.1	3.2
		Assessments authorised - No.	Rate of assessments per 10,000 population aged under 18 - rolling 12 month performance
Good perf. is:		Info	Low
In-month performance	Aug-16	814	-
	Sep-16	728	-
	Oct-16	645	-
	Nov-16	707	-
	Dec-16	638	-
	Jan-17	620	-
	Feb-17	658	-
	Mar-17	798	-
	Apr-17	603	492.6
	May-17	739	500.9
	Jun-17	686	499.9
	Jul-17	616	491.4
	Aug-17	750	487.6

Assessments authorised - No.



Rate of assessments per 10,000 population aged under 18 - rolling 12 month performance

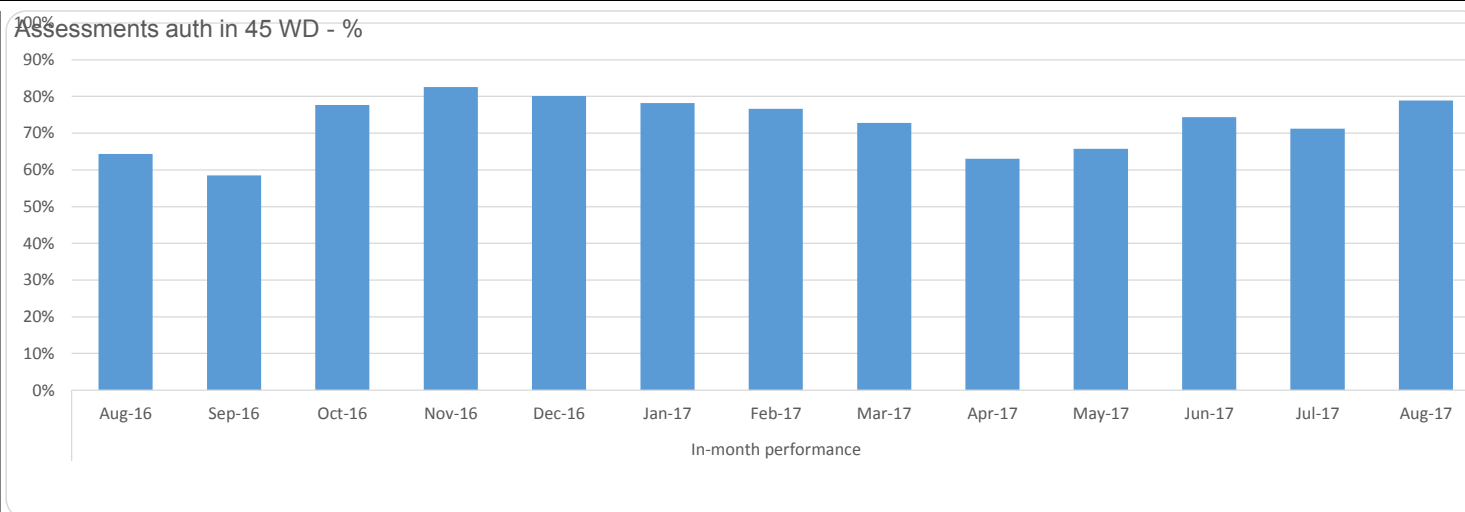


Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Rate of assessments per 10,000 population aged under 18 - rolling 12 month performance	487.6	455.3	489.5	305.6	387.8355

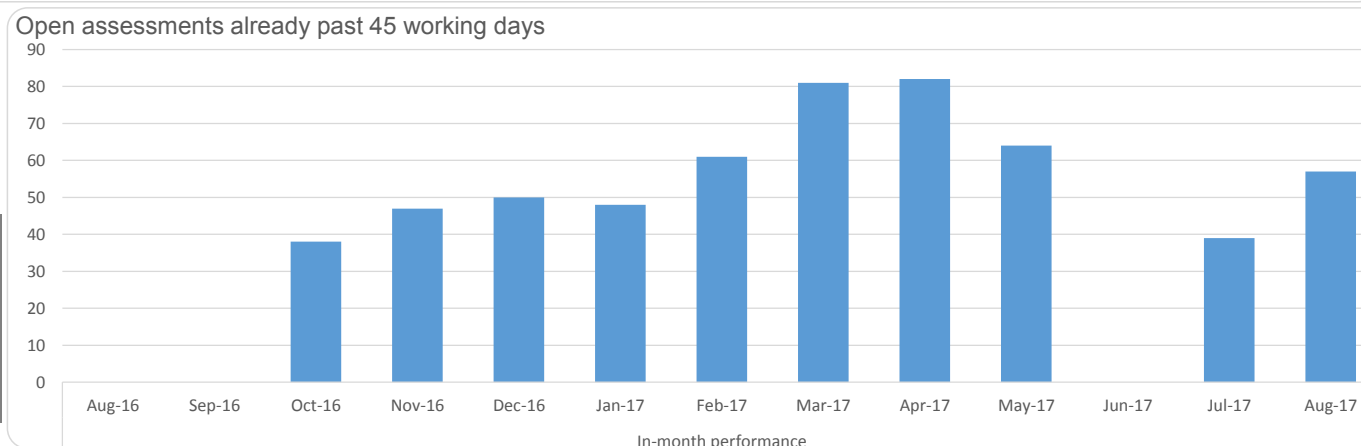
Definition National Working Together guidelines, and the local recording timescales policy, state that the maximum timeframe for an assessment to be completed is 45 working days from the point of referral. If, in discussion with the child, family and other professionals, an assessment exceeds 45 working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

Performance analysis Given the high level of referrals seen in August, it is positive to see that despite this there was a big rise in the percentage of assessments authorised in 45 working days to it's highest level this calendar year. We may see this dip slightly next month given there are already 57 assessments open past 45 days and the high number of referrals that have been received this month. However there is a focus on Assessment teams working to turn around assessments in a shorter period of time where this is appropriate and proportionate for the child.

		3.3	3.4
		Assessments auth in 45 WD - %	Open assessments already past 45 working days
Good perf. is:		High	Low
In-month performance	Aug-16	64.4%	-
	Sep-16	58.5%	-
	Oct-16	77.7%	38
	Nov-16	82.6%	47
	Dec-16	80.1%	50
	Jan-17	78.2%	48
	Feb-17	76.6%	61
	Mar-17	72.8%	81
	Apr-17	63.0%	82
	May-17	65.8%	64
	Jun-17	74.3%	-
	Jul-17	71.3%	39
	Aug-17	78.9%	57



Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Assessments auth in 45 WD - %	78.9%	81.0%	81.0%	95.0%	83.9%

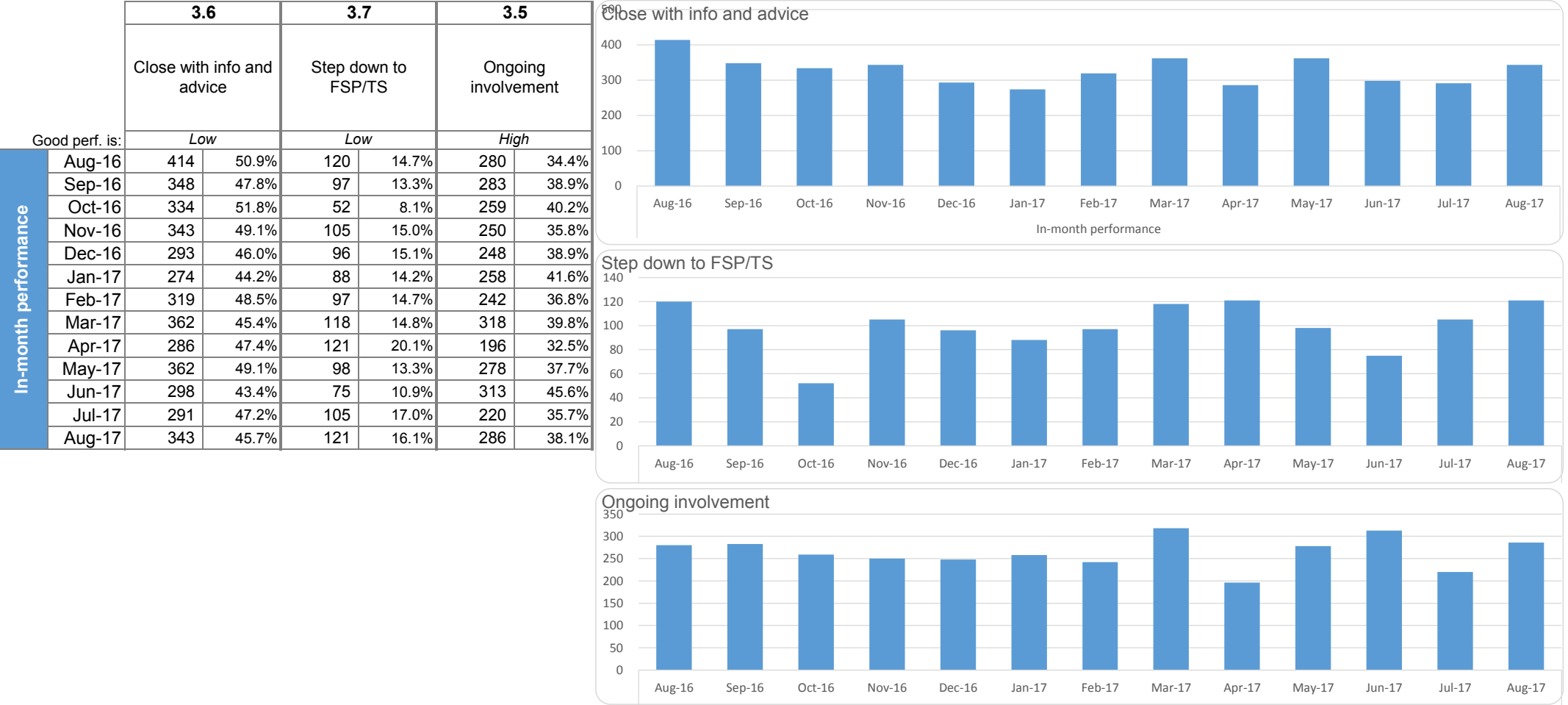


Definition

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

Performance analysis

The Early Help data shows that we are seeing an increase in cases stepping down to the NEHFF teams from Social Care across the county, however the percentage that stepdown from assessment is still disproportionate to those that close with info and advice. There is a variation seen across the localities with Yarmouth (48.5%) and West (43.3%) having the highest proportion of assessment ending with ongoing involvement whilst in Breckland 68.6% closed with info and advice. As highlighted in the referrals section, an increase in outcomes of no ongoing involvement might suggest inappropriate application of threshold for referral within MASH and it is noted that in Norwich, who saw a vast increase in referral in August, they also saw an increase in the percentage of assessments having an outcome of closed. However given that not all localities saw the same level of cases closing or stepping down after assessment, it does need to be considered that there may be some variation in the application of thresholds across the county. Threshold decisions are currently being explored through dip-sampling activity of cases referred to assessment teams but where no assessment took place to see if there are patterns in teams and/or case types regarding threshold differences.



