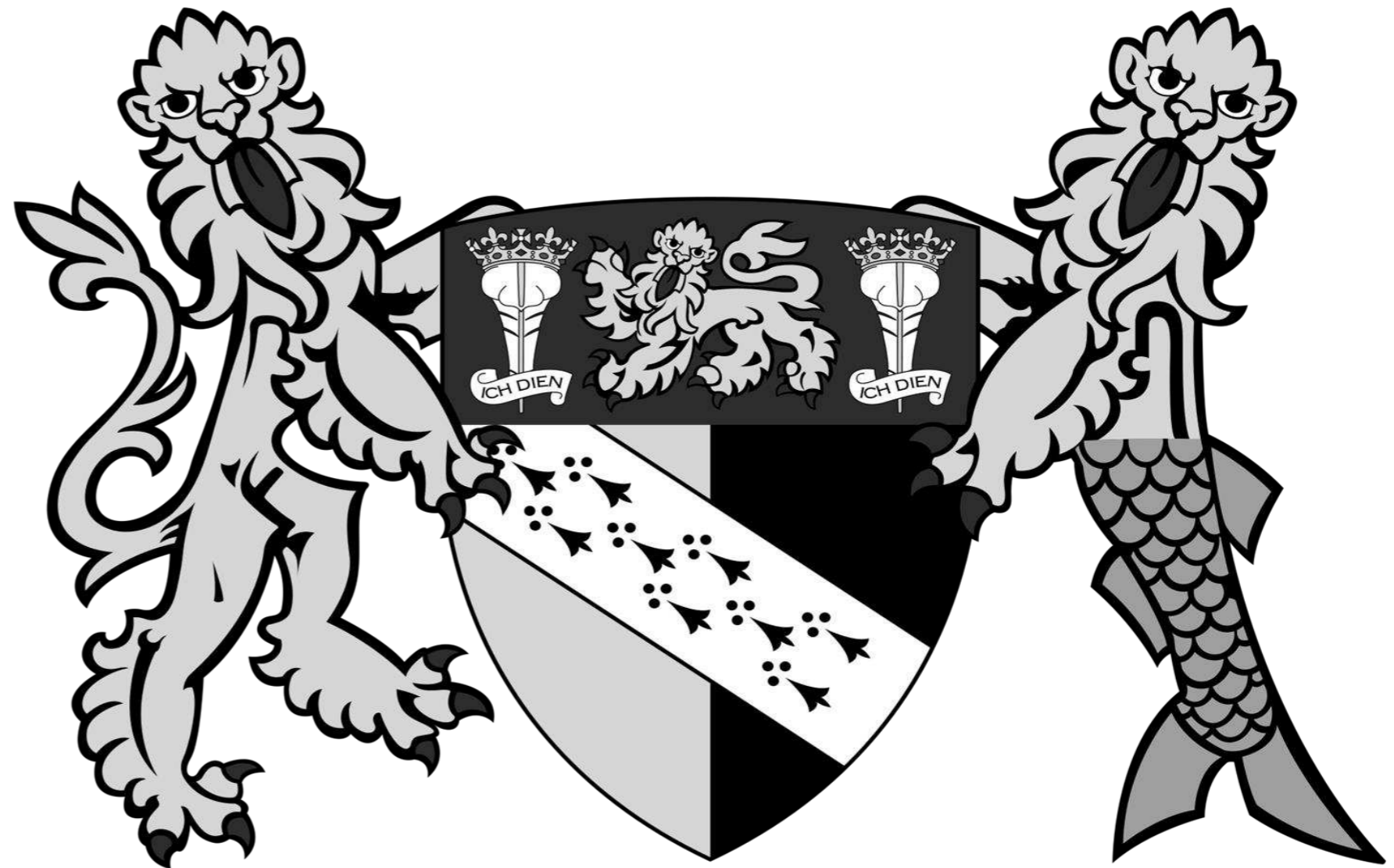# Norfolk County Council

# Children's Services

## Monthly Performance & Management Information

## County Report

### March 2018

All data sourced from CareFirst.
Accurate as of the morning of 10 April 2018

Produced by the Intelligence & Analytics Service (I&A) [Managing Director's Department]
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# 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 Children's 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 since January 17 and will continue to be reviewed to ensure indicators that require close scrutiny and challenge in order to drive and achieve improvement are included. This month we make reference to data regarding how often we are in touch with our Care Leavers and from next month this will be included as a measure in the report.

The report will be used to give an overview of the direction of travel of Children's 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 been 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.

The performance data for March shows some areas of continuing concern regarding assessments in some localities. Whilst performance has improved from 50% to 56% of social work assessments completed within the 45 working day timescale, 2 localities are under 40% and one has dropped from 65% to 54%. These localities have been asked to explore the reasons for the low performance and put plans in place to address it.

There is also a concern about a drop in the number of care leavers who are in touch with their Social Worker or Personal Advisor. As highlighted, this measure will be added to the monthly performance reports in order that performance can be monitored and challenged at a locality level to drive improvement.

However March's data shows there are some areas of performance that have improved, with more children on CP plans being seen within the 10 working days timescale (72% up from 67.5% in February). The percentage of children with an up to date CIN plan (excluding Assessment teams) has also risen to 83%.

Some of the areas of concern will require strategic and operational planning to embed changes in procedure and practice which sustain longer term improvements. This includes the number of Looked After Children, which has risen again over the past month, and is being addressed through a number of current work streams. It also includes work with partner agencies and MASH regarding the number of contacts received and low conversion rate to referral. However it is positive that the number of referrals received into our Social Care teams has fallen for the fifth month in a row.

Report ends
April 18

# Children's Services' Performance Summary (County)

March 2018

*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 | Dec-17 | Jan-18 | Feb-18 | Mar-18 | YTD | Target | DOT (Month on Month) | RAG (County / districts) | Red | Green | Previous YTD | 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 | 177 | 209 | 208 | 229 | | | ↑ | | | | | | | | | |
| | 1.1a | Number of new cases opened to team over the last month | High | Count | 127 | 168 | 132 | 144 | | | ↑ | | | | | | | | | |
| | 1.2 | No of cases closed to EHFF | High | Count | 177 | 137 | 138 | 135 | | | ↓ | | | | | | | | | |
| | 1.3 | No of cases active to EHFF | High | Count | 604 | 654 | 664 | 720 | | | ↑ | | | | | | | | | |
| | 1.4 | No of children being supported within EHFF cases | High | Count | 1411 | 1502 | 1555 | 1637 | | | ↑ | | | | | | | | | |
| | 1.5 | No of social work cases supported by EHFF with targeted support | High | Count | 38 | 29 | 33 | 36 | | | ↑ | | | | | | | | | |
| | 1.6 | % of Requests for Support to EHFF that resulted in allocation to EHFF ❶ | High | Percentage | 71.8% | 80.4% | 63.5% | 62.9% | | | ↓ | | | | | | | | | |
| | 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 | 10.2% | 6.5% | 3.0% | 6.3% | | | ↓ | | | | | | | | | |
| | 1.9 | % of new EHFF cases that have stepped down from social care | High | Percentage | 24.4% | 28.6% | 28.0% | 26.4% | | | ↓ | | | | | | | | | |
| Contact & Referrals | 2.1 | Contacts - No. (in-month) | Info | Count | 2879 | 3399 | 2864 | 3016 | 39,743 | | · | | | | 34,786 | | | | | |
| | 2.2 | Referrals - No. (in-month) | Info | Count | 728 | 635 | 597 | 582 | 9,001 | | · | | | | 8,257 | | | | | |
| | 2.3 | % Contacts Accepted as Referrals (in-month) | High | Percentage | 25.3% | 18.7% | 20.8% | 19.3% | 22.6% | 25% | ↓ | RAG | 15% | 25% | 23.7% | | | | | |
| | 2.4 | Referrals - Rate per 10k Under-18s (Annualised) | Low | Rate | 516.8 | 450.7 | 423.8 | 413.1 | 2,351 | | ↑ | | | | 2,058 | 461.6 | 237.9 | 548.2 | | 375.4 |
| | 2.5 | Referrals with outcome of Social Work Assessment | High | Count | 530 | 456 | 409 | 440 | 6,622 | | ↑ | | | | | | | | | |
| | 2.7 | Re-referrals - % (in-month) | Low | Percentage | 24.2% | 26.1% | 27.0% | 20.6% | 24.1% | 20% | ↑ | RAG | 25% | 20% | 25.1% | | | | | |
| | 2.8 | % re-referral rate in the last 12 months (rolling year) | Low | Percentage | 23.8% | 23.9% | 24.2% | 24.1% | | | ↑ | | | | | 19.6% | 14.7% | 21.9% | | 21.0% |
| | 2.9 | Number of repeat contacts | Low | Rolling count | 1138 | 1183 | 998 | | | | | | | | | | | | | |
| | 2.10 | % of repeat contacts | Low | Percentage | 18.7% | 19.2% | 18.1% | | | | | | | | | | | | | |
| Assessments | 3.1 | Assessments authorised - No. | Info | Count | 775 | 777 | 689 | 711 | 8,424 | | · | | | | | | | | | |
| | 3.2 | Rate of assessments per 10,000 population aged under 18 - rolling 12 month performance | Low | Rolling rate | 492.3 | 501.6 | 503.5 | 498.3 | | | ↑ | | | | | 463.1 | 226.7 | 515.0 | | 387.8 |
| | 3.3 | Assessments auth in 45 WD - % | High | Percentage | 60.1% | 66.2% | 50.2% | 56.0% | 65.9% | 80% | ↑ | RAG | 70% | 80% | | 83.8% | 90.8% | 82.9% | | 83.9% |
| | 3.4 | Open assessments already past 45 working days | Low | Count | 157 | 190 | 157 | 165 | | | ↓ | | | | | | | | | |
| | 3.5 | Ongoing involvement | High | Count | 209 | 270 | 229 | 255 | 2,919 | | ↑ | | | | | | | | | |
| | 3.5p | % of completed assessments ending in - Ongoing Involvement | High | Percentage | 27.0% | 34.7% | 33.2% | 35.9% | 34.7% | 60% | ↑ | RAG | 50% | 60% | | | | | | |
| | 3.6 | Close with info and advice | Low | Count | 429 | 358 | 328 | 345 | 4,105 | | ↓ | | | | | | | | | |
| | 3.7 | Step down to FSP/TS | Low | Count | 137 | 149 | 131 | 111 | 1,397 | | ↑ | | | | | | | | | |
| S47s | 4.3 | Number of S47's per 10,000 population aged 0-17 - rolling 12 month performance | Low | Rolling rate | 123.5 | 90.9 | 114.3 | 98.0 | | | ↑ | | | | | 127.4 | 70.2 | 157.4 | | 93.9 |
| | 4.4 | Number of S47 investigations Completed | Info | Count | 174 | 128 | 161 | 138 | 2,071 | | · | | | | | | | | | |
| | 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 | 32.8% | 69.5% | 76.4% | 63.0% | 43.5% | | ↓ | | | | | | | | | |
| | 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 | 6.9% | 14.8% | 9.9% | 15.9% | 12.2% | | ↑ | | | | | | | | | |
| | 4.7 | % of S47's with an outcome - Concerns not substantiated | Low | Percentage | 60.3% | 14.8% | 11.2% | 13.0% | 43.6% | | ↓ | | | | | | | | | 44.8% |
| CIN | 5.1 | Section 17 CIN Nos. | Low | Count | 2207 | 2103 | 1921 | 1928 | | | ↓ | | | | | | | | | |
| | 5.2 | Number of CIN (inc. CPP as per DfE definition) | Low | Count | 2757 | 2710 | 2572 | 2540 | | | ↓ | | | | | | | | | |
| | 5.3 | Section 17 CIN Rate per 10K Under-18s | Low | Rate | 130.6 | 124.4 | 113.6 | 114.0 | | | ↓ | | | | | 204.4 | 109.5 | 225.1 | | 137 |
| | 5.4 | % CIN not in Assessment Teams with up-to-date CIN Plan | High | Percentage | 84.4% | 81.4% | 79.5% | 82.7% | | 95% | ↑ | RAG | 80% | 90% | | | | | | |
| | 5.5 | S17 CIN with an up to date CIN plan - % ❷ | High | Percentage | 62.4% | 58.9% | 59.1% | 65.8% | | 95% | ↑ | RAG | 80% | 90% | | | | | | |

*RAG (✕■★) districts: County, Breckland, North, Norwich, South, West, Yarmouth*

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Norfolk Children's Services Performance Dashboard — March 2018