Section 47 Investigations

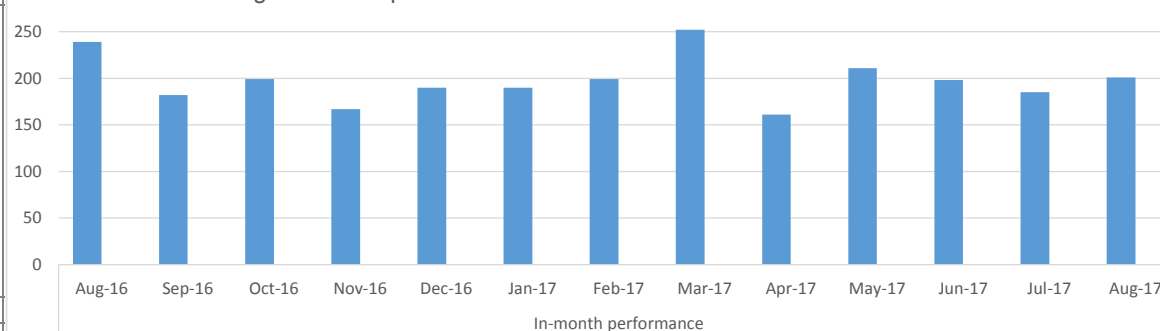
(County - August 2017)

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

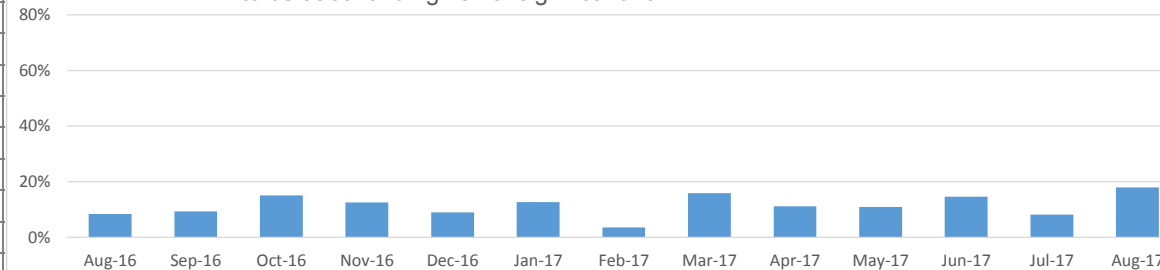
Performance analysis There has been an increase in S47 investigations in August which is likely linked not only to the increase in referrals made but also to the impact of the summer holidays, as August 16 also saw a high number of S47 investigations. The percentage of S47s with concerns not substantiated (47.8%) has fallen to it's lowest level since March 17 and is closer to the Eastern Region average of 44.8%. However Breckland with 20 of 26 (76.9%) and West with 22 of 32 (68.8%) are much higher than the county figure for S47s with an outcome of concerns not substantiated and this does raise questions regarding decision making in these cases. Again this may be an issue of application of thresholds, especially given the very high percentage of assessments that were closed within Breckland with no further action. This data will continue to be monitored to see whether changes in management and processes within the MASH team, and the introduction of stand alone Section 47 Outcome forms make a difference.

		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	Aug-16	-	239	87	36.4%	20	8.4%	132	55.2%
	Sep-16	-	182	69	37.9%	17	9.3%	96	52.7%
	Oct-16	142.2	199	63	31.7%	30	15.1%	106	53.3%
	Nov-16	119.3	167	78	46.7%	21	12.6%	68	40.7%
	Dec-16	135.8	190	66	34.7%	17	8.9%	107	56.3%
	Jan-17	135.8	190	80	42.1%	24	12.6%	86	45.3%
	Feb-17	142.2	199	75	37.7%	7	3.5%	117	58.8%
	Mar-17	180.1	252	97	38.5%	40	15.9%	115	45.6%
	Apr-17	115.0	161	55	34.2%	18	11.2%	88	54.7%
	May-17	150.8	211	79	37.4%	23	10.9%	109	51.7%
	Jun-17	141.5	198	70	35.4%	29	14.6%	99	50.0%
	Jul-17	132.2	185	69	37.3%	15	8.1%	101	54.6%
Aug-17	143.6	201	69	34.3%	36	17.9%	96	47.8%	

Number of S47 investigations Completed

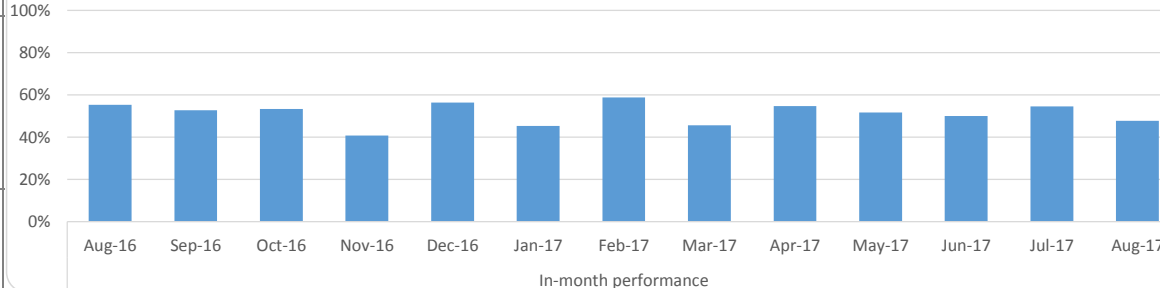


% of S47's with an outcome - Concerns are substantiated but the child is not judged to be at continuing risk of significant harm



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	143.6	131.9	147.5	91.7	93.9
% of S47's with an outcome - Concerns not substantiated					44.8%

% of S47's with an outcome - Concerns not substantiated



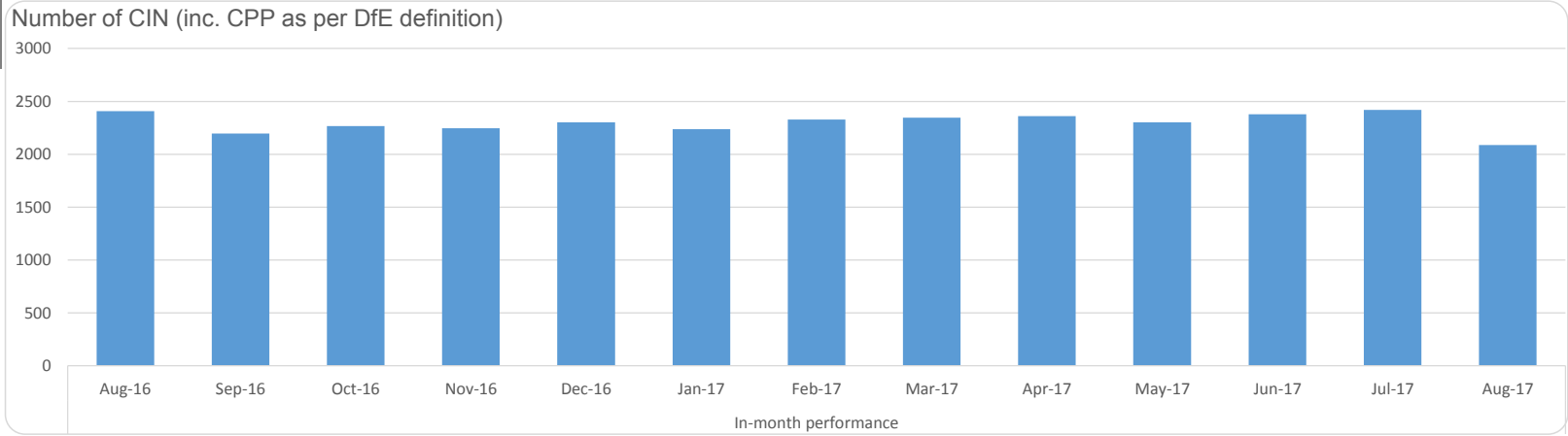
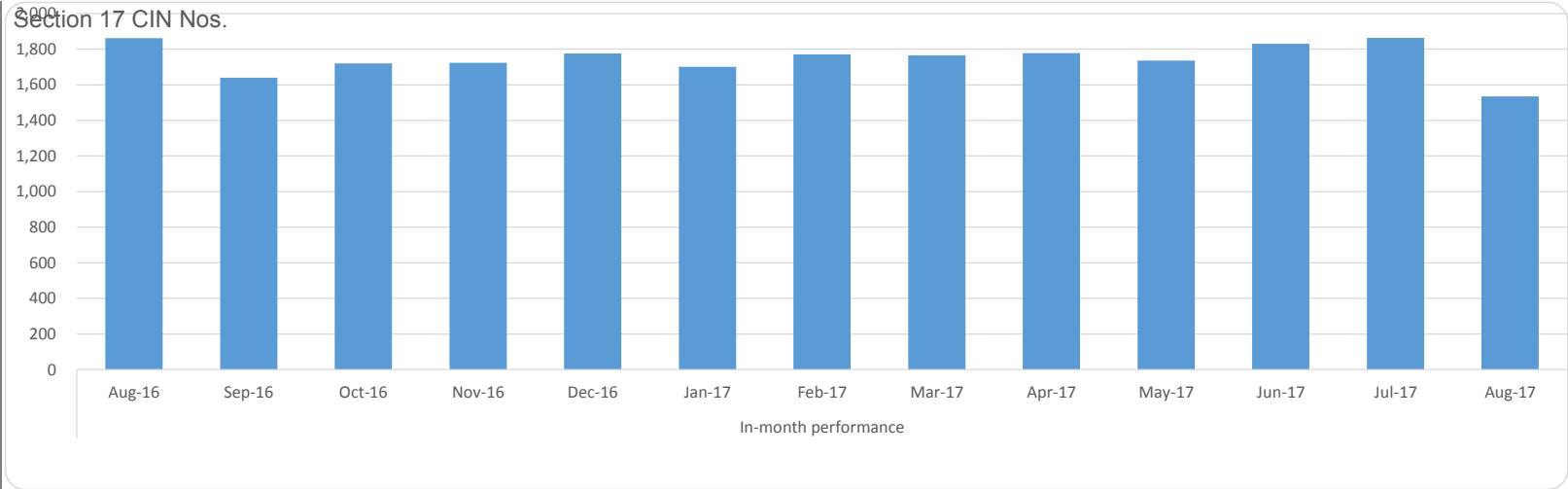
Definition

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

Performance analysis

The data shows the number of CIN appeared to fall significantly between July and August, however interrogation of the data has established this is a reporting error following the changes/additions to teams on CareFirst at the end of August, whereby data from some of these teams has not been pulled through as the data was taken at the same time as teams were moving cases across to their new desktops. This has particularly been seen in Norwich where there were two new FIT teams created and North who have 2 new assessment teams and whose cases do not appear to have been captured in the data. Figures for the other localities do not appear to be anomalous. We do not expect the true figure once established to be widely different to that seen over the past few months.

		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	Aug-16	1,862	2,409
	Sep-16	1,639	2,196
	Oct-16	1,719	2,267
	Nov-16	1,723	2,245
	Dec-16	1,775	2,302
	Jan-17	1,701	2,237
	Feb-17	1,770	2,327
	Mar-17	1,765	2,347
	Apr-17	1,778	2,360
	May-17	1,735	2,303
	Jun-17	1,829	2,379
	Jul-17	1,863	2,420
	Aug-17	1,534	2,087



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 As this data is linked to the same data source for the CIN numbers, it is likely to not be a true reflection of performance across the county due to some teams not having their data counted. What this figure does show is that of the 1534 CIN that were counted, 80% have an up to date CIN plan. Performance has remained steady across most of the localities, however, although we believe we do not have all the data for Norwich, of the 331 CIN that have been counted only 25.2% have an up to date CIN plan. Whether all children have been considered or not, this is a low percentage. It is known that the Assessment Teams have had a high influx of new cases within the past month alongside some staffing difficulties, which may have had some impact on this performance. It is important that managers and the Head of SW explore this drop in performance and have an understanding on which children without an up to date CIN plan need one, and which don't and should have been closed to the service.

5.5

S17 CIN with an up to date CIN plan - %

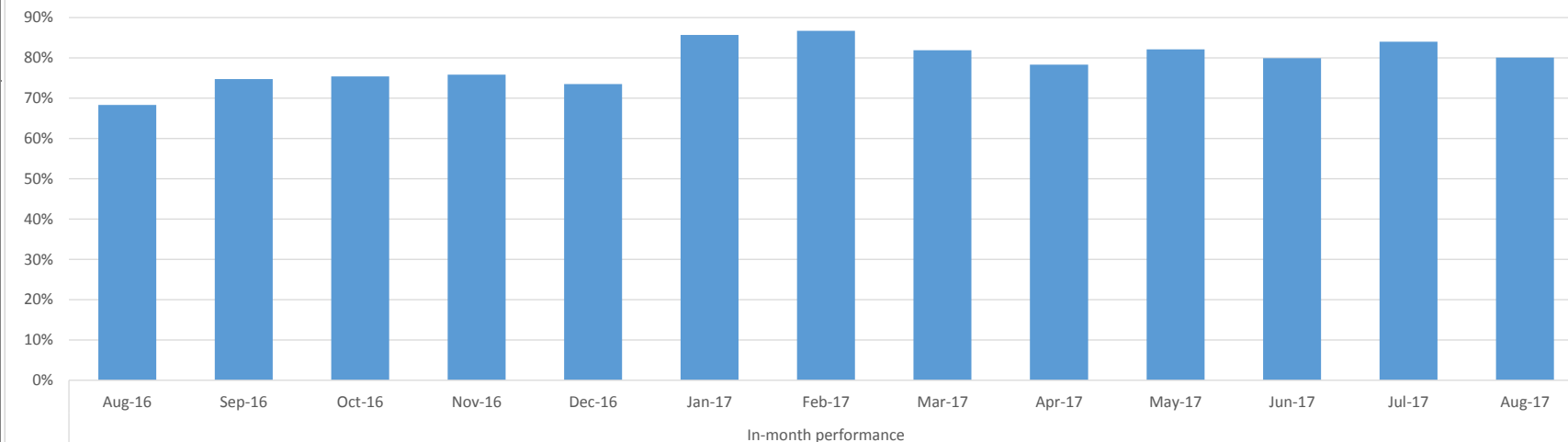
High

Good perf. is:

In-month performance

Aug-16	68.3%
Sep-16	74.8%
Oct-16	75.4%
Nov-16	75.8%
Dec-16	73.5%
Jan-17	85.7%
Feb-17	86.7%
Mar-17	81.9%
Apr-17	78.3%
May-17	82.1%
Jun-17	79.9%
Jul-17	84.0%
Aug-17	80.0%

S17 CIN with an up to date CIN plan - %



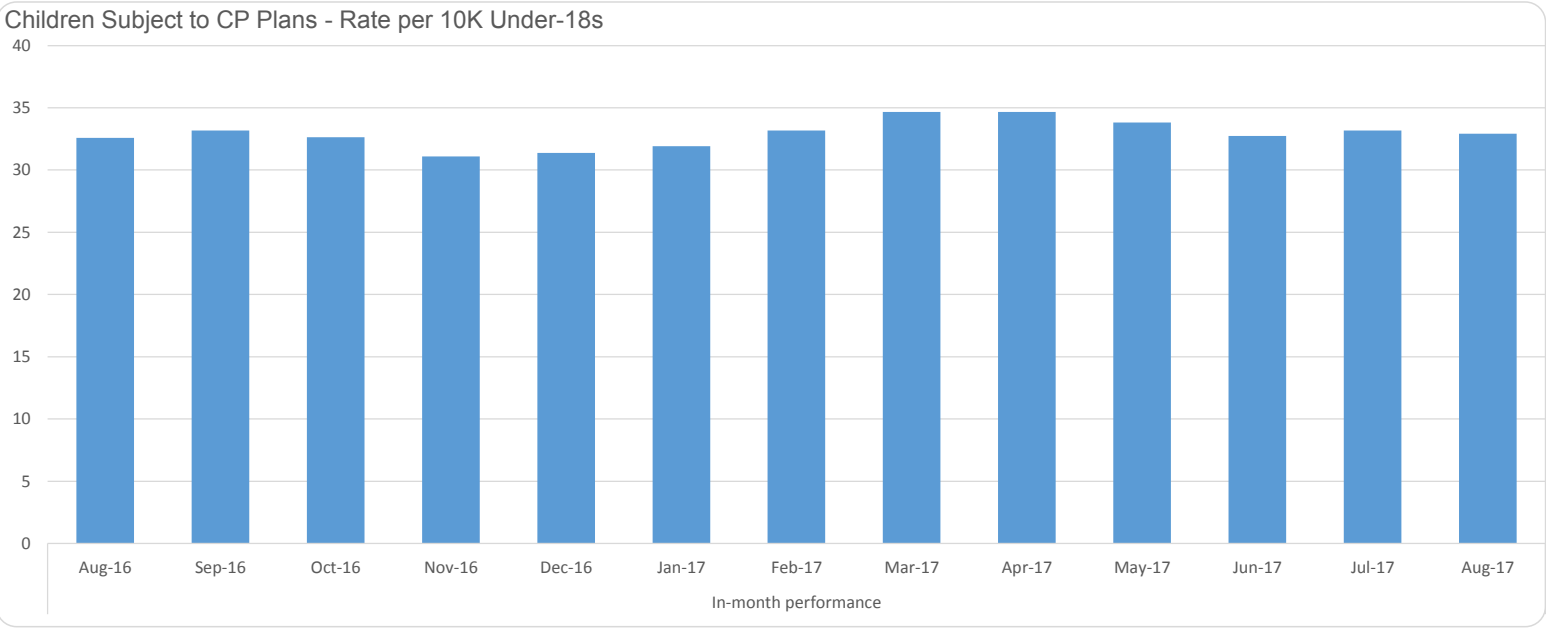
Definition

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

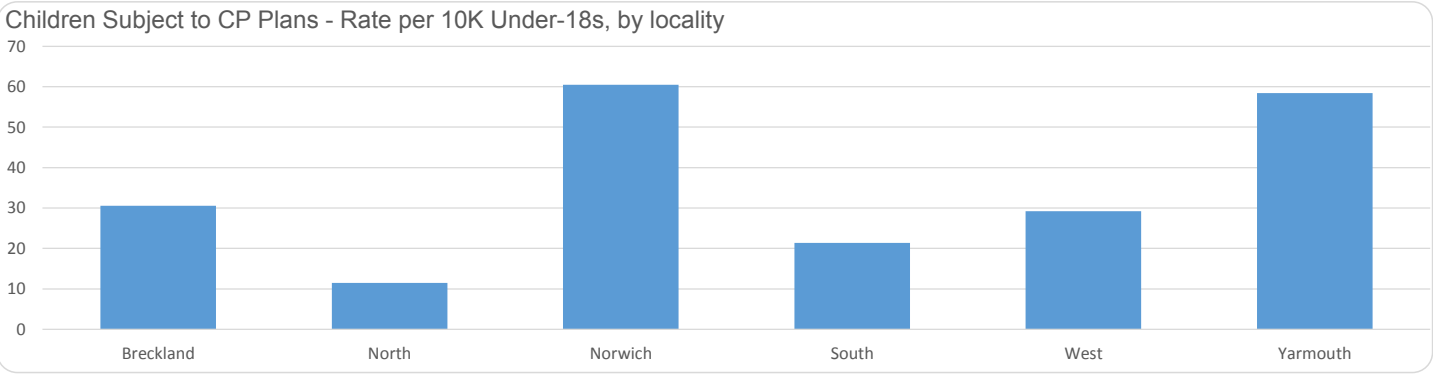
Performance analysis

The number of children subject to child protection planning has decreased slightly and is similar to the figure we saw last August. We are in line with the Eastern Region average and below both the statistical neighbour and national averages. Whilst Norwich remains high in terms of rate per 10k under 18s at 60.5 this is a significant drop from May 17 where the figure was 77 per10k and this is likely to be a result of more scrutiny on decision making regarding going to ICPC and also changes in work practice through the new smaller teams. Great Yarmouth however have seen an increase in CP cases with a rate of 58.4 per 10k, which is the highest rate seen over the past 12 months and significantly higher than the figure in August 17 (47.2). The number of children subject to CP plans has been gradually increasing since May 17 and it would be helpful for the HOSW and team managers to consider reasons for this, i.e. particular issues within the wider locality, different approached to decision making etc.

		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	Aug-16	547	32.6
	Sep-16	557	33.2
	Oct-16	548	32.6
	Nov-16	522	31.1
	Dec-16	527	31.4
	Jan-17	536	31.9
	Feb-17	557	33.2
	Mar-17	582	34.7
	Apr-17	582	34.7
	May-17	568	33.8
	Jun-17	550	32.7
	Jul-17	557	33.2
	Aug-17	553	32.9



Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Children Subject to CP Plans - Rate per 10K Under-18s	32.9	42.6	43.1	27.2	30.6



Initial Child Protection Conferences

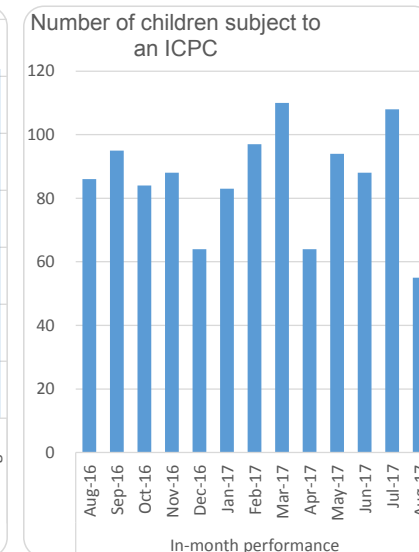
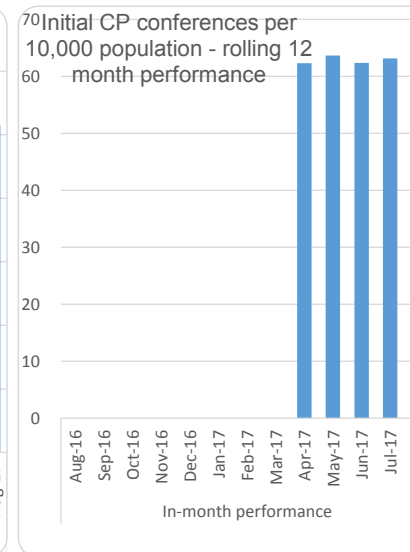
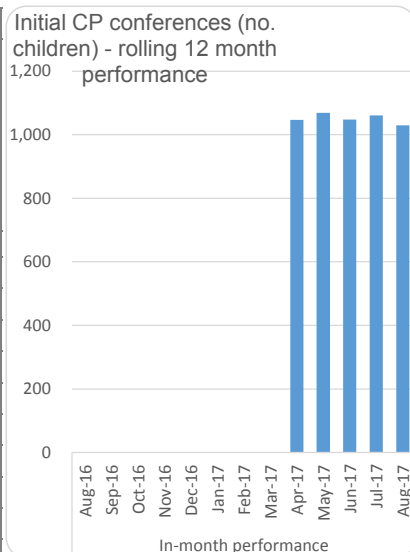
(County - August 2017)

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

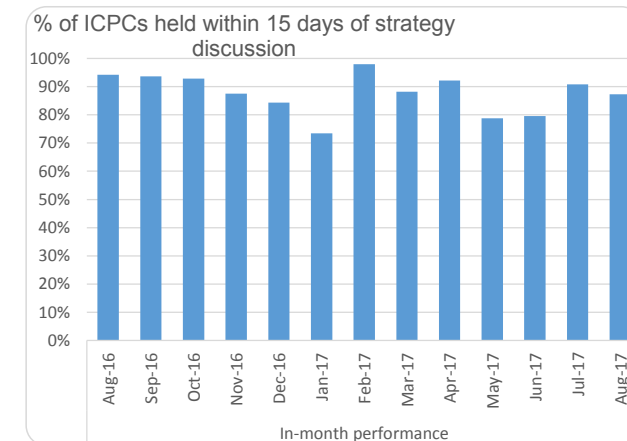
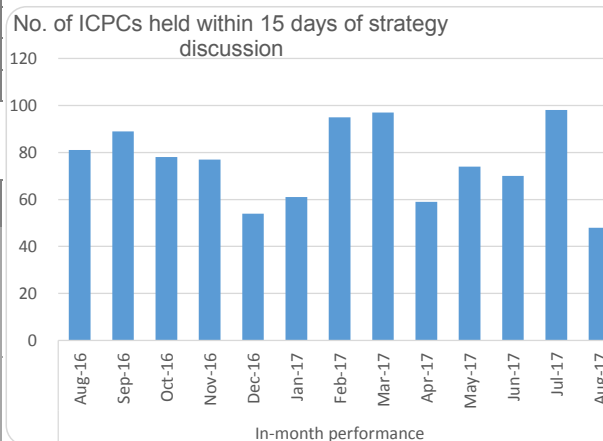
Performance analysis The number of children subject to ICPC in August was very low at only 55. Whilst this is significantly less than that seen in August last year, it is not unusual to see lower numbers during school holiday periods (e.g. December 16 and April 17). Whilst the data states that 12.7% of ICPCs were not in timescales, this relates to only 7 children across 3 localities. The figure of 87.3% of ICPCs within 15 days of strategy discussion is also higher than the statistical and national averages and significantly higher than the Eastern Region average.