| Area | Ref | Indicator | Good perf. is | Data note | Dec-17 | Jan-18 | Feb-18 | Mar-18 | YTD | Target | DOT (Month on Month) | Tol Red | Tol Green | Previous YTD | Stat neigh avg | Best stat neigh | Nat. avg | Nat. top quartile | Eastern region |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Child Protection | 6.1 | No. Children Subject to CP Plans | Low | Count | 550 | 607 | 651 | 612 | | | ↑ | | | | | | | | |
| | 6.2a | Initial CP conferences (no. children) - rolling 12 month performance | Low | Rolling 12 | 1046 | 1103 | 1115 | 1088 | | | ↑ | | | | | | | | |
| | 6.2b | Initial CP conferences per 10,000 population - rolling 12 month performance | Low | Rolling rate | 61.9 | 65.2 | 66.0 | 64.4 | | | ↑ | | | | 63.2 | 41.5 | 65.3 | | 44.7 |
| | 6.3 | Number of children subject to an ICPC | Info | Count | 84 | 140 | 109 | 83 | 1,088 | | · | | | | | | | | |
| | 6.4 | % of ICPCs held within 15 days of strategy discussion | High | Percentage | 86.9% | 70.7% | 79.8% | 66.3% | 79.3% | 95% | ↓ | 80% | 90% | | 80.3% | 96.7% | 77.2% | | 69.8% |
| | 6.5 | Children Subject to CP Plans - Rate per 10K Under-18s | Low | Rate | 32.5 | 35.9 | 38.5 | 36.2 | | 35.0 | ↑ | 30 | 35 | | 43.9 | 25.8 | 43.3 | | 30.6 |
| | 6.6 | Number of children becoming subject to a CP plan per 10,000 population | Low | Rate | 4.0 | 6.9 | 5.4 | 4.0 | | | ↑ | | | | | | | | |
| | 6.7 | Number of discontinuations of a CP plan per 10,000 population | High | Rate | 3.4 | 3.5 | 3.1 | 6.6 | | | ↑ | | | | | | | | |
| | 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 | 8.1% | 8.1% | 8.2% | 8.2% | | | ↓ | | | | | | | | |
| | 6.9a | No. of children becoming the subject of a CP plan for a second or subsequent time, ever | Low | Count | 11 | 19 | 15 | 11 | 172 | | ↑ | | | | | | | | |
| | 6.9b | % of children becoming the subject of a CP plan for a second or subsequent time - ever - rolling 12 months | Low | Percentage | 22.6% | 22.4% | 20.8% | 20.4% | | | ↑ | | | | 19.7% | 12.6% | 18.7% | | 10.6% |
| | 6.10a | No. children subject to child protection plan for > 18 months | Low | Count | 12 | 29 | 29 | 31 | | | ↓ | | | | | | | | |
| | 6.10n | No. children subject to child protection plan for > 2 years | Low | Count | 2 | 6 | 5 | 5 | | | → | | | | | | | | |
| | 6.10b | % children subject to child protection plan for > 2 years | Low | Percentage | 0.4% | 1.0% | 0.8% | 0.8% | | 3% or less | ↓ | 10% | 3% | | 2.8% | 0.0% | 2.1% | | 1.9% |
| | 6.11a | No. children whose child protection plan ceased this month | High | Count | 58 | 59 | 53 | 112 | 825 | | ↑ | | | 781 | | | | | |
| | 6.11b | % of CP plans ceased within period that had lasted 2 years or more | High | Percentage | 6.9% | 0.0% | 0.0% | 0.0% | 1.5% | | → | | | | 4.1% | 2.0% | 3.4% | | 3.1% |
| | 6.12 | % RCPCs held in timescale in month | High | Percentage | 95.9% | 86.6% | 94.8% | 89.5% | 92.8% | 100% | ↓ | 85% | 95% | | 94.3% | 98.9% | 92.2% | | |
| | 6.14 | % children on child protection plans seen within timescales** | High | Percentage | 70.2% | 60.7% | 67.5% | 72.0% | 67.7% | 100% | ↑ | 80% | 90% | | | | | | 77.5% |
| | 6.15 | % children on child protection plans seen within 20 working day timescales | High | Percentage | 84.7% | 82.7% | 89.1% | 87.3% | 84.8% | 100% | ↓ | 80% | 90% | | | | | | |
| LAC | 7.1 | No. Looked-After Children | Low | Count | 1125 | 1151 | 1164 | 1178 | | | ↓ | | | | | | | | |
| | 7.2 | LAC - Rate per 10K Under-18s | Low | Rate | 66.5 | 68.1 | 68.9 | 69.7 | | 55 | ↓ | 65 | 55 | | 53.4 | 39.0 | 62.0 | | 49.9 |
| | 7.3 | Admissions of Looked After Children | Low | Count | 38 | 50 | 43 | 42 | 493 | | ↑ | | | | | | | | |
| | 7.4 | Number of children who have ceased to be Looked After Children | High | Count | 37 | 23 | 26 | 30 | 365 | | ↑ | | | | | | | | |
| | 7.5 | Percentage of LAC who have ceased to be looked after due to permanence (Special Guardianship Order. Residence Order, Adoption) ❸ | High | Percentage | 37.8% | 26.1% | 30.8% | 30.0% | 38.1% | | ↓ | | | | | | | | |
| | 7.6 | LAC in residential placements | Low | Count | 132 | 135 | 124 | 130 | | | ↓ | | | | | | | | |
| | 7.6a | % LAC in residential placements | Low | Percentage | 11.7% | 11.7% | 10.7% | 11.0% | | | ↓ | | | | | | | | |
| | 7.7 | % LAC cases reviewed within timescales | High | Percentage | 93.7% | 94.6% | 91.9% | 86.4% | | | ↓ | | | | | | | | |
| | 7.8 | Percentage of children adopted ❸ | High | Percentage | 10.8% | 17.4% | 3.8% | 10.0% | 18.4% | | ↑ | | | | 18% | 32% | 14% | | 14.9% |
| | 7.9n | # LAC having a health assessment within 20 days of becoming LAC | Info | Count | 21 | 5 | 18 | 13 | 198 | | · | | | | | | | | |
| | 7.9 | % LAC becoming looked after for 20 working days and having a health assessment in that time | High | Percentage | 42.0% | 12.5% | 46.2% | 26.5% | 45.4% | | ↑ | | | | | | | | 44.2% |
| | 7.10 | LAC with up-to-date Health Assessment - No. | High | Count | 604 | 604 | 613 | 596 | | | ↓ | | | | | | | | |
| | 7.11 | LAC with up to date dental check - No. | High | Count | 612 | 612 | 619 | 604 | | | ↓ | | | | | | | | |
| | 7.13 | LAC with up-to-date PEP - % | High | Percentage | 88.5% | 88.5% | 88.6% | 88.7% | | 100% | ↑ | 80% | 90% | | | | | | |
| | 7.14 | LAC with up-to-date Care Plan - % | High | Percentage | 95.6% | 94.3% | 96.0% | 95.7% | | 100% | ↓ | 80% | 90% | | | | | | |
| | 7.15 | % LAC seen within timescales | High | Percentage | 87.0% | 83.9% | 90.2% | 84.8% | | 100% | ↑ | 80% | 90% | | | | | | |
| | 7.17 | LAC Reviews in month - Child Attended - % | High | Percentage | 66.5% | 60.7% | 61.4% | 64.5% | 64.9% | | ↑ | | | | | | | | |
| | 7.18 | LAC Reviews in month - Child Participated - % | High | Percentage | 95.7% | 94.4% | 96.4% | 96.7% | 94.3% | | ↑ | | | | | | | | |
| Care Leavers | 8.1 | Number of care leavers | High | Count | 451 | 458 | 459 | 472 | | | ↑ | | | | | | | | |
| | 8.2 | % Relevant / Former Relevant Care Leavers with a Pathway Plan | High | Percentage | 85.4% | 85.8% | 86.1% | 88.6% | | | ↑ | | | | | | | | |
| | 8.3 | RCL & FRCL in Suitable Accommodation - % | High | Percentage | 93.1% | 91.9% | 93.2% | 91.1% | | 95% | ↓ | 80% | 95% | | 87.0% | 97% | 84% | | |
| | 8.4 | RCL & FRCL EET - % | High | Percentage | 61.2% | 59.2% | 58.2% | 58.3% | | 70% | ↑ | 50% | 70% | | 53.6% | 74% | 50% | | 59.7% |
| Placements | 9.1 | % of long term LAC in placements which have been stable for at least 2 years | High | Percentage | 78.9% | 78.5% | 68.5% | 68.7% | | | ↑ | | | | 69.2% | 78% | 70% | | |
| | 9.2 | LAC with 3 or more placements in any one year - % | Low | Percentage | 10.7% | 10.7% | 10.8% | 11.3% | | 11% or less | ↓ | 20% | 11% | | 10.4% | 5.0% | 10.0% | | 8.6% |

(RAG (✗■★) columns — County, Breckland, North, Norwich, South, West, Yarmouth — contain colour-coded status symbols and are not reproduced as text.)

| Area | Ref | Indicator | Good perf. is | Data note | Dec-17 | Jan-18 | Feb-18 | Mar-18 | YTD | Target | DOT (Month on Month) | County | County | Breckland | North | Norwich | South | West | Yarmouth | Red | Green | Previous YTD | Stat neigh avg | Best stat neigh | Nat. avg | Nat. top quartile | Eastern region |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Adoptions** | 10.1a | Number of adoptions completed wilhin 12 months of SHOBPA | Info | Count | 38 | 39 | 39 | 36 | | | · | | | | | | | | | | | | | | | | |
| | 10.1b | % of adoptions completed wilhin 12 months of SHOBPA | High | Percentage | 44% | 45% | 45% | 50% | | | ↑ | | | | | | | | | | | | 60.1% | 75% | 53% | | |
| | 10.2 | Average number of days between a child becoming Looked After and having an adoption placement  (A1) (Rolling12months) | Low | Average | 320 | 330 | 321 | 328 | | | ↓ | | | | | | | | | | | | 476.9 | 372.0 | 520.0 | | 386 |
| | 10.3 | Average number of days between a placement order and being matched with an adoptive family (A2) (Rolling 12 months) | Low | Average | 162 | 158 | 157 | 144 | | | ↑ | | | | | | | | | | | | 205.6 | 63.0 | 220.0 | | 179 |
| **Caseload** | 11.1 | Maximum caseload of qualified social workers in key safeguarding teams | Low | Maximum | 52 | 43 | 35 | 40 | | | ↓ | | | | | | | | | | | | | | | | |
| | 11.2 | Maximum caseload of qualified social workers in LAC Teams | Low | Maximum | 27 | 28 | 31 | 27 | | | ↑ | | | | | | | | | | | | | | | | |
| | 11.2a | Average number of cases per qualified social worker in LAC Teams | Low | Average | 13 | 13 | 13 | 12 | | | ↑ | | | | | | | | | | | | | | | | |
| | 11.3 | Maximum caseload of qualified social worker in Assessment Teams | Low | Maximum | 52 | 43 | 35 | 40 | | | ↓ | | | | | | | | | | | | | | | | |
| | 11.3a | Average number of cases per qualified social worker in Assessment Teams | Low | Average | 20 | 17 | 17 | 16 | | | ↑ | | | | | | | | | | | | | | | | |
| | 11.4 | Maximum caseload of qualified social workers in FIT Teams | Low | Maximum | 37 | 32 | 32 | 30 | | | ↑ | | | | | | | | | | | | | | | | |
| | 11.4a | Average number of cases per qualified social worker in FIT Teams | Low | Average | 16 | 15 | 15 | 15 | | | ↓ | | | | | | | | | | | | | | | | |
| | 11.5 | Maximum caseload of qualified social worker in CWD Teams | Low | Maximum | 24 | 25 | 26 | 26 | | | → | | | | | | | | | | | | | | | | |
| | 11.5a | Average number of cases per qualified social worker in CWD Teams | Low | Average | 14 | 17 | 15 | 16 | | | ↓ | | | | | | | | | | | | | | | | |
| **Changes** | C1 | Number of children with a change of social worker & change of team | Low | Count | 185 | 178 | 177 | 202 | | | ↓ | | | | | | | | | | | | | | | | |
| | C1a | % of children with a change of social worker & change of team | Low | Percentage | 4.0% | 4.0% | 3.5% | 4.0% | | | ↓ | | | | | | | | | | | | | | | | |
| | C2 | Number of children with a change of social worker / no change of team | Low | Count | 187 | 371 | 234 | 219 | | | ↑ | | | | | | | | | | | | | | | | |
| | C2a | % of children with a change of social worker / no change of team | Low | Percentage | 4.0% | 8.0% | 4.6% | 4.3% | | | ↑ | | | | | | | | | | | | | | | | |
| **Foster Carers** | 12.1a | Task Centred Carer Household Approved (Rolling 12 months) | High | Count | 16 | 18 | 21 | 24 | | | ↑ | | | | | | | | | | | | | | | | |
| | 12.1b | Kinship Carer Household Approved (Rolling 12 months) | High | Count | 68 | 67 | 72 | 79 | | | ↑ | | | | | | | | | | | | | | | | |
| | 12.1c | Short Breaks / Other Carer Household Approved (Rolling 12 months) | High | Count | 7 | 7 | 8 | 6 | | | ↓ | | | | | | | | | | | | | | | | |
| | | Total Carer Household Approved (Rolling 12 months) | High | Count | 91 | 92 | 101 | 109 | | | ↑ | | | | | | | | | | | | | | | | |
| | 12.2a | Task Centred Carer Household Ceased (Rolling 12 months) | Low | Count | 41 | 38 | 37 | 37 | | | → | | | | | | | | | | | | | | | | |
| | 12.2b | Kinship Carer Household Ceased (Rolling 12 months) | Low | Count | 66 | 58 | 60 | 62 | | | ↓ | | | | | | | | | | | | | | | | |
| | | Short Breaks / Other Carer Household Ceased (Rolling 12 months) | Low | Count | 25 | 25 | 26 | 27 | | | ↓ | | | | | | | | | | | | | | | | |
| | 12.2c | Total Carer Household Ceased (Rolling 12 months) | Low | Count | 132 | 121 | 123 | 126 | | | ↓ | | | | | | | | | | | | | | | | |

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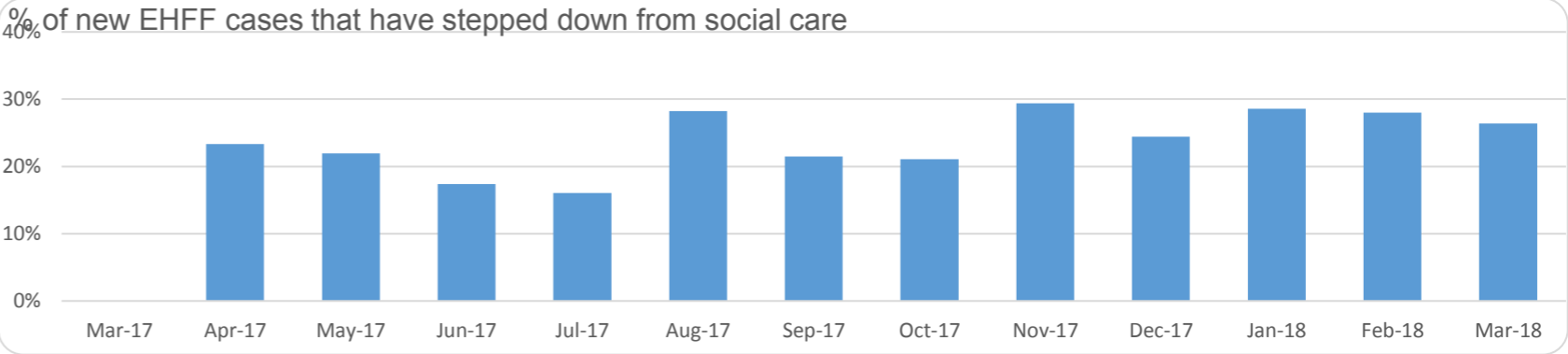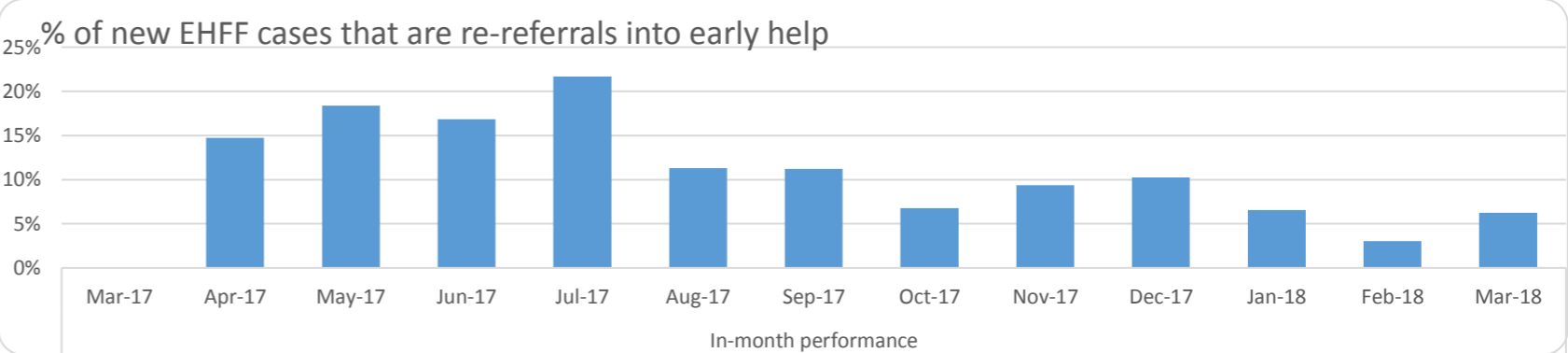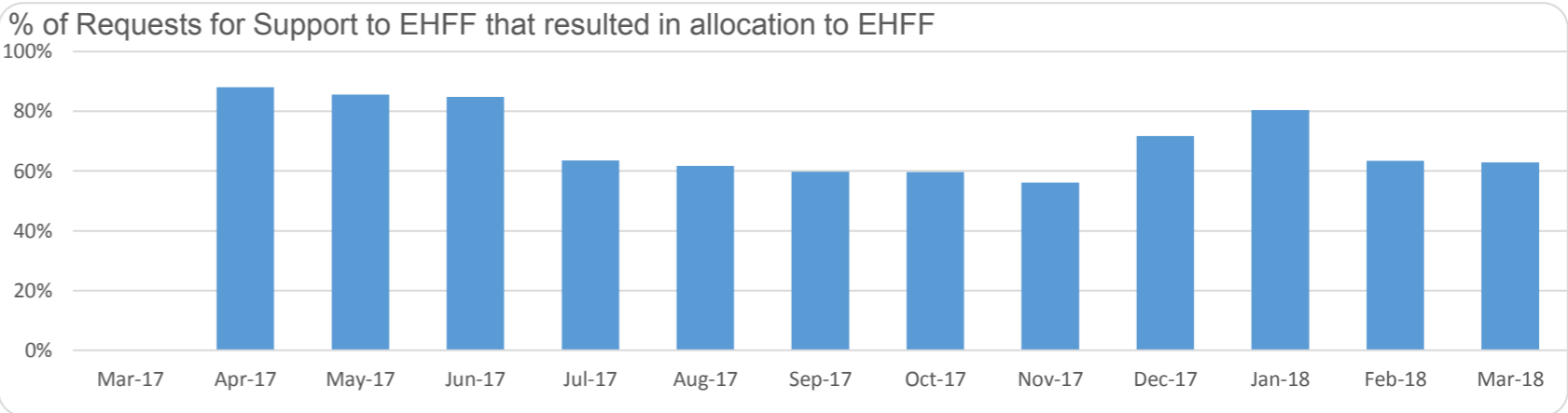
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| | |
|---|---|
| **Definition** | The data in this section relates to referrals to the Norfolk Early Help and Family Focus Teams |

| | |
|---|---|
| **Performance analysis** | Due to the differing triage arrangements in Locality Early Help Family Focus teams, it is difficult to make comment on what is or is not 'good' performance when looking at % of requests for support that result in allocation. The % of new EHFF cases that have stepped down from Social Care appears to be fairly stable at between circa 25% and 30% over the past 5 months. However Gt Yarmouth's figure has fallen to 4.5%, there needs to be some exploration by the HoSP and HoSW as to whether this is due to a slow down in step downs being made, difficulties in step down arrangements or whether there is any other explanation (e.g. recording issues). |

| | 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* |
| Mar-17 | - | - | - | - |
| Apr-17 | 88.1% | | 14.7% | 23.3% |
| May-17 | 85.6% | - | 18.4% | 21.9% |
| Jun-17 | 84.8% | - | 16.8% | 17.4% |
| Jul-17 | 63.6% | - | 21.7% | 16.1% |
| Aug-17 | 61.7% | - | 11.3% | 28.2% |
| Sep-17 | 59.8% | - | 11.2% | 21.5% |
| Oct-17 | 59.6% | - | 6.8% | 21.1% |
| Nov-17 | 56.1% | - | 9.4% | 29.4% |
| Dec-17 | 71.8% | - | 10.2% | 24.4% |
| Jan-18 | 80.4% | - | 6.5% | 28.6% |
| Feb-18 | 63.5% | - | 3.0% | 28.0% |
| Mar-18 | 62.9% | - | 6.3% | 26.4% |

(In-month performance)

**Note:**

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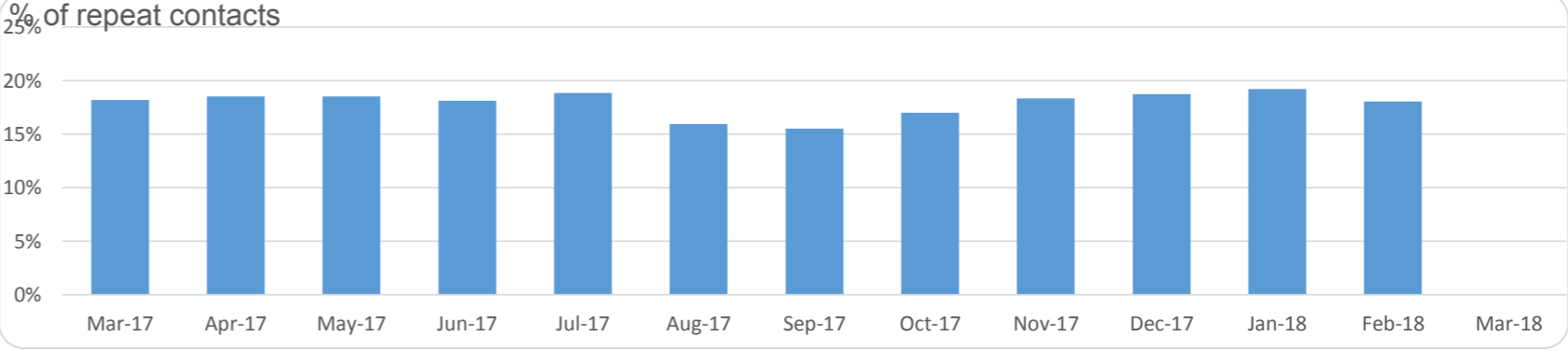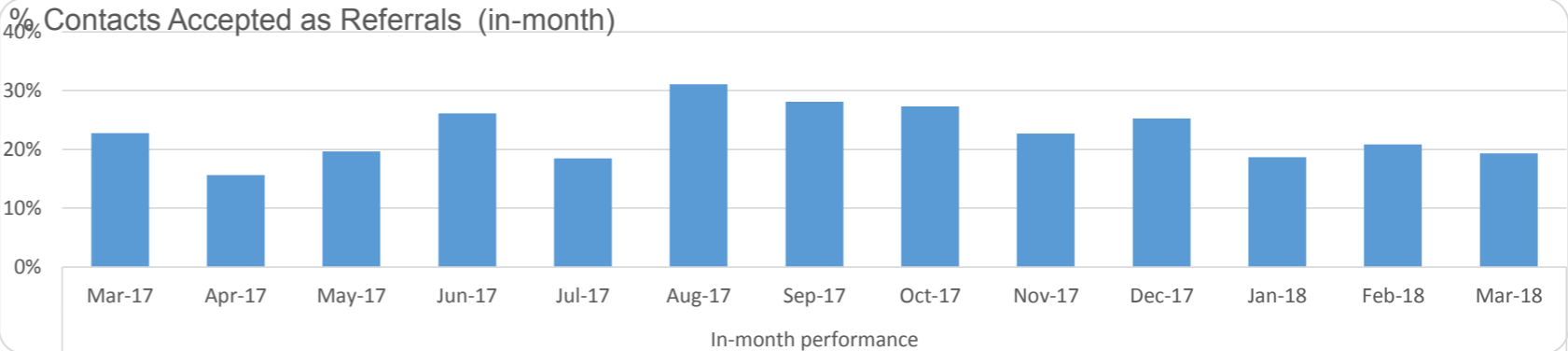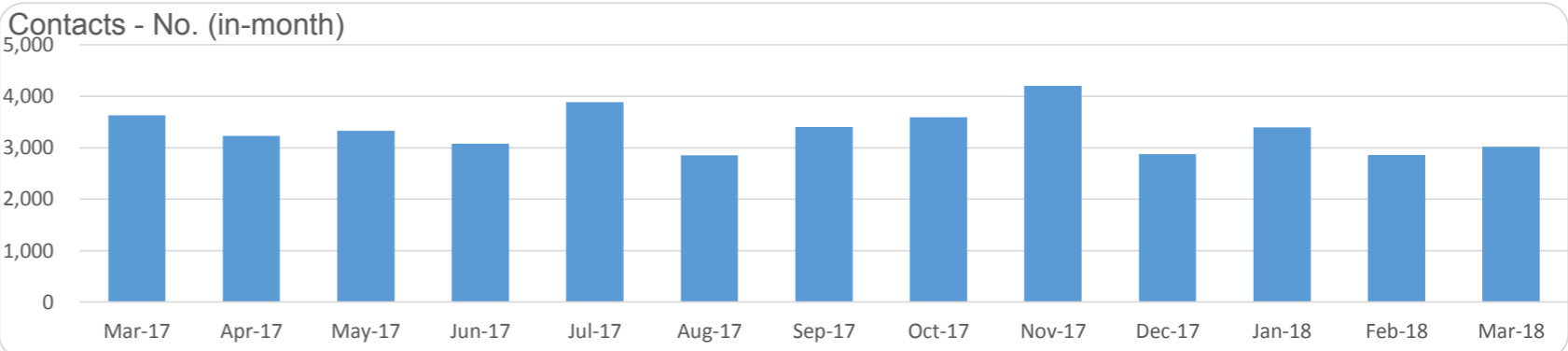


% of Requests for Support to EHFF that resulted in allocation to EHFF



% of new EHFF cases that are re-referrals into early help



% of new EHFF cases that have stepped down from social care

| | |
|---|---|
| **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** | There was a slight increase in the number of contacts made in March 18, however it was lower than the number received in March 17. Of more concern is that less than 20% were accepted as referrals. A review of Children's Services 'Front Door' has been completed and a report on this will be submitted for consideration regarding any changes that may need to happen, including ensuring professionals are supported to make referrals for the right services at the right time for the right children. |

| | 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* |
| Mar-17 | 3,628 | 22.8% | 1,041 | 18.2% |
| Apr-17 | 3,234 | 15.6% | 1,098 | 18.5% |
| May-17 | 3,329 | 19.6% | 1,167 | 18.5% |
| Jun-17 | 3,081 | 26.1% | 1,074 | 18.1% |
| Jul-17 | 3,885 | 18.5% | 1,161 | 18.9% |
| Aug-17 | 2,852 | 31.1% | 928 | 16.0% |
| Sep-17 | 3,405 | 28.1% | 928 | 15.5% |
| Oct-17 | 3,594 | 27.3% | 938 | 17.0% |
| Nov-17 | 4,205 | 22.7% | 1,169 | 18.4% |
| Dec-17 | 2,879 | 25.3% | 1,138 | 18.7% |
| Jan-18 | 3,399 | 18.7% | 1,183 | 19.2% |
| Feb-18 | 2,864 | 20.8% | 998 | 18.1% |
| Mar-18 | 3,016 | 19.3% | - | - |
| | | | These are over a rolling 3 month period. | |

*In-month performance* (left vertical label)

### Contacts - No. (in-month)



### % Contacts Accepted as Referrals (in-month)



In-month performance

### % of repeat contacts

Performance_MI-URN14-V0.7.7

| | 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 | We continue to see high numbers of contacts from the Police with a very low percentage of conversion to referral. There are ongoing discussions between the Head of Service in the MASH and Police colleagues regarding this and a system is in place whereby a Children's Services' MASH practitioner works with Police every day to triage police reports regarding children. Whilst Schools & Education Services still have progression to referral rates of circa 30% and above, it is a concern that the Health Services contact conversion has been at 26% or below for the past 6 months. The issue of 'threshold' and how partner agencies are supported regarding decisions to refer the right children at the right time to Social Work services will be considered in the review of Children's Services 'Front Door'. |

| | | 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 | Mar-17 | 1,330 | 254 | 19.1% | 714 | 247 | 34.6% | 500 | 98 | 19.6% | 81 | 42 | 51.9% | 476 | 56 | 11.8% | 144 | 60 | 41.7% | 383 | 69 | 18.0% |
| | Apr-17 | 1,497 | 201 | 13.4% | 301 | 74 | 24.6% | 426 | 55 | 12.9% | 56 | 32 | 57.1% | 437 | 58 | 13.3% | 127 | 33 | 26.0% | 390 | 53 | 13.6% |
| | May-17 | 1,350 | 223 | 16.5% | 577 | 190 | 32.9% | 433 | 75 | 17.3% | 71 | 35 | 49.3% | 408 | 31 | 7.6% | 125 | 35 | 28.0% | 365 | 65 | 17.8% |
| | Jun-17 | 1,262 | 250 | 19.8% | 490 | 185 | 37.8% | 438 | 124 | 28.3% | 84 | 57 | 67.9% | 402 | 75 | 18.7% | 114 | 43 | 37.7% | 291 | 70 | 24.1% |
| | Jul-17 | 1,594 | 251 | 15.7% | 648 | 114 | 17.6% | 512 | 107 | 20.9% | 63 | 33 | 52.4% | 544 | 87 | 16.0% | 119 | 45 | 37.8% | 405 | 80 | 19.8% |
| | Aug-17 | 1,386 | 389 | 28.1% | 21 | 1 | 4.8% | 437 | 154 | 35.2% | 67 | 39 | 58.2% | 500 | 135 | 27.0% | 127 | 59 | 46.5% | 314 | 109 | 34.7% |
| | Sep-17 | 1,450 | 283 | 19.5% | 529 | 244 | 46.1% | 422 | 153 | 36.3% | 85 | 51 | 60.0% | 441 | 85 | 19.3% | 147 | 48 | 32.7% | 331 | 92 | 27.8% |
| | Oct-17 | 1,600 | 364 | 22.8% | 568 | 213 | 37.5% | 381 | 92 | 24.1% | 63 | 41 | 65.1% | 483 | 116 | 24.0% | 122 | 44 | 36.1% | 377 | 112 | 29.7% |
| | Nov-17 | 1,694 | 284 | 16.8% | 723 | 254 | 35.1% | 607 | 131 | 21.6% | 82 | 45 | 54.9% | 511 | 80 | 15.7% | 165 | 53 | 32.1% | 423 | 107 | 25.3% |
| | Dec-17 | 1,322 | 263 | 19.9% | 464 | 192 | 41.4% | 366 | 96 | 26.2% | 44 | 25 | 56.8% | 347 | 66 | 19.0% | 82 | 24 | 29.3% | 254 | 62 | 24.4% |
| | Jan-18 | 1,426 | 172 | 12.1% | 516 | 151 | 29.3% | 456 | 105 | 23.0% | 64 | 31 | 48.4% | 489 | 73 | 14.9% | 141 | 37 | 26.2% | 307 | 66 | 21.5% |
| | Feb-18 | 1,512 | 213 | 14.1% | 334 | 126 | 37.7% | 318 | 66 | 20.8% | 74 | 48 | 64.9% | 253 | 47 | 18.6% | 128 | 43 | 33.6% | 245 | 54 | 22.0% |
| | Mar-18 | 1,477 | 162 | 11.0% | 496 | 173 | 34.9% | 383 | 83 | 21.7% | 51 | 30 | 58.8% | 232 | 38 | 16.4% | 85 | 16 | 18.8% | 292 | 80 | 27.4% |

| Mar-18 | Total contacts in month | 3,016 | 19.3% | | Police | Edu. | Health | Internal | Public | Other LA | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | % of total contacts | 49.0% | 16.4% | 12.7% | 1.7% | 7.7% | 2.8% | 9.7% |
| | Total progressed to referral | 582 | | % of total referred | 27.8% | 29.7% | 14.3% | 5.2% | 6.5% | 2.7% | 13.7% |