	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
Aug-16	-	-	86	81	94.2%
Sep-16	-	-	95	89	93.7%
Oct-16	-	-	84	78	92.9%
Nov-16	-	-	88	77	87.5%
Dec-16	-	-	64	54	84.4%
Jan-17	-	-	83	61	73.5%
Feb-17	-	-	97	95	97.9%
Mar-17	-	-	110	97	88.2%
Apr-17	1,047	62	64	59	92.2%
May-17	1,069	64	94	74	78.7%
Jun-17	1,048	62	88	70	79.5%
Jul-17	1,061	63	108	98	90.7%
Aug-17	1,030	61	55	48	87.3%

In-month performance



Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Initial CP conferences per 10,000 population - rolling 12 month performance	61.3	65.9	62.6	40.1	44.7
% of ICPCs held within 15 days of strategy discussion	87.3%	81.6%	77.1%	93.4%	69.8%



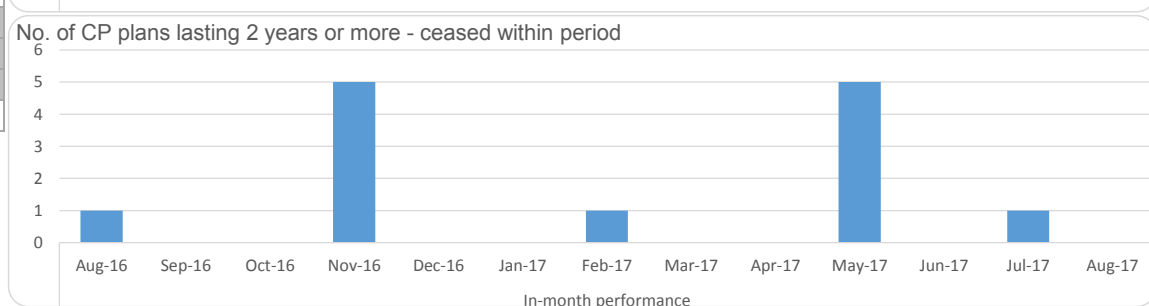
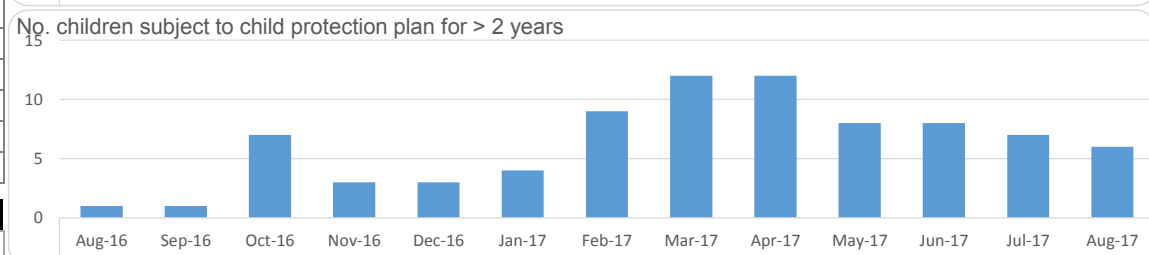
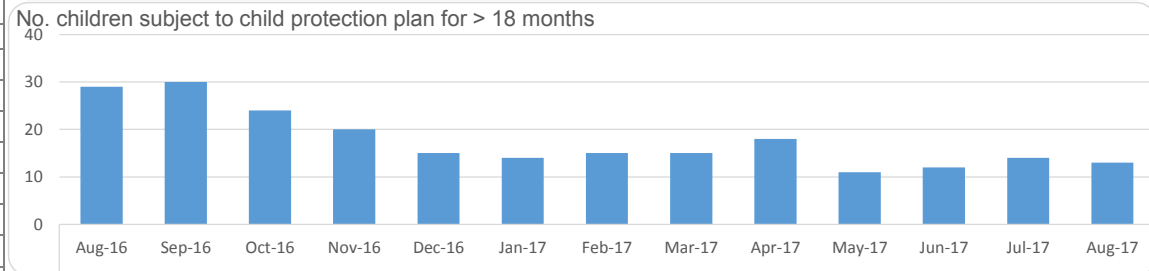
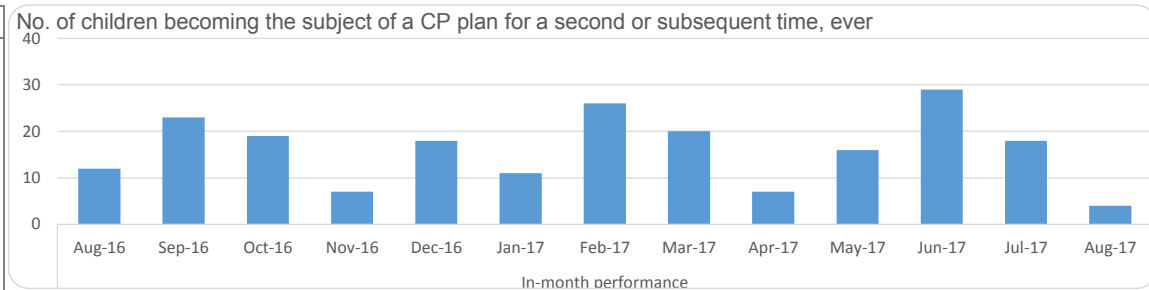
Child Protection Time Periods

(County - August 2017)

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

Performance analysis Whilst the number of children subject to a CP plan for the second or subsequent time ever was only 4 in August, this has to be taken in the context of the lower number of ICPCs held in that month. The rolling percentage remains higher than the statistical and national averages and is set against the conversely low percentage of children subject to a plan for more than 2 years. The rolling 12 month figure for second CP planning is particularly high in the North (41.9%) however it is acknowledged that this relates to low numbers of children. An audit of cases where children have been subject to second or subsequent CP planning is currently taking place and the findings will be highlighted within next months report.

		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	Aug-16	12	-	29	1	0.2%	1	2.0%
	Sep-16	23	-	30	1	0.2%	0	0.0%
	Oct-16	19	23.8%	24	7	1.3%	0	0.0%
	Nov-16	7	22.5%	20	3	0.6%	5	4.7%
	Dec-16	18	22.2%	15	3	0.6%	0	0.0%
	Jan-17	11	21.6%	14	4	0.7%	0	0.0%
	Feb-17	26	22.6%	15	9	1.6%	1	1.6%
	Mar-17	20	23.1%	15	12	2.1%	0	0.0%
	Apr-17	7	22.7%	18	12	2.1%	0	0.0%
	May-17	16	21.8%	11	8	1.4%	5	5.8%
	Jun-17	29	23.1%	12	8	1.5%	0	0.0%
	Jul-17	18	23.1%	14	7	1.3%	1	1.3%
Aug-17	4	23.3%	13	6	1.1%	0	0.0%	
Benchmarking								
Norfolk			23.3%			1.1%		0.0%
Stat neigh avg			19.2%			3.3%		
Nat. avg			17.9%			2.1%		
Nat. top quartile			10.5%			0.3%		
Eastern region			10.6%			1.9%		3.1%

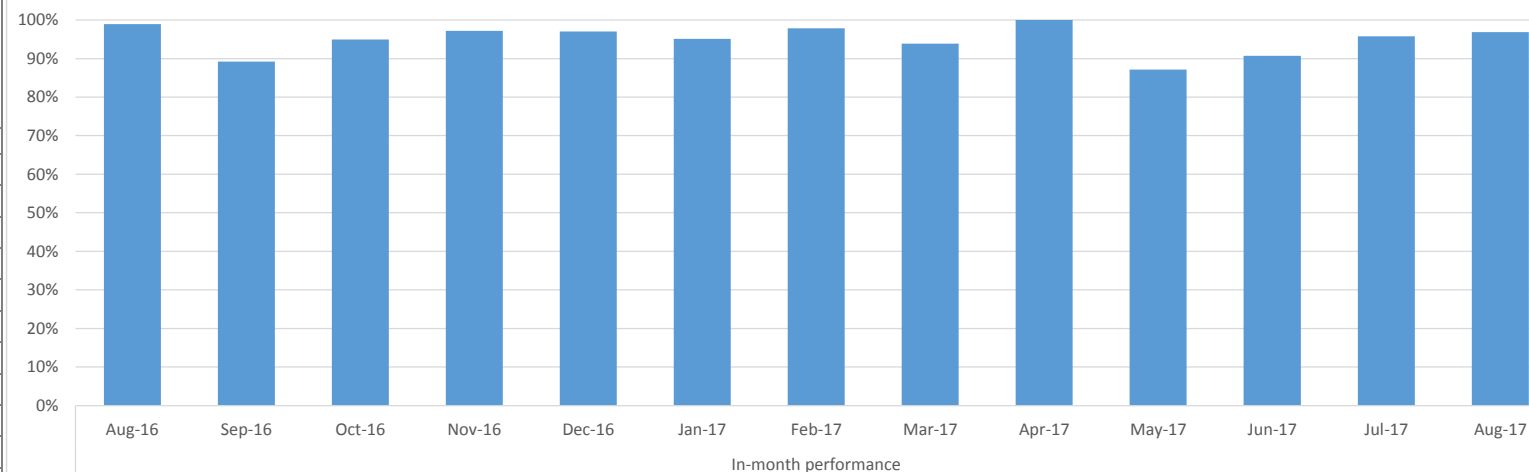


Definition A child protection plan is reviewed after 3 months at a Review Conference and at intervals of no more than 6 months thereafter. The Norfolk Recording Timescales Framework states that children subject to a CP plan should be visited a minimum of 2 weekly (10 working days).

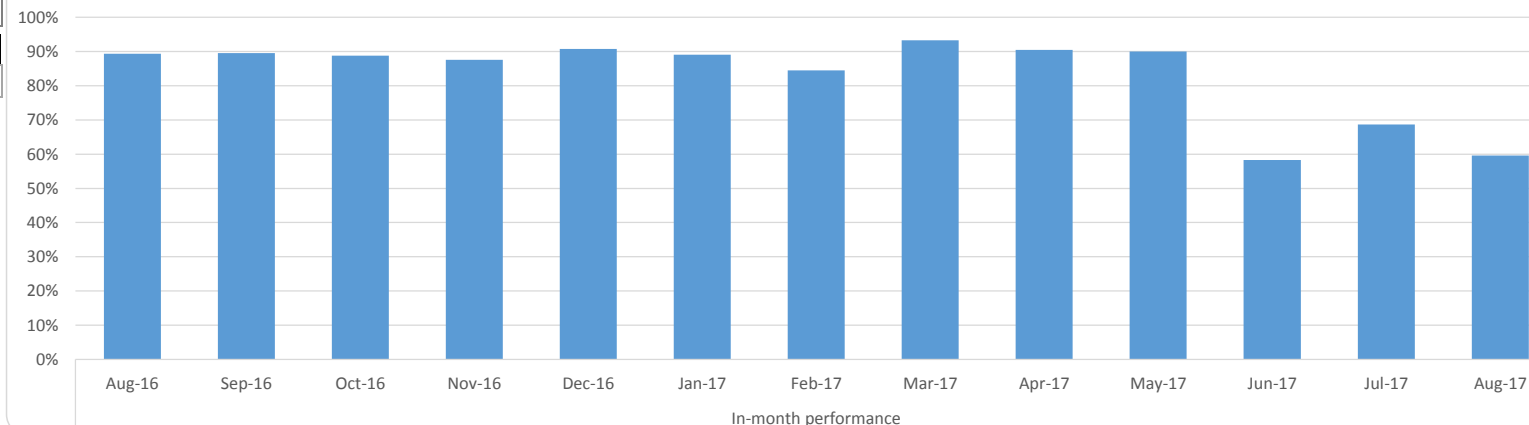
Performance analysis Review Child Protection Conferences continue to be held in a timely way for the majority of children subject to CP plans, with all localities except Norwich being at 100%. The timescale for visiting children was changed at the beginning of July 17 from a minimum of 20 working days to 10 working days. This has had a significant impact on the data seen, in July the county figure was 68.6%, which, although lower than performance seen under the old measure, was encouraging and it was hoped there would be a trajectory of improvement in the following months. Unfortunately, aside from Breckland who had 75% and West who had 69% of children on CP plans recorded as seen within the new timescales, none of the other localities achieved more than 62% in this measure, and North was particularly concerning at only 51%. The Heads of Social Work and their team managers need to ascertain whether this is due to workers not being able to record the visits in a timely way or if children have not been seen within the timescale, and consider plans to address both issues.