Mar-18



Legend: Total contacts (orange) — Number progressed to referral (grey) — % progressed to referral (blue)
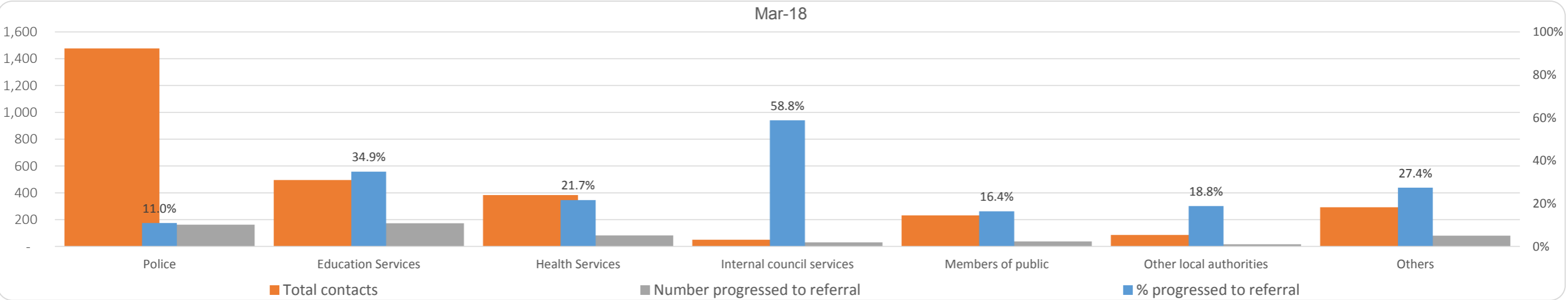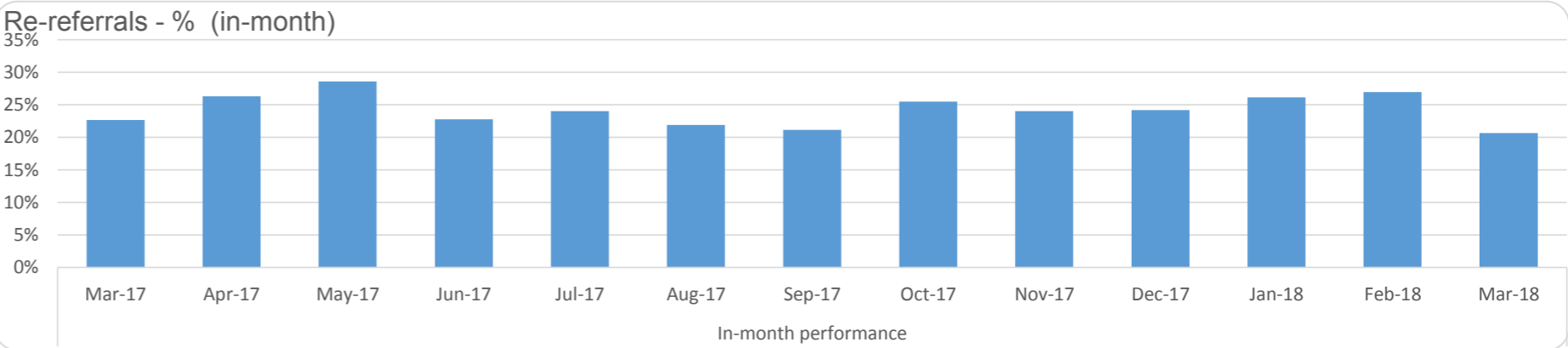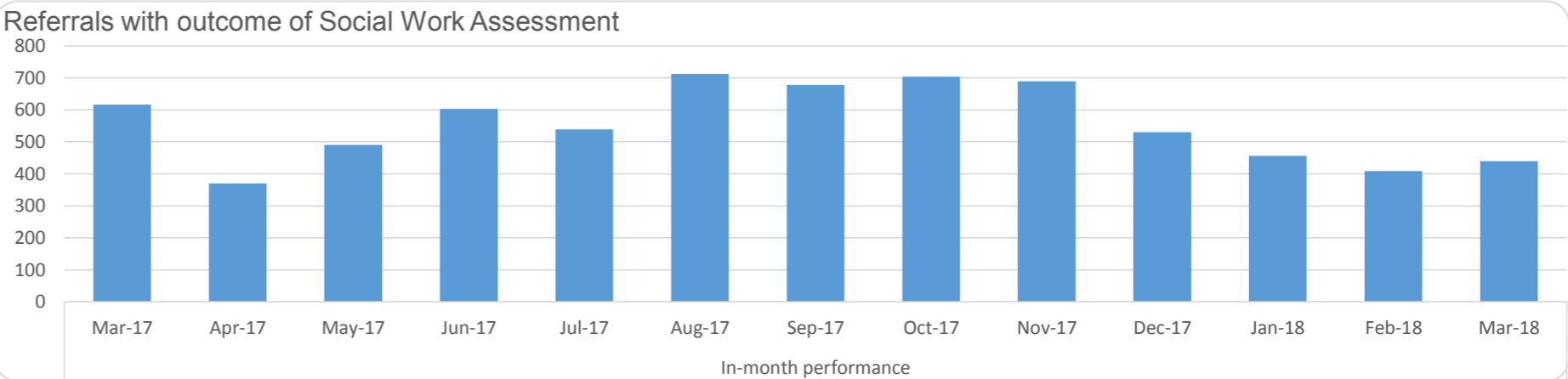
| | |
|---|---|
| **Definition** | An initial contact will be progressed to a 'referral' where a Decision-Maker within MASH decides an assessment and/or services may be required for a child. |

| | |
|---|---|
| **Performance analysis** | The number of referrals received into the County has again fallen and was at it's lowest level since April 17. Whilst some localities saw slight rises and others slight falls in numbers, no locality received levels of referrals to the extent seen in the latter part of 2017. It is positive the countywide re-referral rate has fallen to 20.6% , this is mainly due to the very low levels of re-referrals seen in West (14%) and Gt Yarmouth (16%, a drop from 34% in February). However whilst the rates in Breckland (27%), Norwich (24.5%) and North & Broadland (24.4%) are still much higher than the statistical neighbour average of 19.6%, March is the first month since July 17 that no locality has had a re-referral rate over 30%. |

| | **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* |
| Mar-17 | 826 | 617 | 22.6% | - |
| Apr-17 | 506 | 370 | 26.3% | - |
| May-17 | 654 | 491 | 28.6% | - |
| Jun-17 | 804 | 603 | 22.8% | - |
| Jul-17 | 717 | 539 | 24.0% | - |
| Aug-17 | 886 | 713 | 21.9% | - |
| Sep-17 | 956 | 678 | 21.1% | - |
| Oct-17 | 982 | 704 | 25.5% | - |
| Nov-17 | 954 | 689 | 24.0% | 23.5% |
| Dec-17 | 728 | 530 | 24.2% | 23.8% |
| Jan-18 | 635 | 456 | 26.1% | 23.9% |
| Feb-18 | 597 | 409 | 27.0% | 24.2% |
| Mar-18 | 582 | 440 | 20.6% | 24.1% |

(Row label sidebar: In-month performance)

### Referrals with outcome of Social Work Assessment



In-month performance

### Re-referrals - % (in-month)



In-month performance

### % re-referral rate in the last 12 months (rolling year)



In-month performance

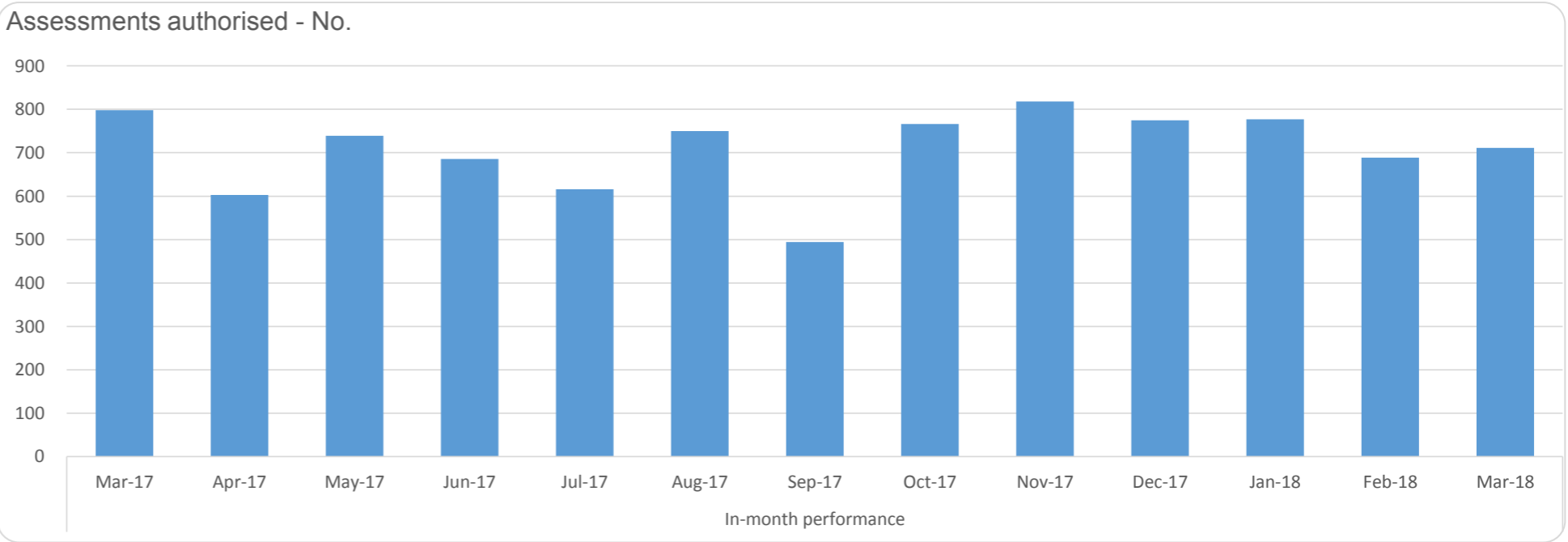| **Benchmarking** | Norfolk | Stat neigh avg | Nat. avg | Nat. top quartile | Eastern region |
|---|---|---|---|---|---|
| Re-referrals - % (in-month) | 20.6% | | | | |
| % re-referral rate in the last 12 months (rolling year) | 24.1% | 19.6% | 21.9% | | 21.0% |

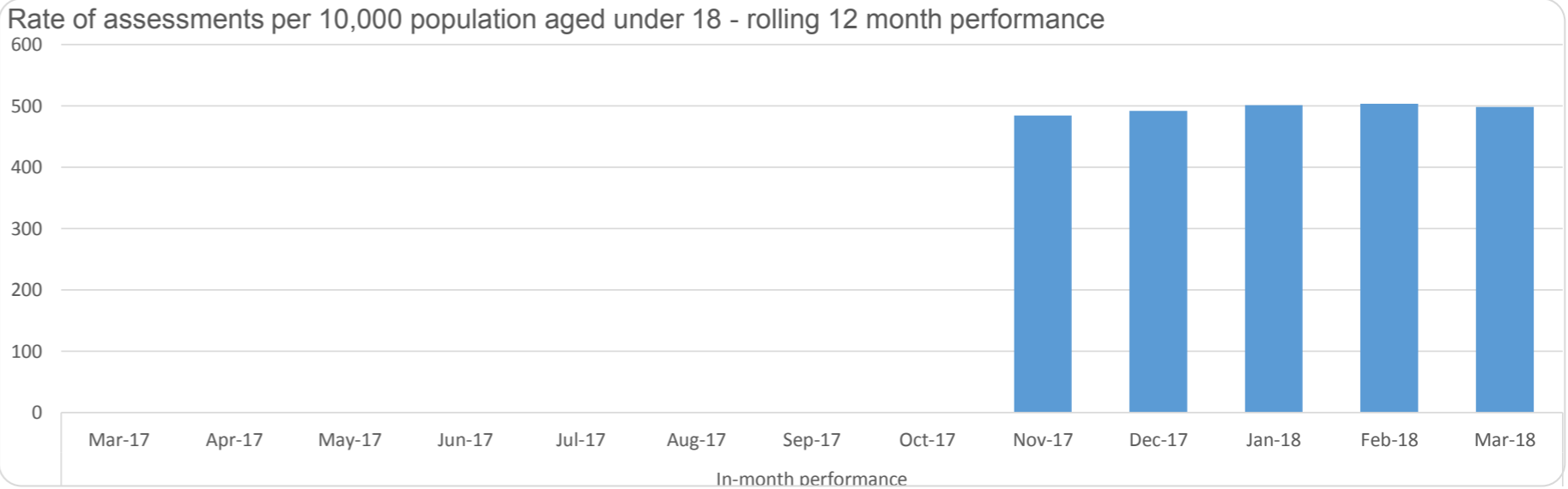| | |
|---|---|
| **Definition** | If a child meets the Children's Act definition of 'Child in Need', or is likely to be at risk of significant harm, authorisation will be given for an assessment of need to be started to determine which services to provide and what action needs to be taken. |
| **Performance analysis** | Whilst our rolling 12 month rate of assessments of 498.3 per 10k population under 18 is still below the National Average of 515 per 10k population under 18, we do complete more assessments per 10k population than our statistical neighbours (463.1). Given a low proportion of our assessments (less than 60%) result in ongoing involvement, this could suggest we are at times undertaking social work assessments on children when other interventions or support could be more appropriate. Again, the review of the Front Door should help us to understand what structure and processes may enable us to ensure the right children are getting social work assessment and intervention at the right time. |

| | 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* |
| Mar-17 | 798 | - |
| Apr-17 | 603 | - |
| May-17 | 739 | - |
| Jun-17 | 686 | - |
| Jul-17 | 616 | - |
| Aug-17 | 750 | - |
| Sep-17 | 494 | - |
| Oct-17 | 766 | - |
| Nov-17 | 818 | 484.2 |
| Dec-17 | 775 | 492.3 |
| Jan-18 | 777 | 501.6 |
| Feb-18 | 689 | 503.5 |
| Mar-18 | 711 | 498.3 |

*In-month performance*

**Assessments authorised - No.**



In-month performance

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



In-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 | 498.3 | 463.1 | 515 | | 387.8355 |

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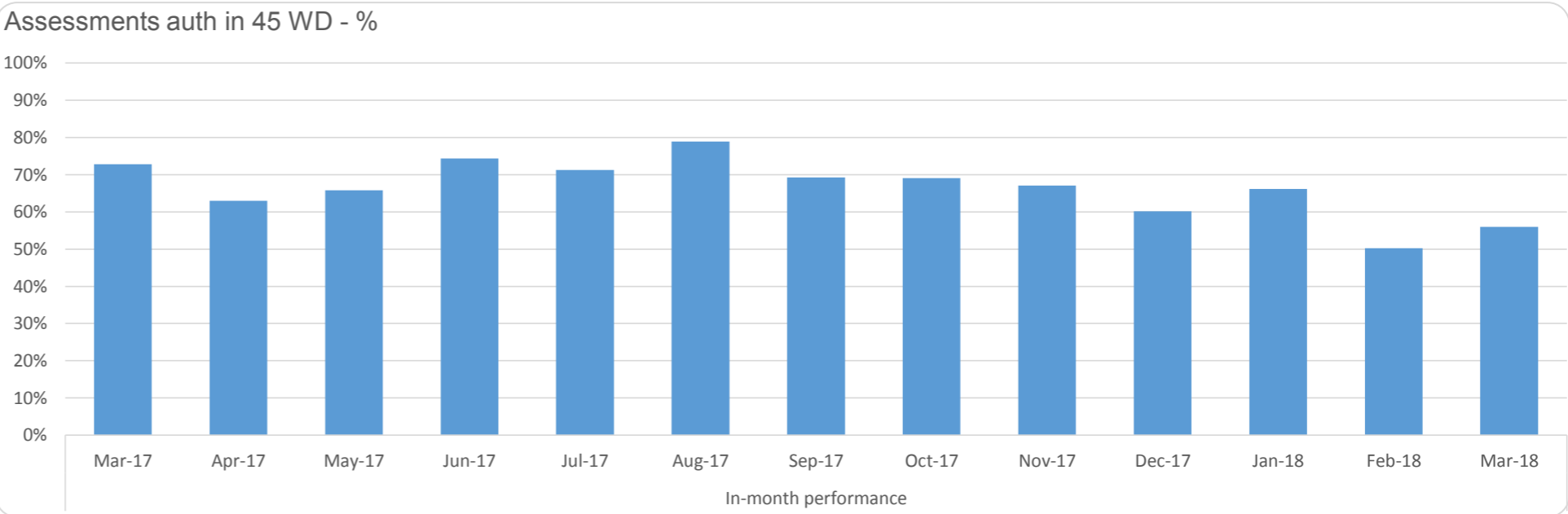
# Assessments Completed

| | |
|---|---|
| **Definition** | National Working Together guidelines, and the local recording timescales policy, state that the maximum timeframe for an assessment to be completed is 45 working days from the point of referral. If, in discussion with the child, family and other professionals, an assessment exceeds 45 working days a clear reason should be recorded on the assessment by the social worker and/or the social work manager. |
| **Performance analysis** | The authorisation of social work assessments within 45 working days continues to be of concern, as whilst performance increased slightly in March 18, Norfolk's performance of 56% is still considerably lower than that of our statistical neighbour (83.8%) and national (82.9%) averages. There are marked differences in performance across the county with West (77.9%) and Gt Yarmouth (73% rising from 47.4% in February) being the only localities to achieve over 70% of assessments being authorised in timescales. Whilst North & Broadlands figure is still too low at 60% this was a significant improvement from the 40% seen last month. However Breckland (36%) and South (53.8%) have seen their performance fall again over the past month and whilst Norwich's performance has not got any worse, only 36% of assessments have been authorised in timescale and they have not achieved over 50% since December 17. The Heads of Social Work in those 3 localities have been asked to provide details of what action they will take to address this issue whilst the other localities have been asked to share any good practice that has led to the improvements in their timeliness. |

| | **3.3** Assessments auth in 45 WD - % | **3.4** Open assessments already past 45 working days |
|---|---|---|
| Good perf. is: | *High* | *Low* |
| Mar-17 | 72.8% | 81 |
| Apr-17 | 63.0% | 82 |
| May-17 | 65.8% | 64 |
| Jun-17 | 74.3% | - |
| Jul-17 | 71.3% | 39 |
| Aug-17 | 78.9% | 57 |
| Sep-17 | 69.2% | 65 |
| Oct-17 | 69.1% | 62 |
| Nov-17 | 67.1% | 127 |
| Dec-17 | 60.1% | 157 |
| Jan-18 | 66.2% | 190 |
| Feb-18 | 50.2% | 157 |
| Mar-18 | 56.0% | 165 |

*(In-month performance)*

### Assessments auth in 45 WD - %



In-month performance

### Open assessments already past 45 working days



In-month performance

| Benchmarking | Norfolk | Stat neigh avg | Nat. avg | Nat. top quartile | Eastern region |
|---|---|---|---|---|---|
| Assessments auth in 45 WD - % | 56.0% | 83.8% | 82.9% | | 83.9% |

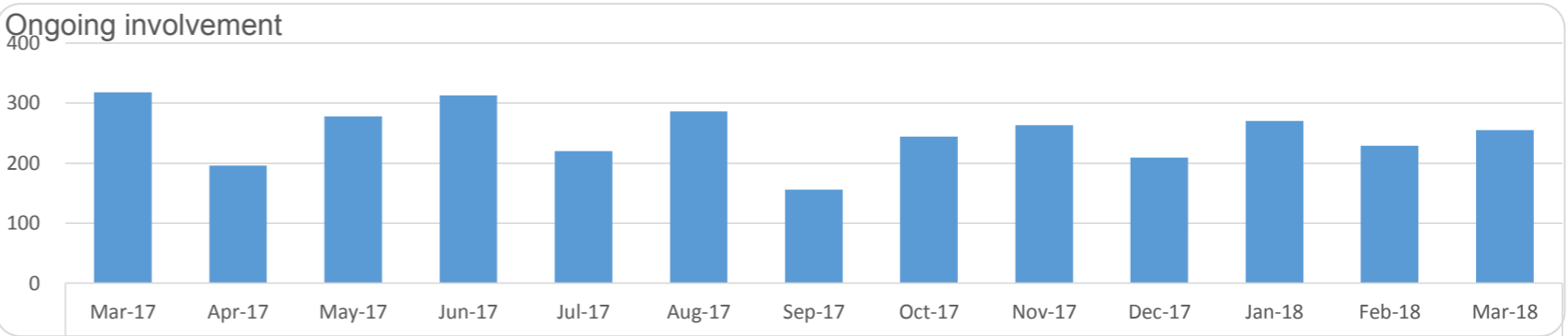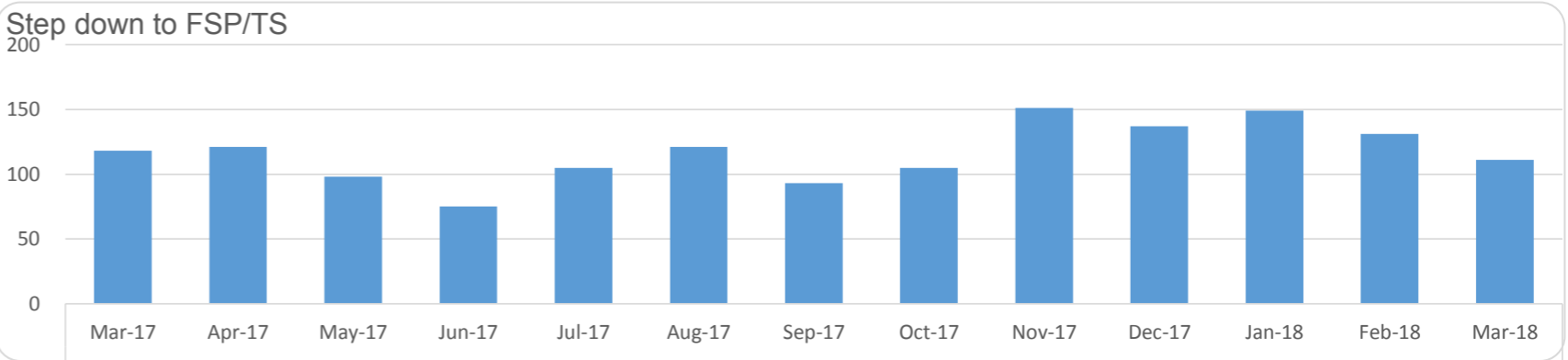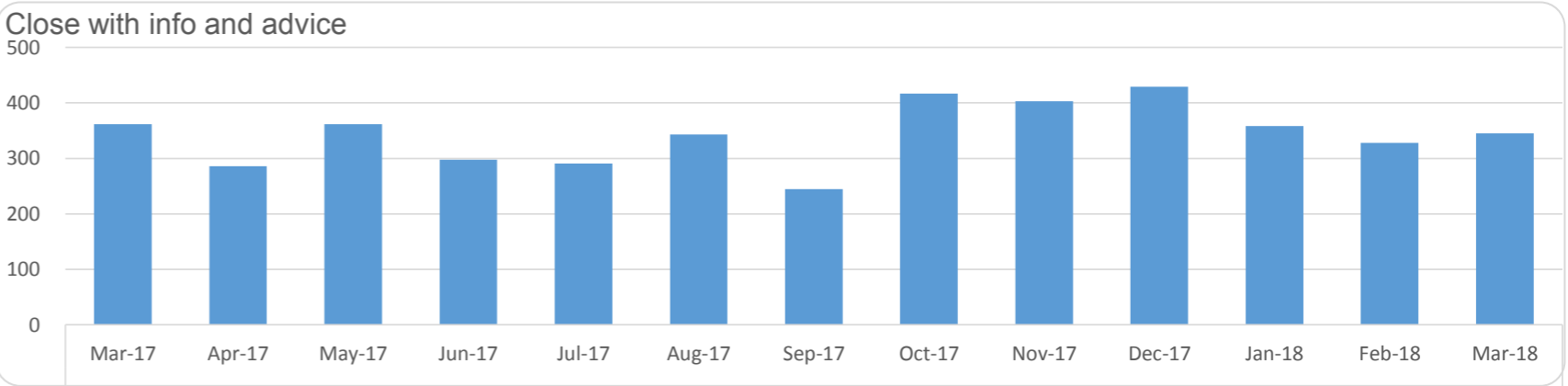Performance_MI-URN14-V0.7.7
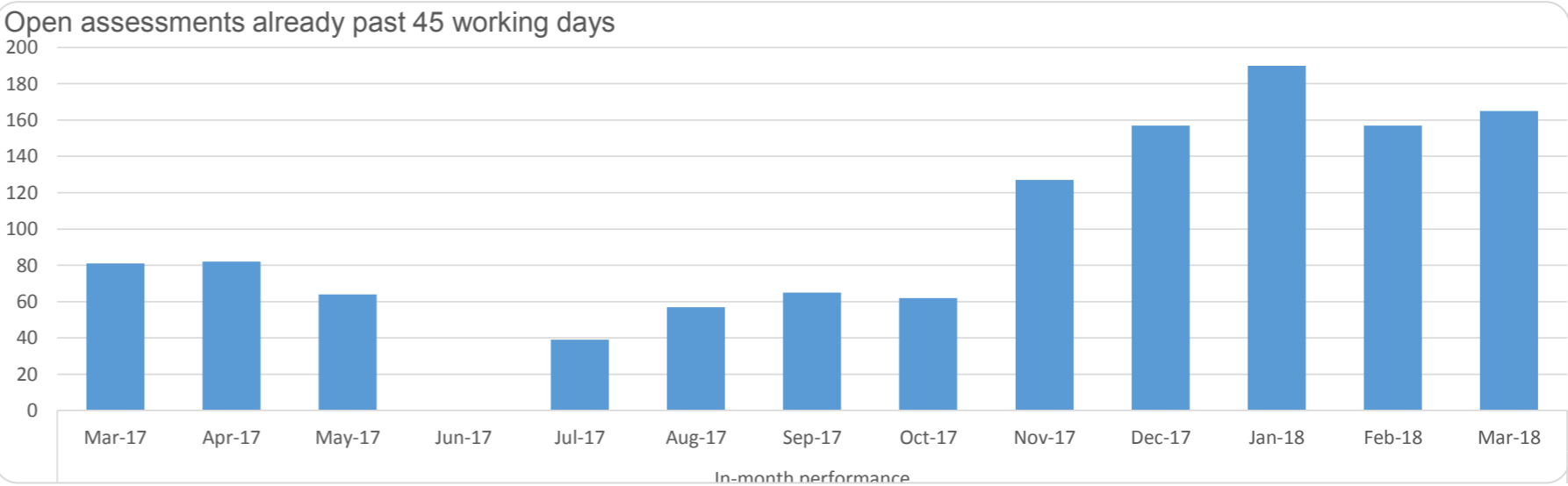
| | |
|---|---|
| **Definition** | Every assessment should be focused on outcomes, deciding which services and support to provide to deliver improved welfare for the child and reflect the child's best interest. The data below shows a breakdown of the options for outcomes from Social Work Assessments in Norfolk. |
| **Performance analysis** | As seen in previous months, the proportion of social work assessments that end with ongoing involvement is still too far below our target of 60%. Whilst this is linked with some of the issues regarding appropriateness of referrals being passed through MASH, there are also concerns that the high rate of assessments closing with no further action could be linked to our at times too high re-referral rates in some localities. There are workshops planned with all the Assessment teams which include looking at proportionate assessments, evidence-based analysis and decision making. |

| | 3.6 | | 3.7 | | 3.5 | |
|---|---|---|---|---|---|---|
| | Close with info and advice | | Step down to FSP/TS | | Ongoing involvement | |
| Good perf. is: | *Low* | | *Low* | | *High* | |
| 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% |
| Feb-18 | 328 | 47.7% | 131 | 19.0% | 229 | 33.3% |
| Mar-18 | 345 | 48.5% | 111 | 15.6% | 255 | 35.9% |

(Left column label: In-month performance)

**Close with info and advice**



**Step down to FSP/TS**



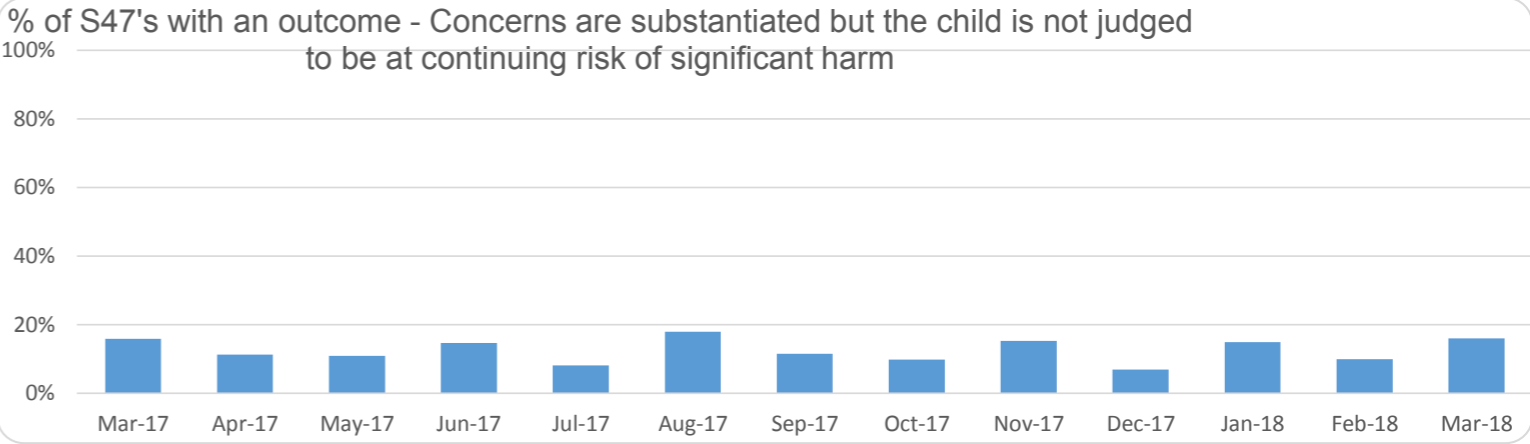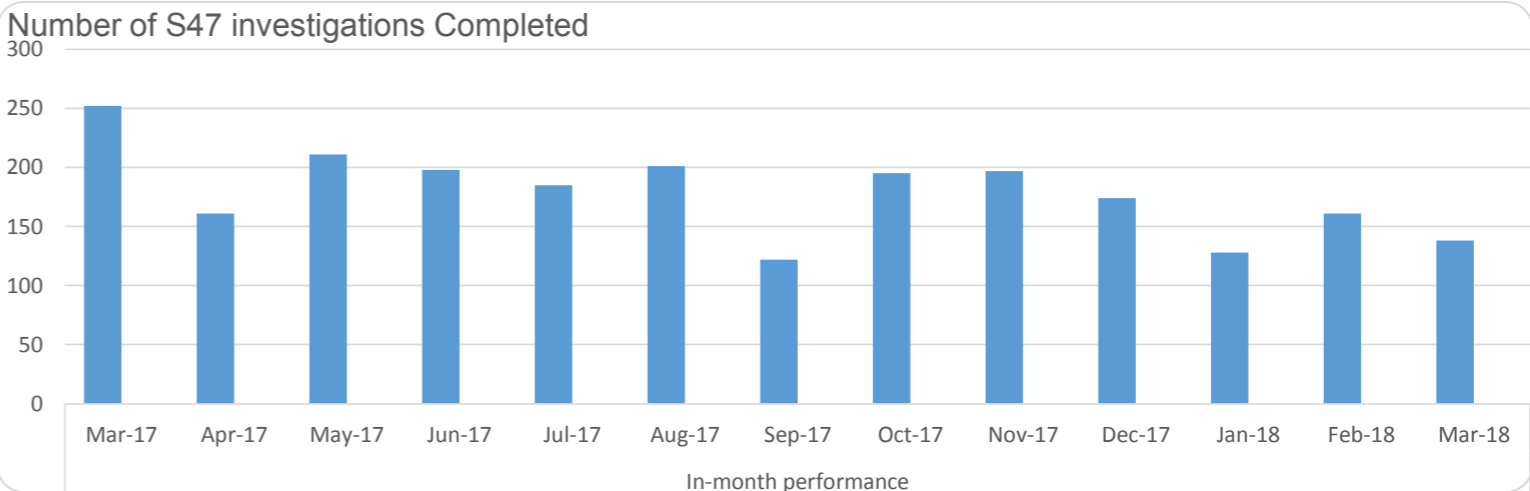**Ongoing involvement**