		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	Aug-16	98.9%	89.3%
	Sep-16	89.2%	89.5%
	Oct-16	94.9%	88.8%
	Nov-16	97.2%	87.5%
	Dec-16	97.0%	90.7%
	Jan-17	95.1%	89.1%
	Feb-17	97.9%	84.5%
	Mar-17	93.8%	93.3%
	Apr-17	100.0%	90.5%
	May-17	87.1%	90.0%
	Jun-17	90.7%	58.3%
	Jul-17	95.8%	68.6%
	Aug-17	96.8%	59.6%
Benchmarking			
Eastern region		77.5%	

% RCPCs held in timescale in month



% children on child protection plans seen within timescales**



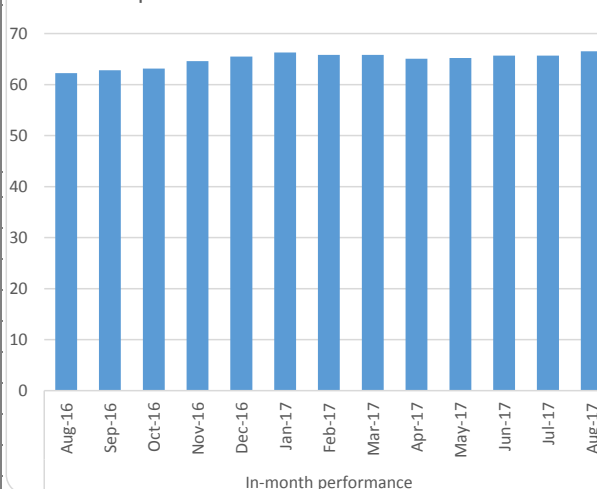
Definition Looked After Children are those children who have become the responsibility of the Local Authority. This can happen voluntarily by parents (section 20) or through Care Proceedings.

Performance analysis

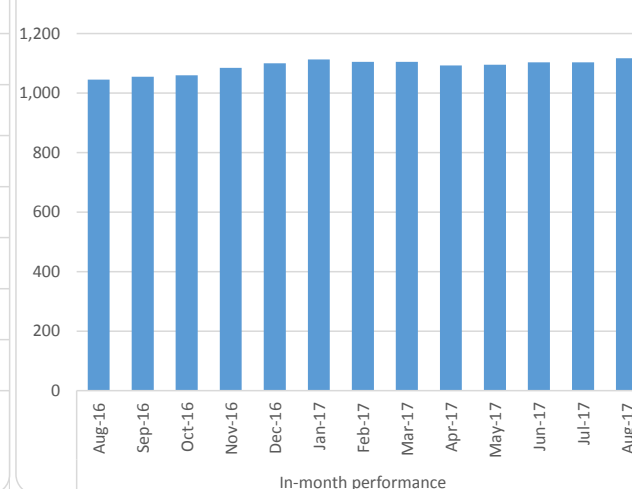
The numbers of looked after children within the county have risen to the highest level seen in the past 12 months. It remains a top priority of the local authority to reduce the numbers of children in it's care, however it is recognised that this is not something that will happen quickly and we need to give new initiatives time to have a positive impact. The new edge of care service, New Directions, is now in place and from 18th September new locality panels chaired by the Heads of Localities will be operational. In terms of the individual localities , all except Norwich have seen a rise in numbers. However the drop for Norwich is due to a reconfiguration of boundaries, whereby some of it's cohort of LAC have transferred to the South locality.

		7.2	7.1	7.3	7.4
		LAC - Rate per 10K Under-18s	No. Looked-After Children	Admissions of Looked After Children	Number of children who have ceased to be Looked After Children
Good perf. is:		Low	Low	Low	High
In-month performance	Aug-16	62.2	1,045	30	43
	Sep-16	62.8	1,055	38	23
	Oct-16	63.1	1,060	37	30
	Nov-16	64.6	1,085	56	33
	Dec-16	65.5	1,100	42	29
	Jan-17	66.3	1,113	42	27
	Feb-17	65.8	1,105	22	25
	Mar-17	65.8	1,105	45	38
	Apr-17	65.1	1,093	32	45
	May-17	65.2	1,095	30	29
	Jun-17	65.7	1,103	40	28
	Jul-17	65.7	1,103	43	36
	Aug-17	66.5	1,117	34	23

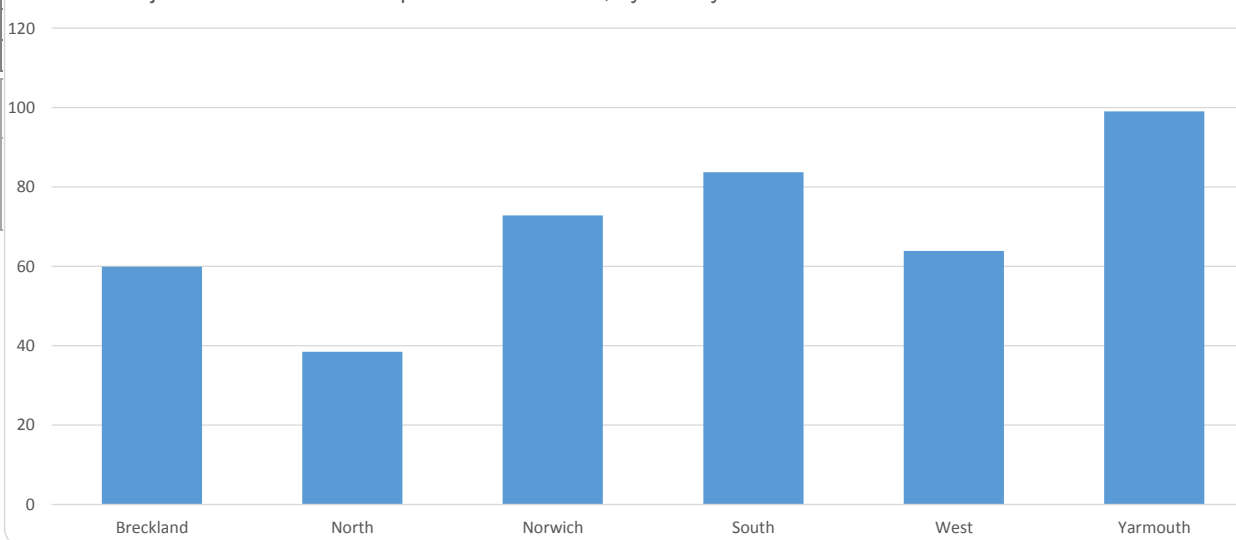
LAC - Rate per 10K Under-18s



No. Looked-After Children



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



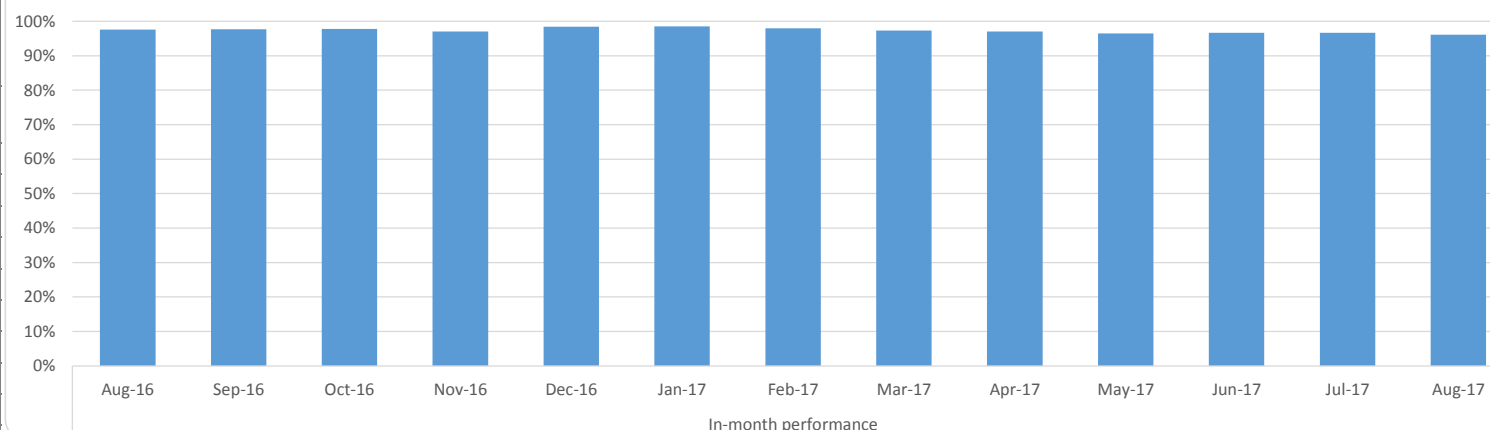
Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
LAC - Rate per 10K Under-18s	66.5	53.0	60.0	36.0	49.88522697

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

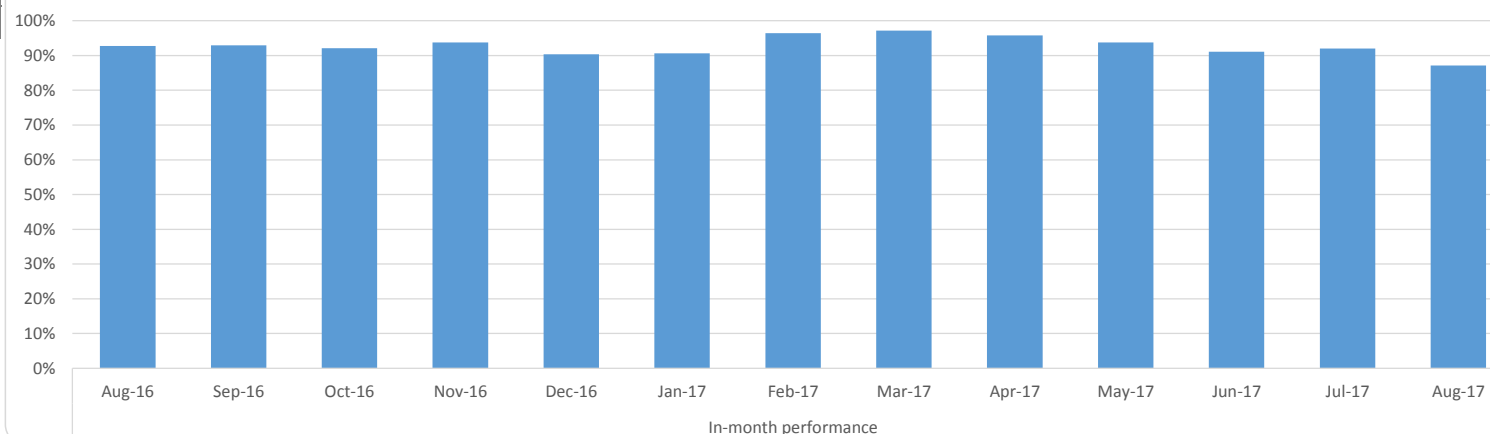
Performance analysis A very high proportion of our looked after children continue to have up to date care plans. Through audit there is some evidence of better quality planning as of 13 LAC cases audited by managers in August and September, 12 at least met the practice standard for planning and review, with 2 exceeding practice standards. However, there are still areas where improvement is needed as, in internal monitoring inspections carried out by the QA team, only 2 of the 8 LAC cases audited met practice standards for timely and effective plans and planning. Notwithstanding this 7 of the cases met or consistently met the practice standard for timely and appropriate permanence planning. There has been a fall in the percentage of Care Leavers with a pathway plan. For Breckland and West this data is not clear as the team that covered both localities has separated out into two but the data for Breckland has not been reported on. All the localities need to ensure they understand which young people do not have an up to date plan and ensure this is addressed as soon as possible. Improving the quality of pathway plans continues to be a top priority and there is now a Leaving Care Practitioner Learning and Development Framework in place to aid this.