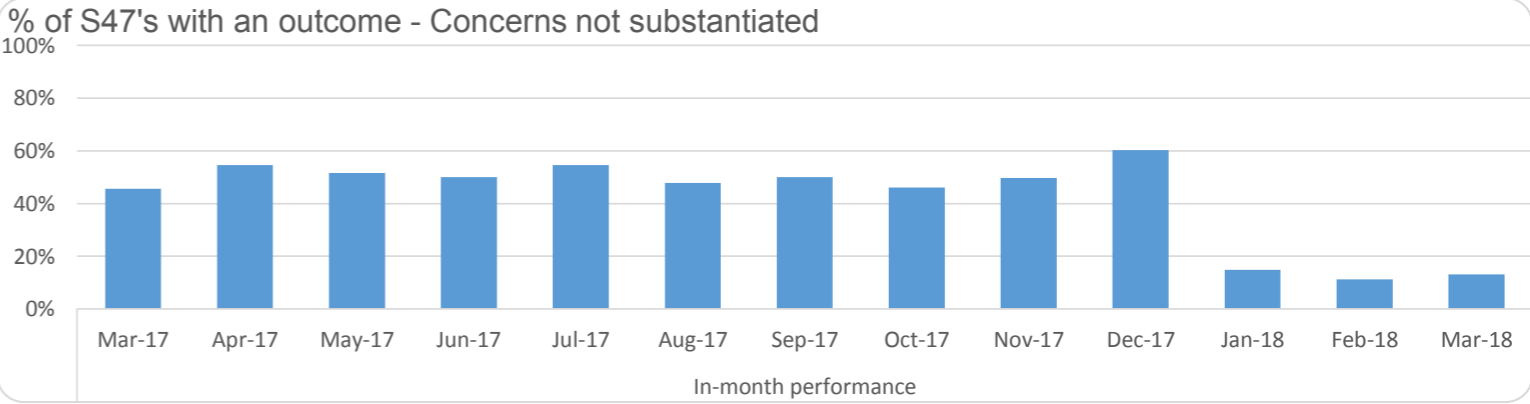| | |
|---|---|
| **Definition** | S47 of the Children Act 1989 states that where there is reasonable cause to suspect that a child may have suffered or is likely to suffer significant harm the local authority must make such inquiries as are necessary in order to determine what if any action needs to be taken to safeguard the child. This is the duty to investigate. |
| **Performance analysis** | Our rate per 10k population under 18 regarding the number of Section 47 Investigations has fallen below our statistical neighbour and national averages since the introduction of a stand alone section 47 investigation form. We are now more able to clearly report on what has been a section 47 investigation and we can see that there are much lower numbers of section 47 investigations where the concern is not substantiated which could indicate we are much more likely to be investigating appropriately. |

| | **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* | |
| Mar-17 | 178.9 | 252 | 97 | 38.5% | 40 | 15.9% | 115 | 45.6% |
| Apr-17 | 114.3 | 161 | 55 | 34.2% | 18 | 11.2% | 88 | 54.7% |
| May-17 | 149.8 | 211 | 79 | 37.4% | 23 | 10.9% | 109 | 51.7% |
| Jun-17 | 140.5 | 198 | 70 | 35.4% | 29 | 14.6% | 99 | 50.0% |
| Jul-17 | 131.3 | 185 | 69 | 37.3% | 15 | 8.1% | 101 | 54.6% |
| Aug-17 | 142.7 | 201 | 69 | 34.3% | 36 | 17.9% | 96 | 47.8% |
| Sep-17 | 86.6 | 122 | 47 | 38.5% | 14 | 11.5% | 61 | 50.0% |
| Oct-17 | 138.4 | 195 | 86 | 44.1% | 19 | 9.7% | 90 | 46.2% |
| Nov-17 | 139.8 | 197 | 69 | 35.0% | 30 | 15.2% | 98 | 49.7% |
| Dec-17 | 123.5 | 174 | 57 | 32.8% | 12 | 6.9% | 105 | 60.3% |
| Jan-18 | 90.9 | 128 | 89 | 69.5% | 19 | 14.8% | 19 | 14.8% |
| Feb-18 | 114.3 | 161 | 123 | 76.4% | 16 | 9.9% | 18 | 11.2% |
| Mar-18 | 98.0 | 138 | 87 | 63.0% | 22 | 15.9% | 18 | 13.0% |

(Row label: **In-month performance**)

| 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 | 98.0 | 127.4 | 157.4 | | 93.9 |
| % of S47's with an outcome - Concerns not substantiated | | | | | 44.8% |

**Number of S47 investigations Completed**



*In-month performance*

**% 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**



*In-month performance*

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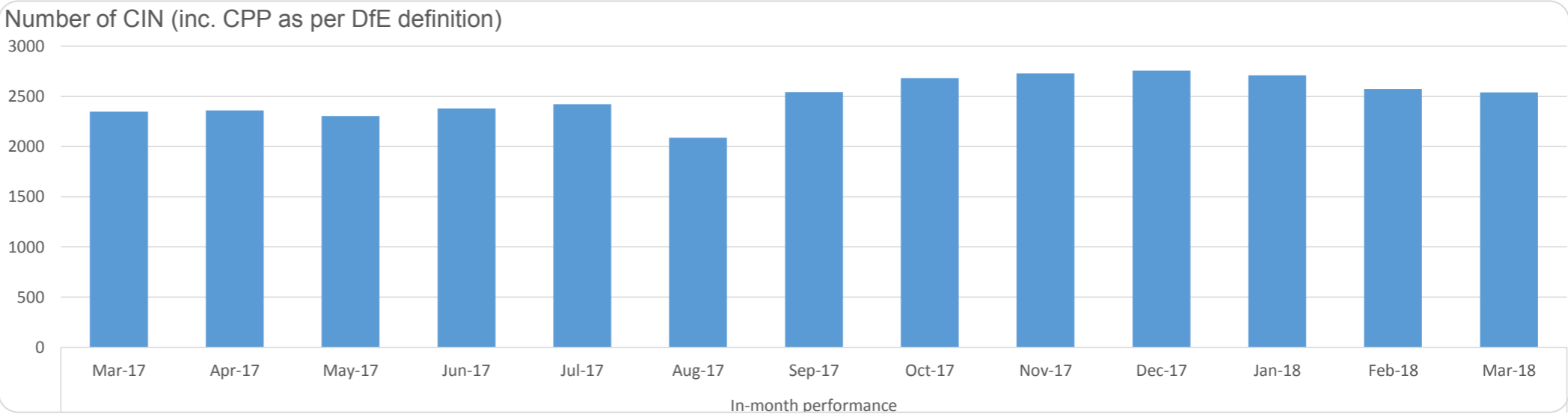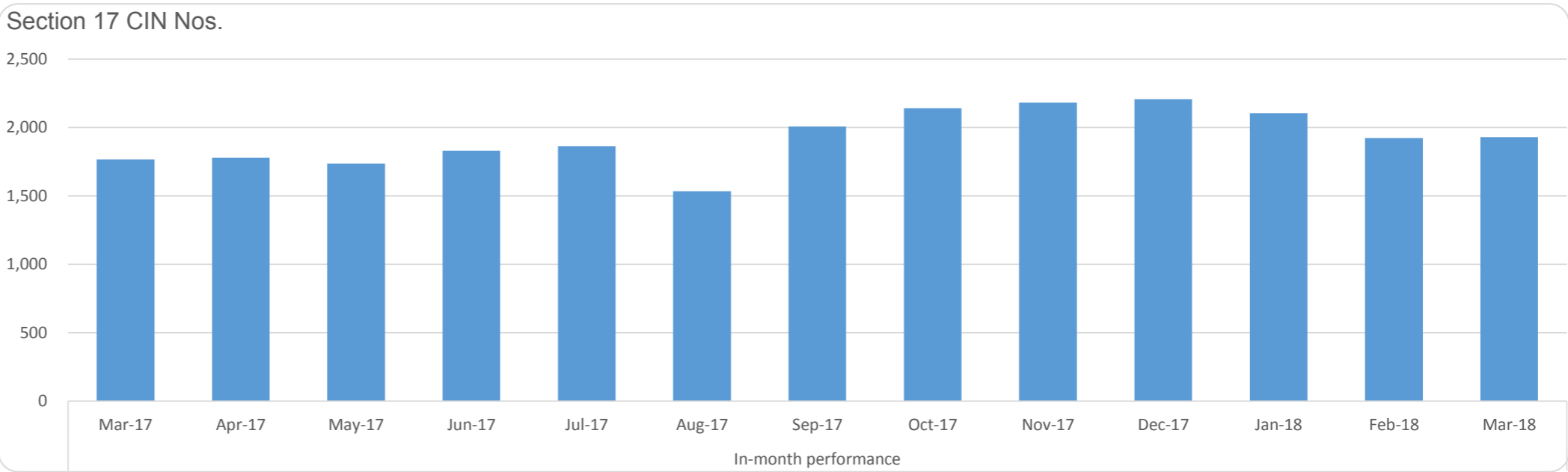18/04/2018   S47   13 of 30
Performance_MI-URN14-V0.7.7

| 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 | After a spike when we saw a high level of referrals from August to December 17 we are now seeing lower numbers of CIN continuing and these are not dipproprionate to those seen in March 17. |
|---|---|

|  | 5.1 | 5.2 |
|---|---|---|
|  | Section 17 CIN Nos. | Number of CIN (inc. CPP as per DfE definition) |
| Good perf. is: | *Low* | *Low* |
| 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 |
| Feb-18 | 1,921 | 2,572 |
| Mar-18 | 1,928 | 2,540 |

(In-month performance)

Section 17 CIN Nos.



In-month performance

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



In-month performance

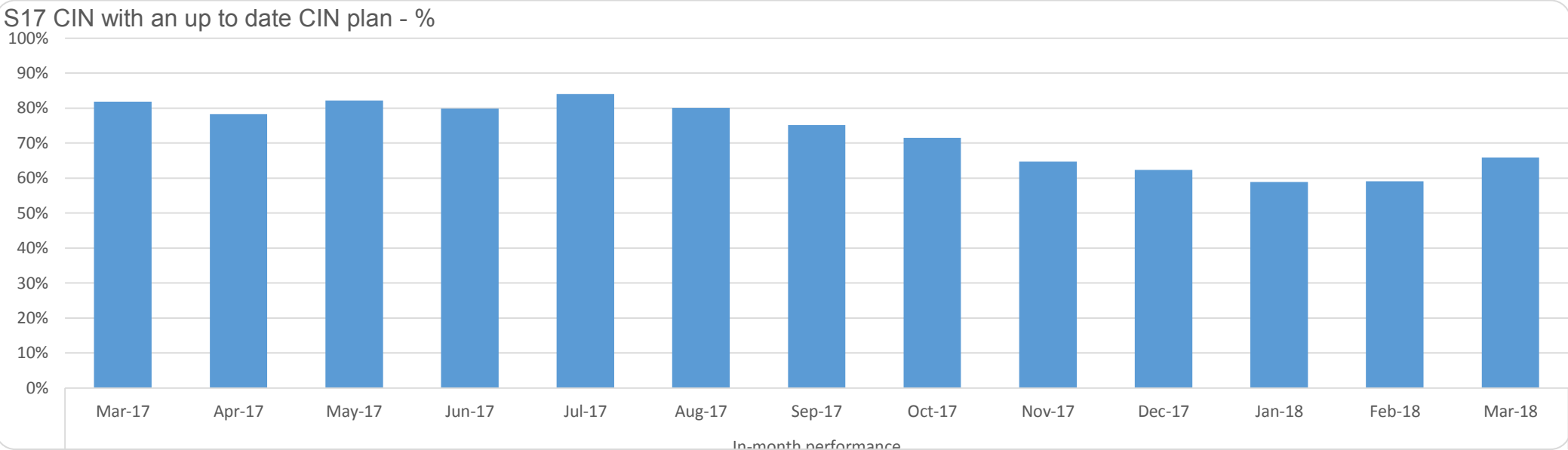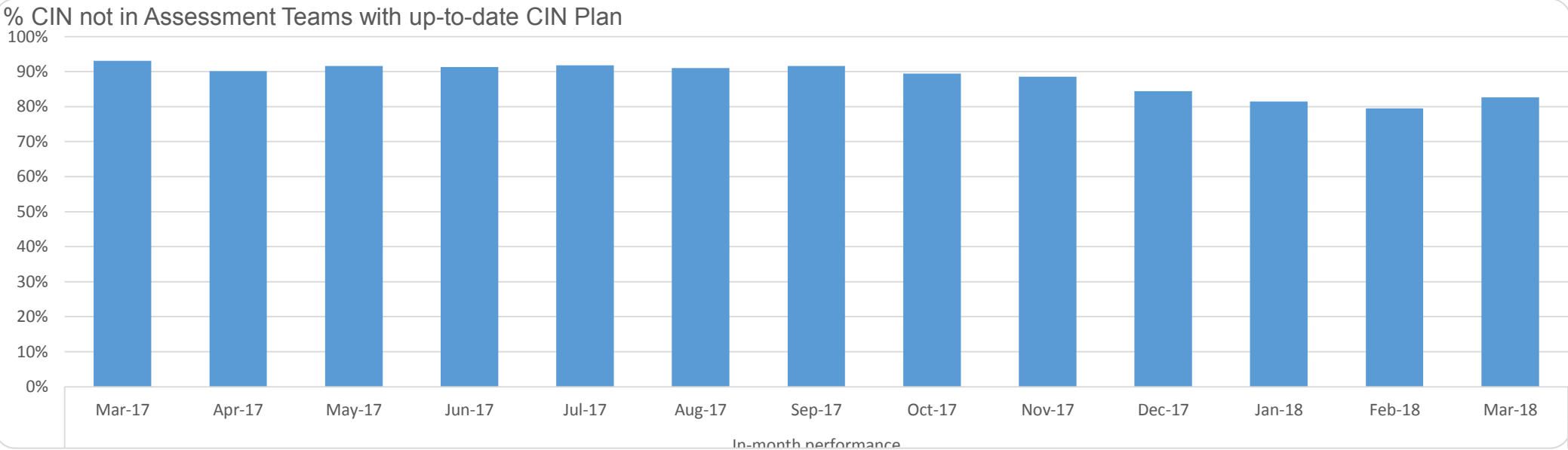Performance_MI-URN14-V0.7.7

| | |
|---|---|
| **Definition** | A child's plan needs to be developed for each individual child taking into account any identified needs that require intervention. Each type of plan has a completion timescale. The data below looks at Child in Need Plans. |
| **Performance analysis** | The rise in the percentage of children who have a CIN plan in place, including those in Assessment teams could indicate that even though assessments being completed in timescales is an ongoing concerns, more children are having a plan put in place when needed, and newer cases are being closed appropriately without a plan before 45 working days. When Assessment Teams are removed from the data, Breckland, North & Broadland and Norwich all have performance of 85% or higher and whilst West and Gt Yarmouth are under 80%, these are improved figures for both localities.  South's performance is still over 80% however it has fallen from 96% in February. This may be due to the increased number of cases coming through from their Assessment teams following a change of boundaries in January and needs to be monitored by the HoSW and Team Managers to ensure there is no further drop in performance. |

| | 5.4 | 5.5 |
|---|---|---|
| | % CIN not in Assessment Teams with up-to-date CIN Plan | S17 CIN with an up to date CIN plan - % |
| Good perf. is: | *High* | *High* |
| Mar-17 | 93.1% | 81.9% |
| Apr-17 | 90.1% | 78.3% |
| May-17 | 91.6% | 82.1% |
| Jun-17 | 91.3% | 79.9% |
| Jul-17 | 91.8% | 84.0% |
| Aug-17 | 91.0% | 80.0% |
| Sep-17 | 91.6% | 75.1% |
| Oct-17 | 89.5% | 71.5% |
| Nov-17 | 88.5% | 64.7% |
| Dec-17 | 84.4% | 62.4% |
| Jan-18 | 81.4% | 58.9% |
| Feb-18 | 79.5% | 59.1% |
| Mar-18 | 82.7% | 65.8% |

(In-month performance)

**% CIN not in Assessment Teams with up-to-date CIN Plan**



In-month performance

**S17 CIN with an up to date CIN plan - %**



In-month performance

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18/04/2018　　Plans in date (CIN)　15 of 30
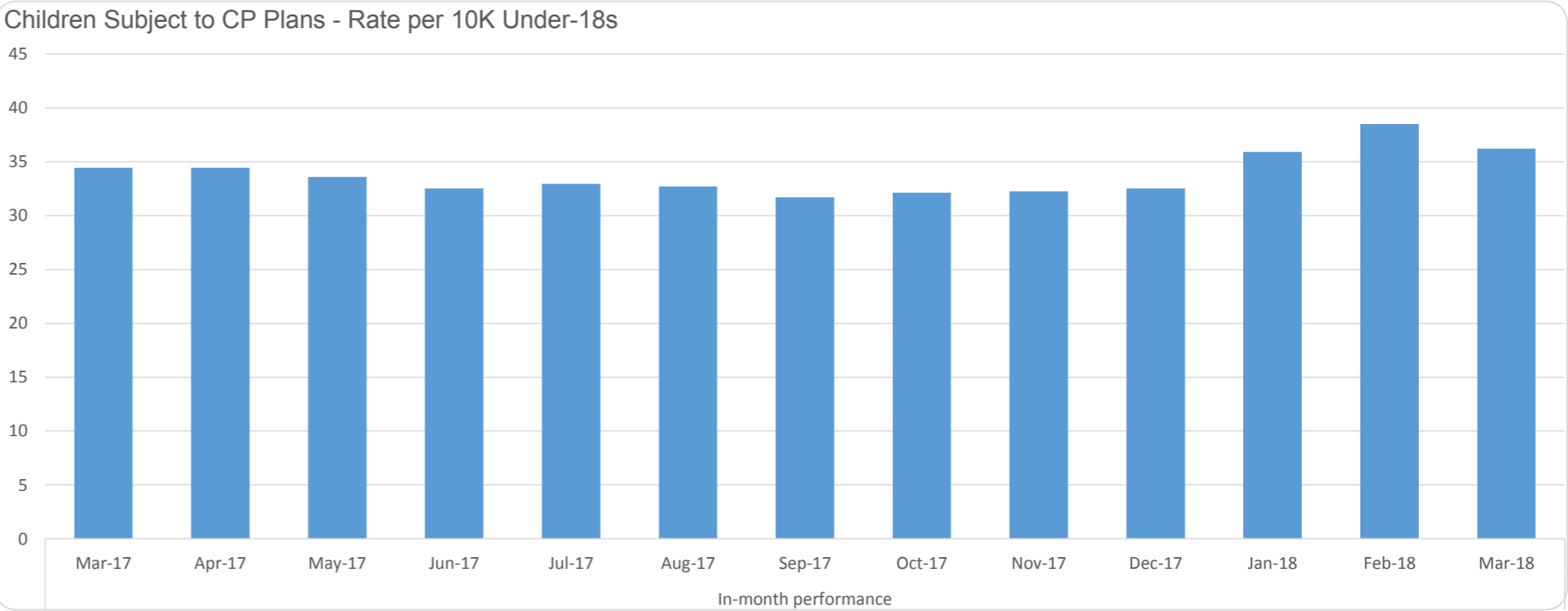Performance_MI-URN14-V0.7.7

| | |
|---|---|
| **Definition** | Following a Section 47 investigation a child protection conference may be convened to consider all the information gained and determine the next course of action. The conference will decide if the child needs to be made subject to a child protection plan. The aim of the plan is to ensure the child is safe from harm and remains that way. |
| **Performance analysis** | Whilst the number of children subject to CP plans is higher than in March 17, it has fallen considerably since last month and we remain below our statistical neighbour and national averages. The areas with the largest cohort of children on CP plans, Norwich and Gt Yarmouth, have both seen numbers fall and whilst still much higher than the county and statistical neighbour averages, their rates per 10k of population under 18 are much lower than in recent months (Norwich 66.2 compared to 77.3 in February and Gt Yarmouth 66.2 compared to 71.2 in February). Less children on CP plans could indicate more effective preventative work at CIN level and CP plans that have worked to reduce risk for children. However there is also ongoing analysis of children who are on or have recently been on CP plans becoming Looked After as 51% of total LAC starts in the 1st quarter of the year had been on a CP plan at some point in the year prior to becoming looked after and 27 of those children were still on CP plans as at 31/03/18. |

| | 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* |
| 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 |
| Feb-18 | 651 | 38.5 |
| Mar-18 | 612 | 36.2 |

*In-month performance*

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



| Benchmarking | Norfolk | Stat neigh avg | Nat. avg | Nat. top quartile | Eastern region |
|---|---|---|---|---|---|
| Children Subject to CP Plans - Rate per 10K Under-18s | 36.2 | 43.9 | 43.3 | | 30.6 |

Children Subject to CP Plans - Rate per 10K Under-18s, by locality
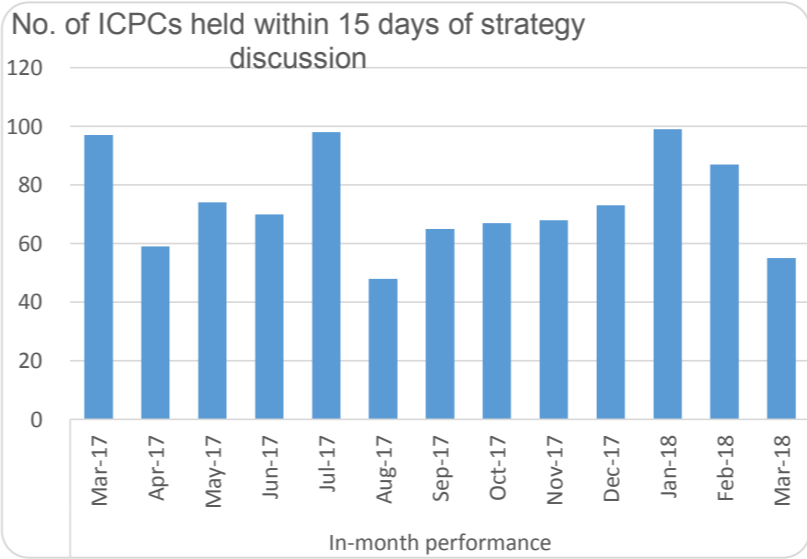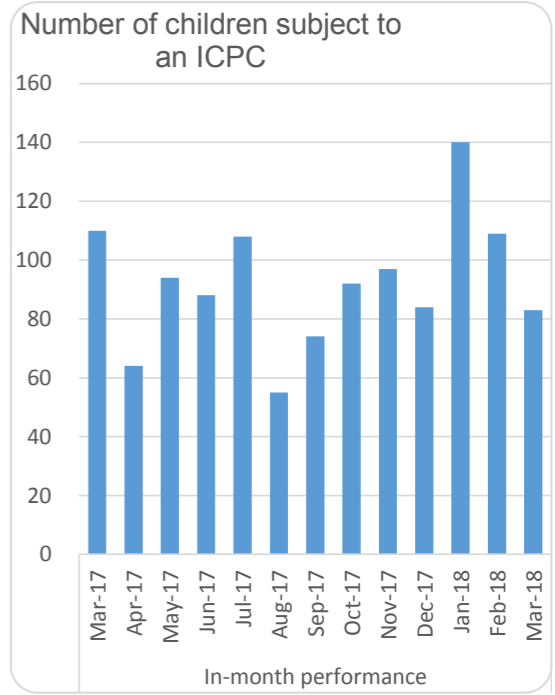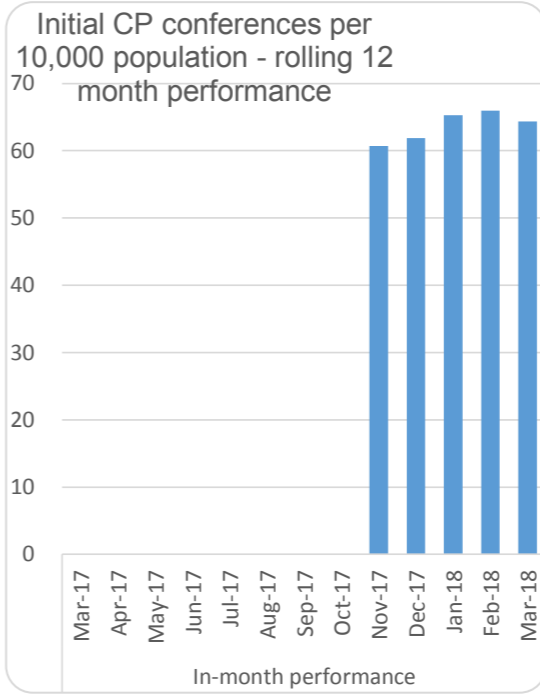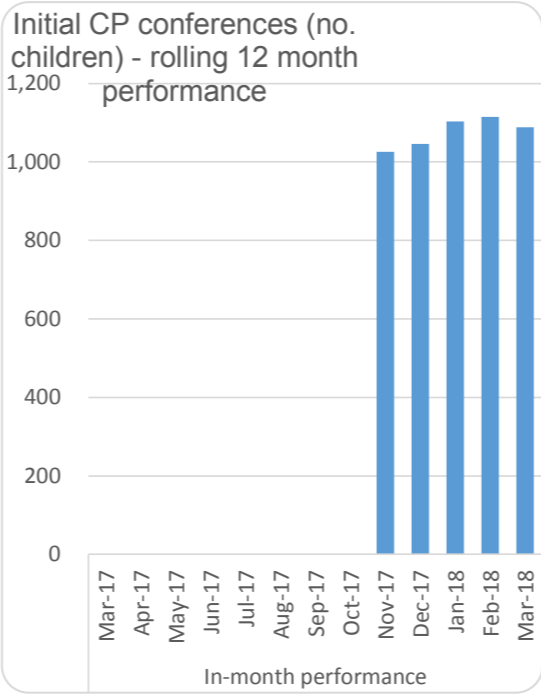
| | |
|---|---|
| **Definition** | Following a Section 47 investigation a child protection conference may be convened to consider all the information gained and determine the next course of action. The conference will decide if the child needs to be made subject to a child protection plan. The aim of the plan is to ensure the child is safe from harm and remains that way. |
| **Performance analysis** | Our number of ICPCs on a 12 month rolling basis is in line with statistical neighbour and national averages. It is a concern that the percentage of ICPCs being held in timescales appears to have fallen considerably, this primarily is in Norwich where 52.6% were 'out of timescale' and Gt Yarmouth (44.8%). This will be investigated to ascertain whether the Conferences were held out of timescale or whether it is a recording issues (e.g. strategy discussion forms not being duplicated to siblings). |

| | 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* |
| 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 | - | - | 74 | 65 | 87.8% |
| Oct-17 | - | - | 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% |
| Feb-18 | 1,115 | 66 | 109 | 87 | 79.8% |
| Mar-18 | 1,088 | 64 | 83 | 55 | 66.3% |

*In-month performance*

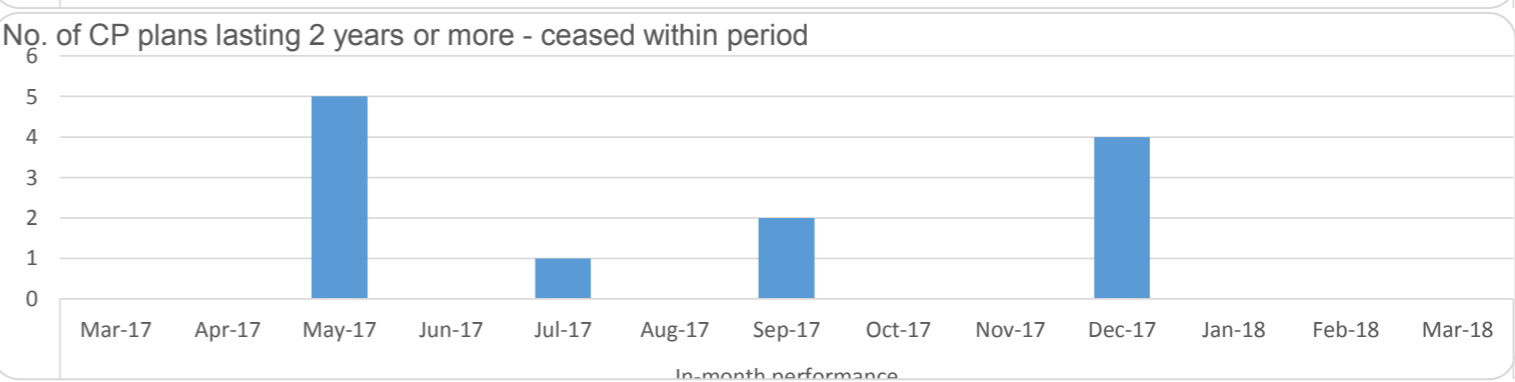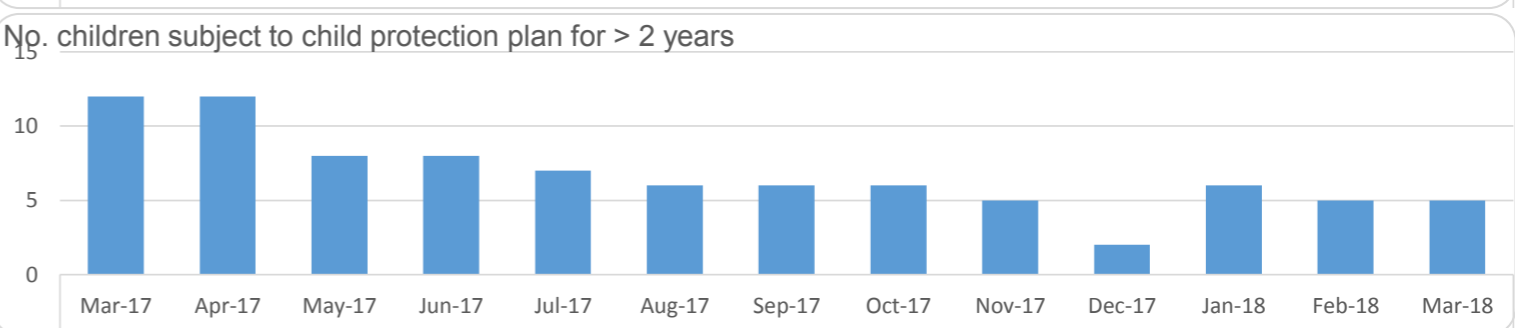| Benchmarking | Norfolk | Stat neigh avg | Nat. avg | Nat. top quartile | Eastern region |
|---|---|---|---|---|---|
| Initial CP conferences per 10,000 population - rolling 12 month performance | 64.4 | 63.2 | 65.3 | | 44.7 |
| % of ICPCs held within 15 days of strategy discussion | 66.3% | 80.3% | 77.2% | | 69.8% |



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

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| | |
|---|---|
| **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** | Our percentage of children who have become subject to a CP plan for a second or subsequent time has fallen and is now in line with our statistical neighbour averages. Whilst the % of children on a CP plan for over 2 years is very low, we are seeing increasing numbers on plans for over 18 months, half of which are in the Norwich Locality. HoSW and team managers need to ensure they know who these children are and have an overview regarding the impact of CP planning for each of them. |

| | 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* |
| Mar-17 | 20 | 23.1% | 15 | 12 | 2.1% | 0 | 0.0% |
| Apr-17 | 7 | 22.7% | 18 | 12 | 2.1% | 0 | 0.0% |
| May-17 | 16 | 21.8% | 11 | 8 | 1.4% | 5 | 5.8% |
| Jun-17 | 29 | 23.1% | 12 | 8 | 1.5% | 0 | 0.0% |
| Jul-17 | 18 | 23.1% | 14 | 7 | 1.3% | 1 | 1.3% |
| Aug-17 | 4 | 23.3% | 13 | 6 | 1.1% | 0 | 0.0% |
| Sep-17 | 10 | 22.8% | 16 | 6 | 1.1% | 2 | 2.8% |
| Oct-17 | 18 | 22.4% | 14 | 6 | 1.1% | 0 | 0.0% |
| Nov-17 | 14 | 23.6% | 15 | 5 | 0.9% | 0 | 0.0% |
| Dec-17 | 11 | 22.6% | 12 | 2 | 0.4% | 4 | 6.9% |
| Jan-18 | 19 | 22.4% | 29 | 6 | 1.0% | 0 | 0.0% |
| Feb-18 | 15 | 20.8% | 29 | 5 | 0.8% | 0 | 0.0% |
| Mar-18 | 11 | 20.4% | 31 | 5 | 0.8% | 0 | 0.0% |