		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	Aug-16	97.6%	92.8%
	Sep-16	97.7%	93.0%
	Oct-16	97.8%	92.1%
	Nov-16	97.1%	93.8%
	Dec-16	98.5%	90.4%
	Jan-17	98.6%	90.6%
	Feb-17	98.0%	96.4%
	Mar-17	97.3%	97.2%
	Apr-17	97.1%	95.8%
	May-17	96.5%	93.8%
	Jun-17	96.6%	91.1%
	Jul-17	96.6%	92.0%
	Aug-17	96.2%	87.1%

LAC with up-to-date Care Plan - %



% Relevant / Former Relevant Care Leavers with a Pathway Plan



Looked After Children Placements

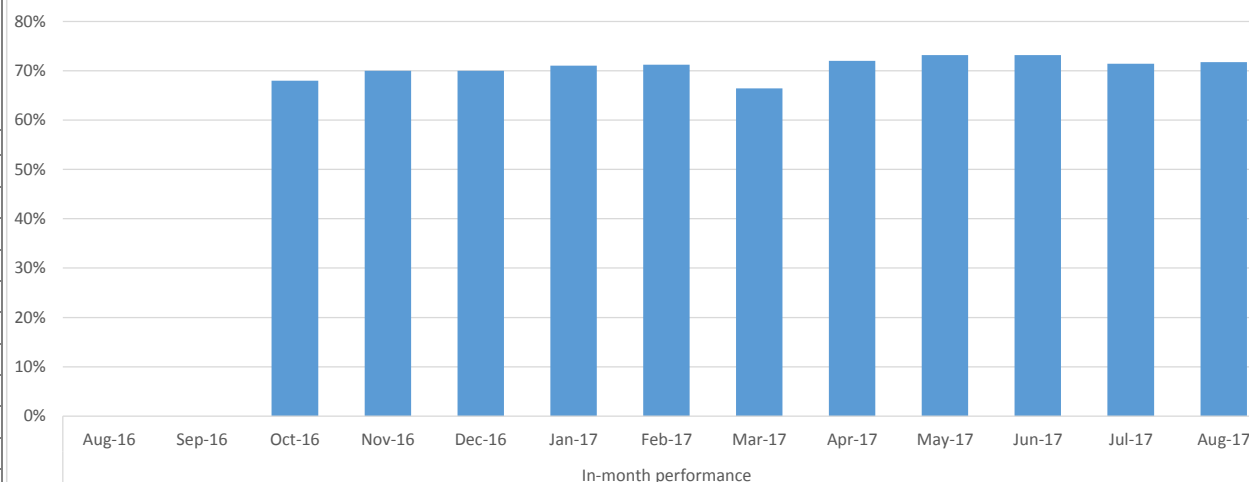
(County - August 2017)

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

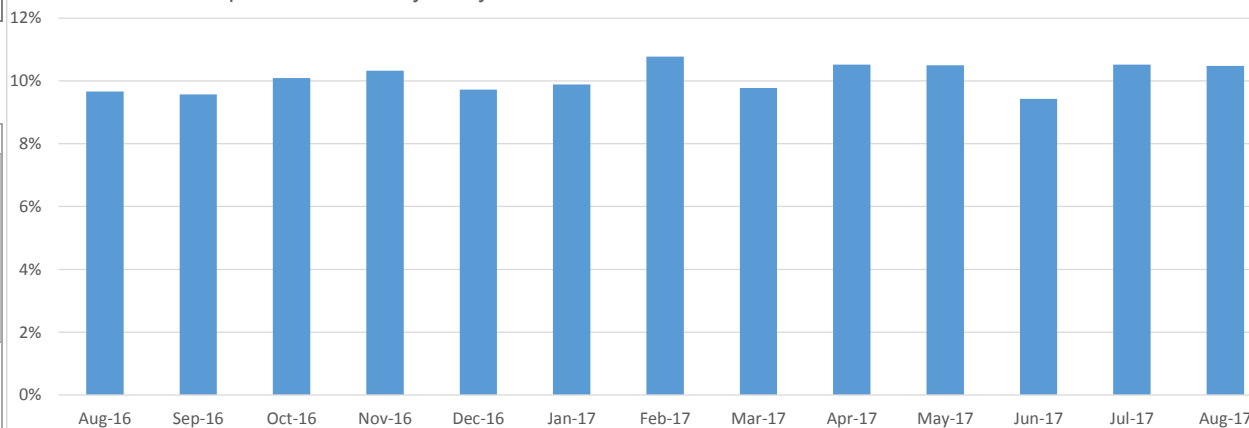
Performance analysis There has been little change in the figures regarding both long term LAC in placements which have been stable for at least 2 years and LAC with 3 or more placements in any one year. Both measures are similar to the national averages.

	9.1	9.2n	9.2
	% of long term LAC in placements which have been stable for at least 2 years	LAC with 3 or more placements in any one year - No.	LAC with 3 or more placements in any one year - %
Good perf. is:	High	-	Low
In-month performance			
Aug-16	-	101	9.7%
Sep-16	-	101	9.6%
Oct-16	68%	107	10.1%
Nov-16	70%	112	10.3%
Dec-16	70%	107	9.7%
Jan-17	71%	110	9.9%
Feb-17	71%	119	10.8%
Mar-17	66%	108	9.8%
Apr-17	72%	115	10.5%
May-17	73%	115	10.5%
Jun-17	73%	104	9.4%
Jul-17	71%	116	10.5%
Aug-17	72%	117	10.5%

% 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 - %

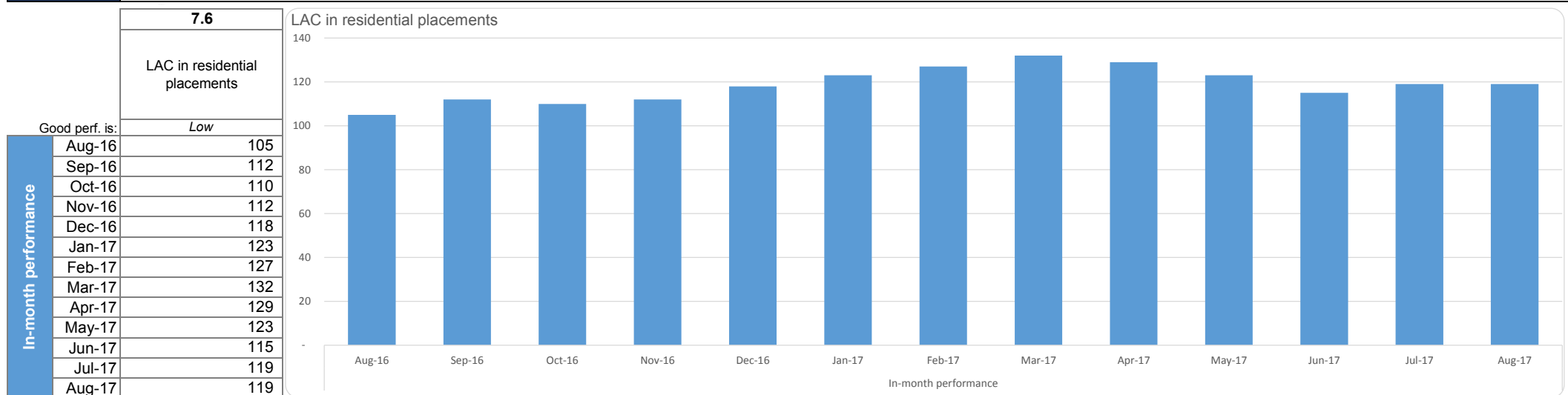


Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Eastern region
% of long term LAC in placements which have been stable for at least 2 years	71.7%	66.9%	68.0%	
LAC with 3 or more placements in any one year - %	10.5%	10.3%	10.0%	8.6%

Looked After Children in residential placements

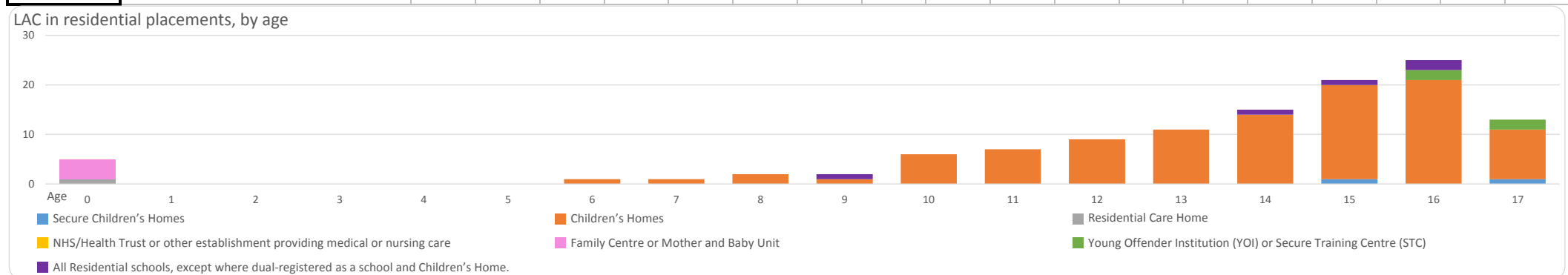
(County - August 2017)

Definition	A LAC placement is where a child has become looked after by the Local Authority and is placed with foster carers, in a residential home or with parents or other relatives.
Performance analysis	We have had no increase in the numbers of children being placed in residential settings in the past month. However there are 12 children under 11 in residential placements and teams and Independent Reviewing Officers are being asked to ensure that residential is the right placement for these children and to plan for a move to foster care or kinship care where this is more appropriate. It also needs to be noted that there are recognised sufficiency issues regarding in-house fostering paces, particularly foster carers able to offer care to those children with very complex emotional and behavioural issues.



By age and placement:

	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Secure Children's Homes	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1
Children's Homes	0	0	0	0	0	0	0	1	1	2	1	6	7	9	11	14	19	21
Residential Care Home	1	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	0
Family Centre or Mother and Baby Unit	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Young Offender Institution (YOI) or Secure Training Centre (STC)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2
All Residential schools, except where dual-registered as a school and Children's Home.	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	1	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.

Performance analysis

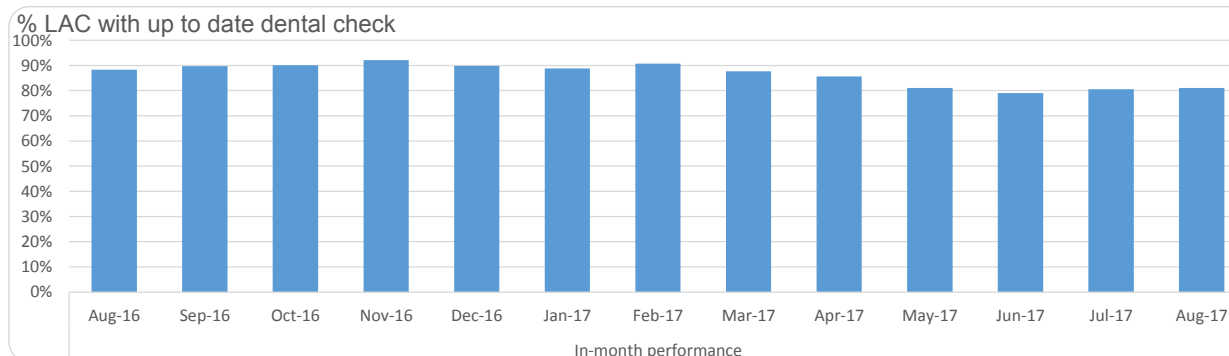
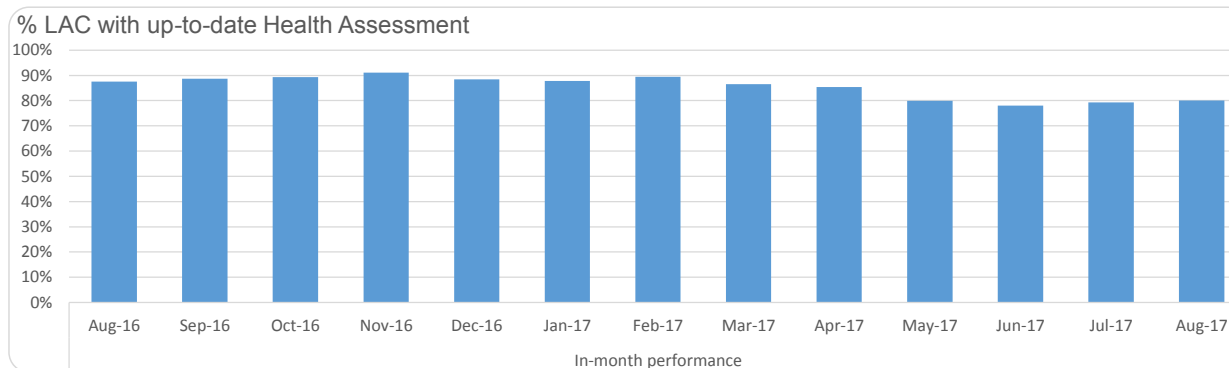
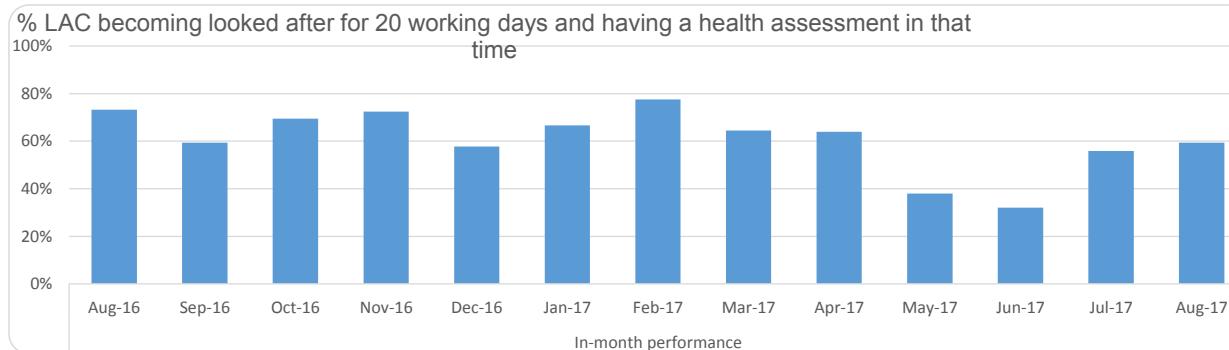
There was a slight dip in reviews held in timescales in August. The performance in Norwich is of particular concern (77.8%) and the IRO service will explore this through the exceptions reporting they receive. For most of the localities the figures regarding LAC seen in timescales remains above 90%, however the performance in North continues to be of concern, falling again this month to 79.6%. There have been staffing issues within the locality which will have had an impact, however the team managers need to ensure there are clear plans in place to visit those children who have not been seen and also record those visits which have been undertaken in timescales but have not yet been entered on the child's record and so will not have been reported on.



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

Performance analysis The capacity of our health partners to offer initial health assessments in a timely way appears to be improving with a higher percentage of children having their health assessments within 20 working days of becoming looked after. The Percentage of LAC with an up to date health assessment is also improving. Initial and Review health assessment requests and completion are logged on a daily basis by our QA Hub and they report weekly figures and issues to senior leaders to enable any problems to be addressed with our health colleagues. The same data is now also shared with managers within the Health teams that undertake the assessments.

		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	Aug-16	41	73.2%	664	87.6%	669	88.3%
	Sep-16	19	59.4%	673	88.7%	681	89.7%
	Oct-16	25	69.4%	677	89.3%	683	90.1%
	Nov-16	29	72.5%	683	91.1%	691	92.1%
	Dec-16	26	57.8%	661	88.4%	672	89.8%
	Jan-17	28	66.7%	652	87.8%	660	88.8%
	Feb-17	31	77.5%	666	89.4%	676	90.7%
	Mar-17	20	64.5%	641	86.5%	650	87.7%
	Apr-17	16	64.0%	624	85.4%	626	85.6%
	May-17	11	37.9%	591	79.9%	600	81.1%
	Jun-17	9	32.1%	580	78.1%	587	79.0%
	Jul-17	19	55.9%	606	79.3%	615	80.5%
Aug-17	19	59.4%	622	80.1%	630	81.1%	
Benchmarking							
Eastern region			44.2%				

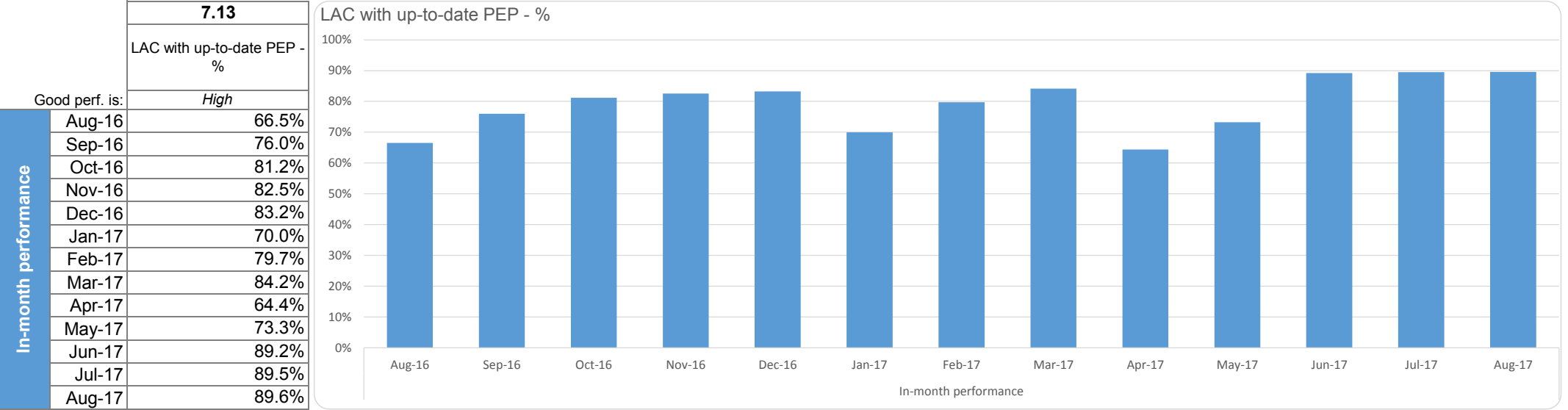


Definition

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

The figure for LAC with an up to date PEP mirrors July's as it is all of those undertaken in the Summer Term. The figure for September will fall as the data will be measuring those underaken so far in the Autumn term.



Looked After Children Participation

(County - August 2017)

Definition

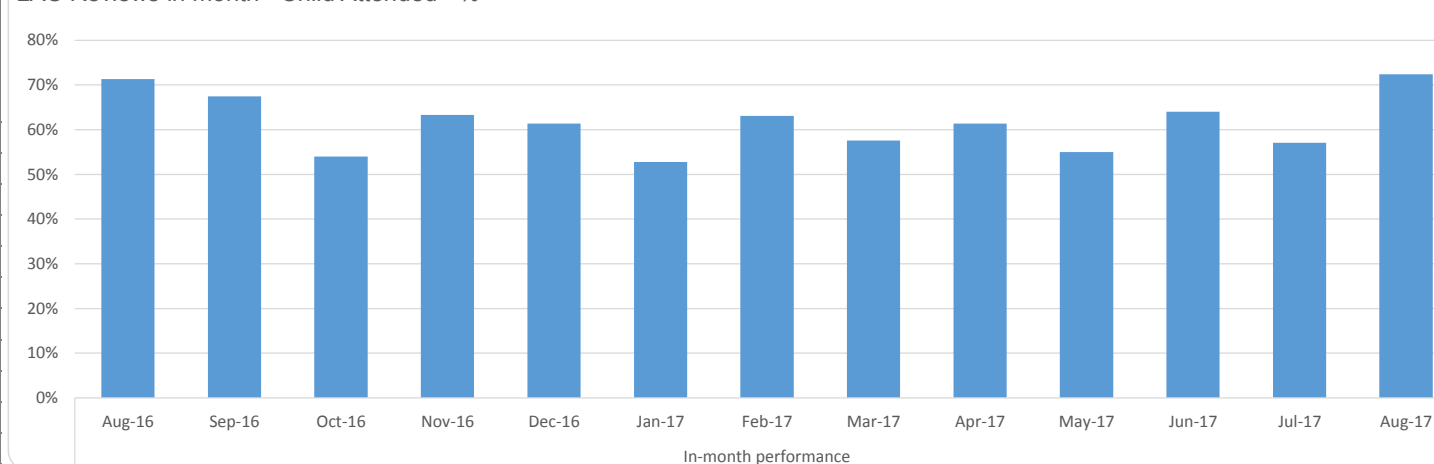
The Child's Voice is a phrase used to describe the real involvement of children and young people. They should always have the opportunity to describe things from their point of view, be continually involved in assessments and planning and have things fed back to them in a way they can understand. There 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

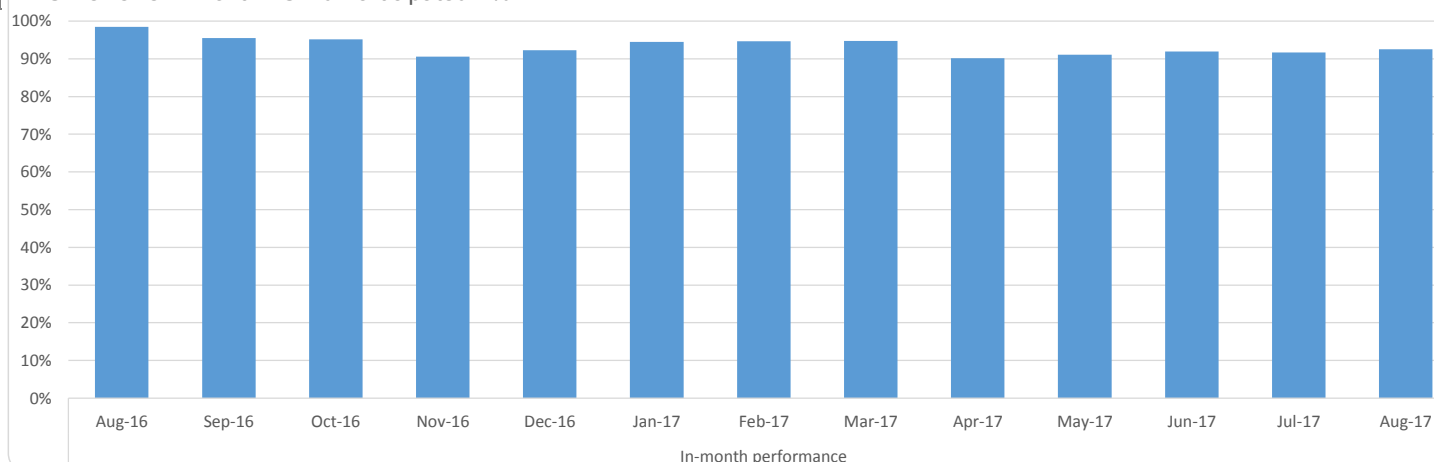
Whilst the percentage of children who attended their LAC reviews has increased significantly, it is too early to conclude that this is solely due to recent work by the Independent Reviewing Service to engage certain cohorts of children, although the impact of this is not dismissed. One reason for the big increase in August is likely be that more reviews are held at the foster home during school holiday times than at other points in the year, and the child would in those cases more likely be within the home and therefore take some part in the meeting. There was a wide variance in the performance across localities with North & Broadland the highest performing at 89.5% and Breckland the lowest at 50%.

		7.17	7.18
		LAC Reviews in month - Child Attended - %	LAC Reviews in month - Child Participated - %
In-month performance	Good perf. is:	High	High
	Aug-16	71.3%	98.4%
	Sep-16	67.4%	95.5%
	Oct-16	54.0%	95.1%
	Nov-16	63.3%	90.6%
	Dec-16	61.3%	92.3%
	Jan-17	52.8%	94.5%
	Feb-17	63.1%	94.6%
	Mar-17	57.6%	94.8%
	Apr-17	61.4%	90.2%
	May-17	55.0%	91.1%
	Jun-17	64.0%	91.9%
	Jul-17	57.1%	91.7%
	Aug-17	72.4%	92.5%

LAC Reviews in month - Child Attended - %



LAC Reviews in month - Child Participated - %



Definition

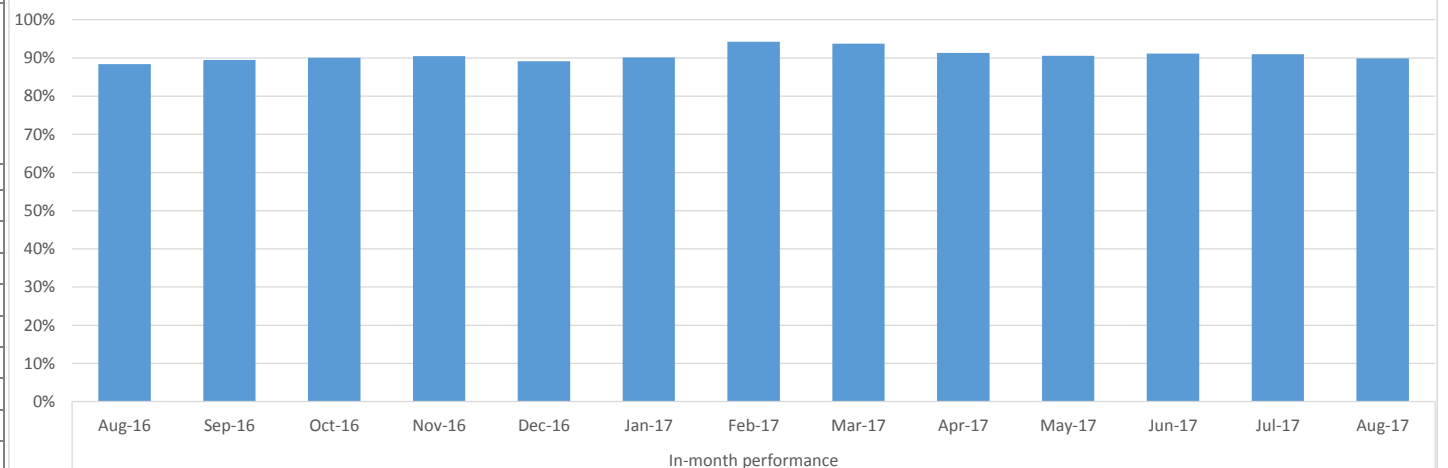
A Care Leaver is defined as a person aged 25 or under who has been looked after away from home by a local authority for at least 13 weeks since the age of 14, and who was looked after away from home by the local authority at school leaving age or after that date.

Performance analysis

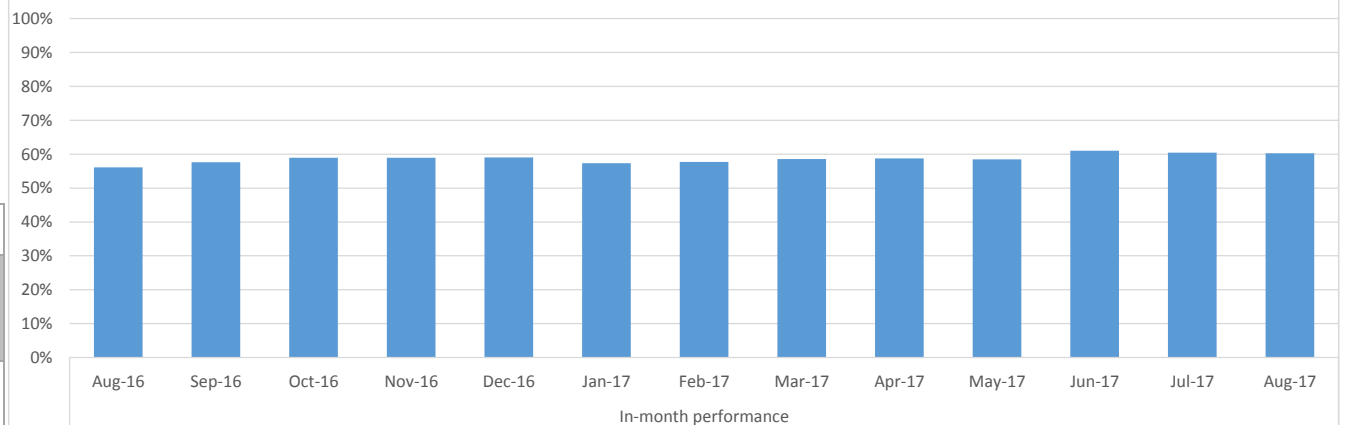
The reporting has not included the young people who are now allocated to the new Breckland Leaving Care team and therefore the county figure regarding the number of care leavers is not accurate. The suitable accommodation and EET figures continue to be above statistical neighbour and national averages. As stated previously there is now a new Learning and Development framework in place for Leaving Care Practitioners to ensure assessment, planning and interventions with young people have positive, aspirational, outcomes,

		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	Aug-16	483	88.4%	56.1%
	Sep-16	484	89.5%	57.6%
	Oct-16	482	90.0%	58.9%
	Nov-16	482	90.5%	58.9%
	Dec-16	488	89.1%	59.0%
	Jan-17	478	90.2%	57.3%
	Feb-17	471	94.3%	57.7%
	Mar-17	463	93.7%	58.5%
	Apr-17	473	91.3%	58.8%
	May-17	465	90.5%	58.5%
	Jun-17	462	91.1%	61.0%
	Jul-17	465	91.0%	60.4%
	Aug-17	395	89.9%	60.3%

RCL & FRCL in Suitable Accommodation - %



RCL & FRCL EET - %



Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
RCL & FRCL in Suitable Accommodation - %	89.9%	88.0%	83.0%	94.0%	
RCL & FRCL EET - %	60.3%	53.0%	49.0%	63.0%	59.7%

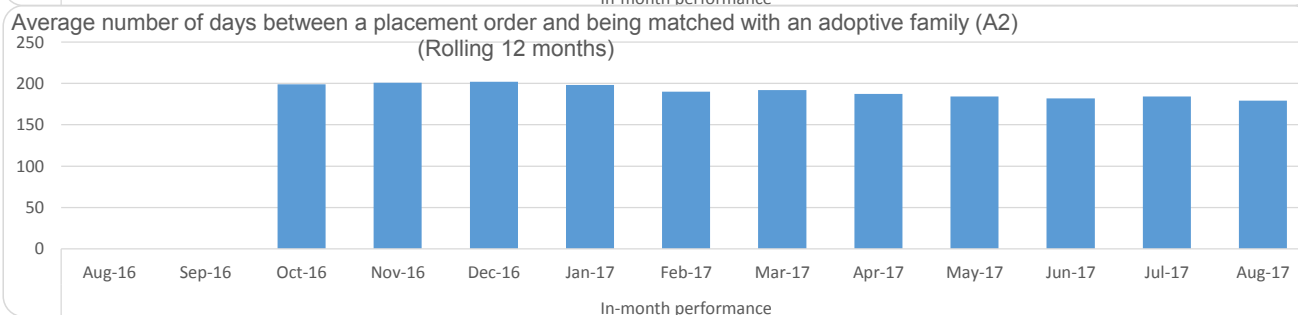
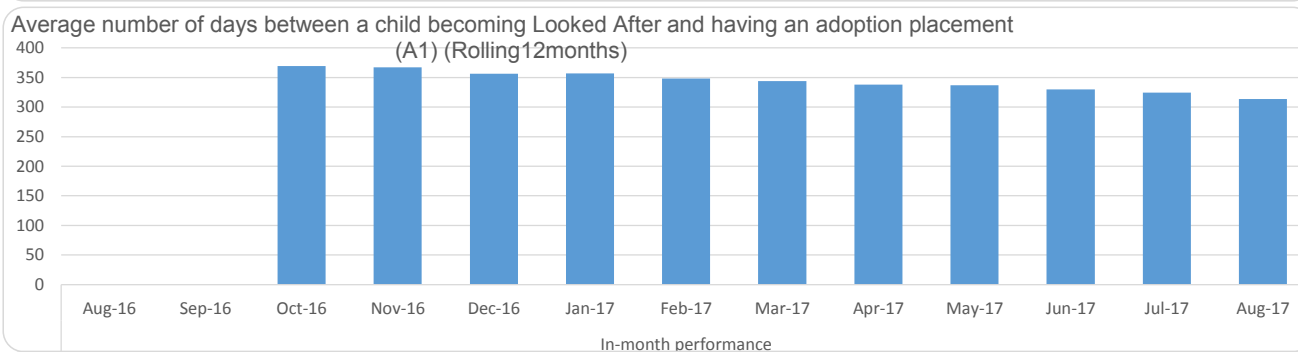
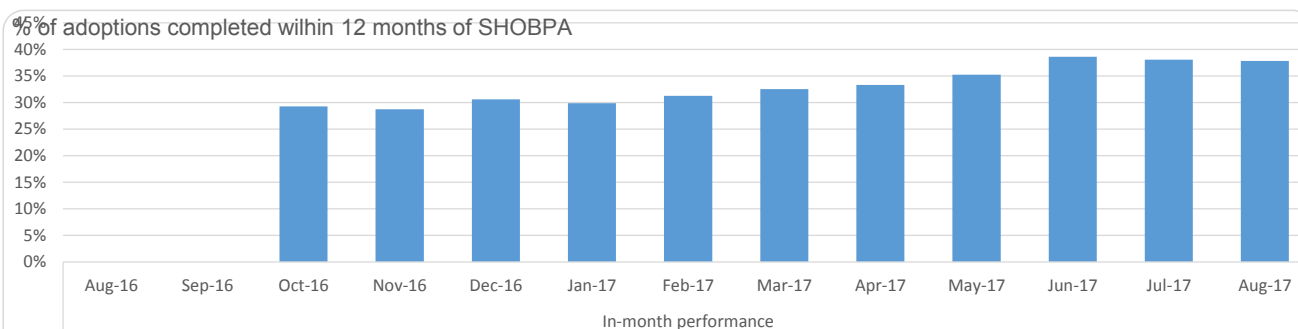
Definition

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

Performance analysis

Recent analysis shows that in the past 12 months it took an average of 315 days from stage 1 of the adoption process (child entering care) to stage 6 (child being placed for adoption) which is below the DfE target of 426 days. And whilst we are above the threshold for time between placement order being made and the child being matched to prospective adopters, at 166 days we are performing significantly better than our own statistical neighbour and national 3 year averages, all of which were over 200 days. Their improvement in performance is likely to reflect more use of foster to adopt placements. It is also noted that in the past 6 months 10 of the 120 over 5 years old who ceased to be looked after where adopted (8%) which is an improvement on our 3 year average of 4% for 2012-15 and evidences how the adoption and frontline teams are working hard to ensure that, where it is appropriate, adoption is being supported for older children.

	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	Aug-16	-	-	-
	Sep-16	-	-	-
	Oct-16	24	29%	369
	Nov-16	25	29%	367
	Dec-16	26	31%	356
	Jan-17	23	30%	357
	Feb-17	25	31%	348
	Mar-17	28	33%	344
	Apr-17	28	33%	338
	May-17	31	35%	337
	Jun-17	34	39%	330
	Jul-17	32	38%	325
	Aug-17	31	38%	313



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

As with some of the other data within this report the caseload data is not complete as, due to operational changes, not all teams have been included. Allocations are checked on a weekly basis and any anomalies, particularly around very high caseloads are discussed with team managers and/or Heads of Social Work. Caseloads still tend to be high for some workers within assessment teams and team managers need to ensure they are supporting those workers to manage this and close those cases which have had assessments and need no further social care involvement.

		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	Aug-16	41	21	41	23	20	11	5
	Sep-16	33	21	33	28	22	8	3
	Oct-16	36	21	36	26	22	7	4
	Nov-16	36	21	36	26	21	13	7
	Dec-16	32	23	32	27	22	13	7
	Jan-17	38	21	38	26	21	17	8
	Feb-17	51	21	51	26	22	12	6
	Mar-17	36	21	36	26	23	9	3
	Apr-17	37	21	37	26	23	13	3
	May-17	32	23	32	27	23	14	7
	Jun-17	43	21	43	27	24	13	6
	Jul-17	38	22	38	26	23	13	5
	Aug-17	37	19	37	27	23	13	6