*In-month performance*

| Benchmarking | | | | | | | |
|---|---|---|---|---|---|---|---|
| Norfolk | | 20.4% | | | 0.8% | | 0.0% |
| Stat neigh avg | | 19.7% | | | 2.8% | | |
| Nat. avg | | 18.7% | | | 2.1% | | |
| Nat. top quartile | | | | | | | |
| Eastern region | | 10.6% | | | 1.9% | | 3.1% |

No. of children becoming the subject of a CP plan for a second or subsequent time, ever



*In-month performance*

No. children subject to child protection plan for > 18 months



No. children subject to child protection plan for > 2 years



No. of CP plans lasting 2 years or more - ceased within period



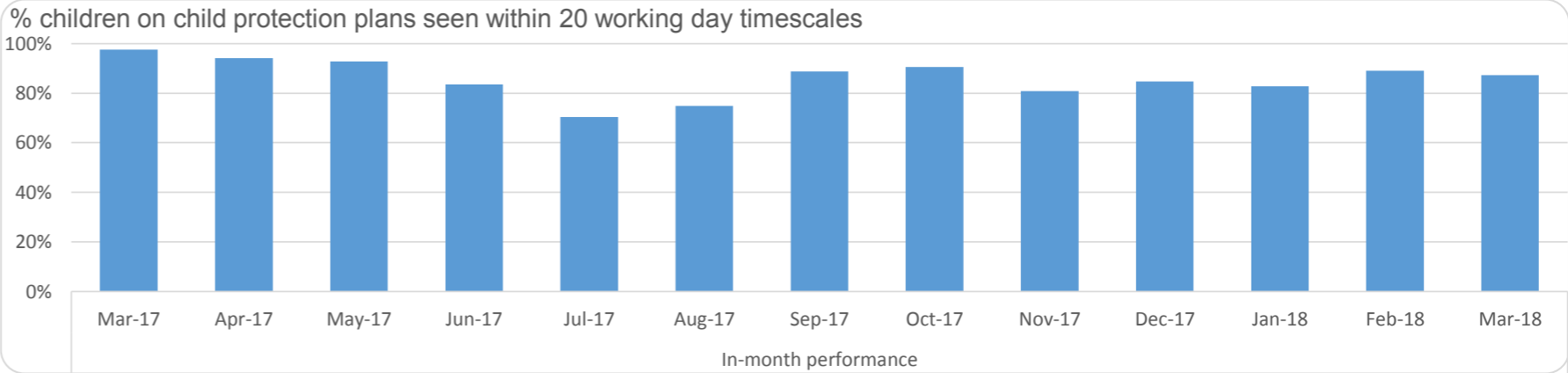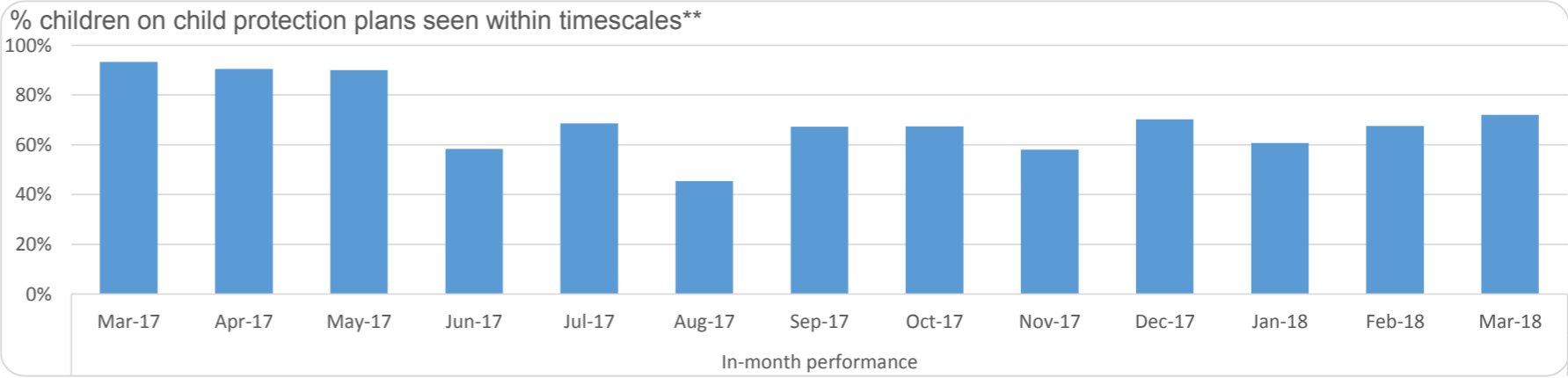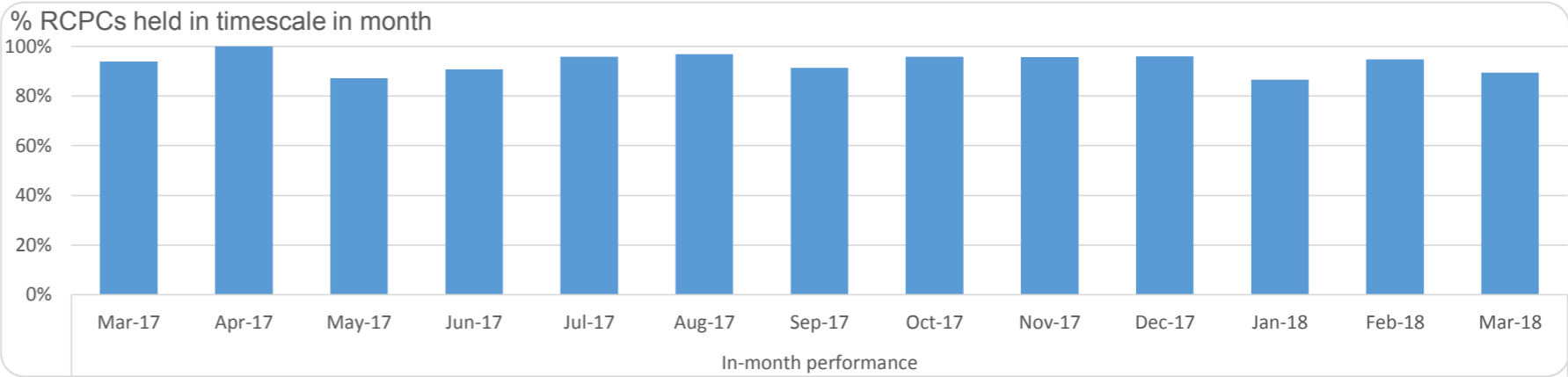*In-month performance*

| | |
|---|---|
| **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). |
| **Performance analysis** | The percentage of children on CP plans seen within 10 working days continues to increase with all localities improving or maintaining their performance this month. Gt Yarmouth improved from 68.5% to 83.7%, and whilst their percentage is still too low, North & Broadland improved from 49% to 64.3%. West (65.7%), Norwich (37.3%) and North & Broadland all need to maintain a focus on ensuring children on CP plans are seen, and the record of the visit is recorded in a timely way. Whilst there is a slight reduction in the countywide percentage of children on CP plans seen at least every 20 working days, all localities except West have performance of over 90%. West's performance dropped from 90% to 71.7%. This may be due to known staffing issues with the Family Intervention Teams, however the HoSW and Team managers need to ensure they know which children have or have not been seen and have a plan with workers on how to make sure all are seen in a timely way. |

| | 6.12 | 6.14 | 6.15 |
|---|---|---|---|
| | % RCPCs held in timescale in month | % children on child protection plans seen within timescales** | % children on child protection plans seen within 20 working day timescales |
| Good perf. is: | *High* | *High* | *High* |
| Mar-17 | 93.8% | 93.3% | 97.6% |
| Apr-17 | 100.0% | 90.5% | 94.2% |
| May-17 | 87.1% | 90.0% | 92.9% |
| Jun-17 | 90.7% | 58.3% | 83.6% |
| Jul-17 | 95.8% | 68.6% | 70.4% |
| Aug-17 | 96.8% | 45.4% | 74.8% |
| Sep-17 | 91.4% | 67.3% | 88.8% |
| Oct-17 | 95.8% | 67.5% | 90.6% |
| Nov-17 | 95.7% | 58.1% | 80.9% |
| Dec-17 | 95.9% | 70.2% | 84.7% |
| Jan-18 | 86.6% | 60.7% | 82.7% |
| Feb-18 | 94.8% | 67.5% | 89.1% |
| Mar-18 | 89.5% | 72.0% | 87.3% |
| **Benchmarking** | | | |
| Eastern region | | 77.5% | |

**% RCPCs held in timescale in month**



In-month performance

**% children on child protection plans seen within timescales****



In-month performance

**% children on child protection plans seen within 20 working day timescales**



In-month performance
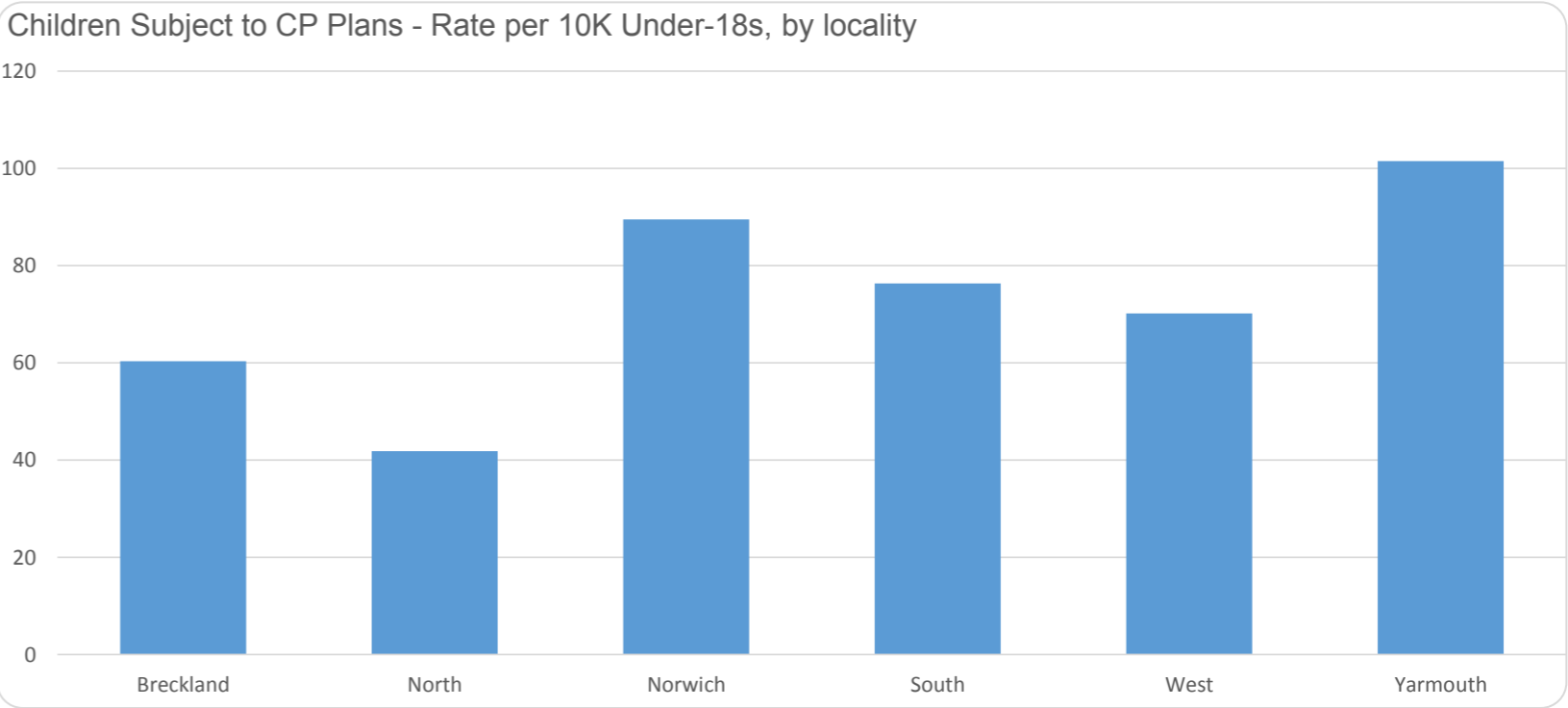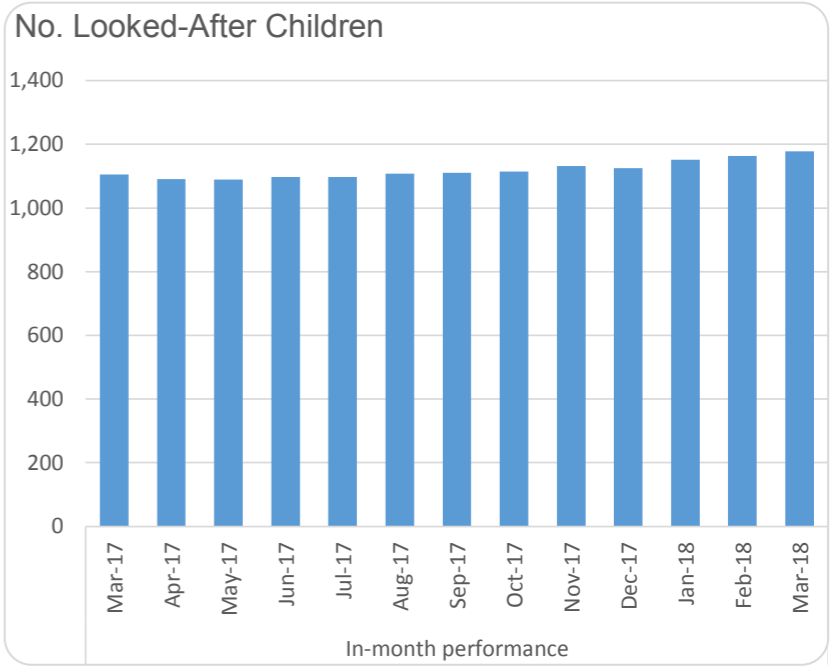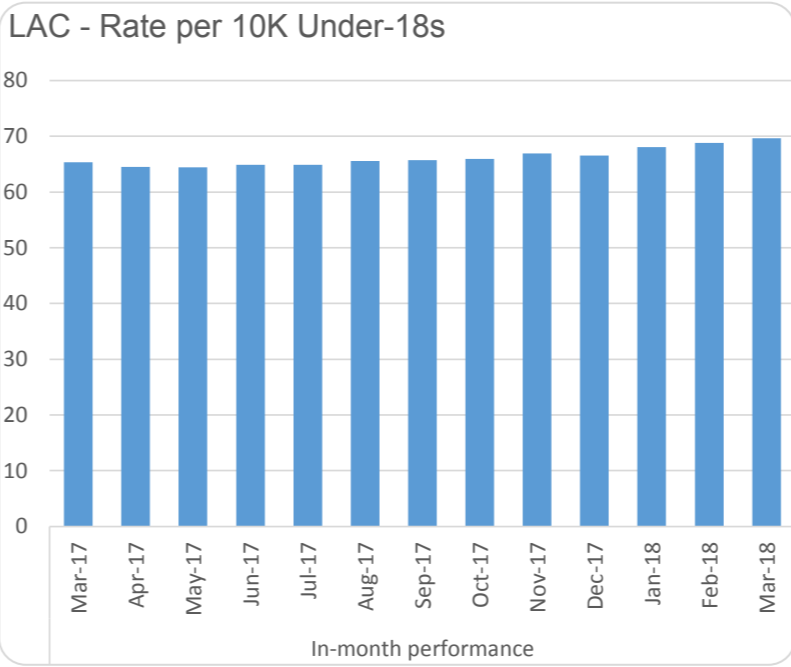
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| | |
|---|---|
| **Definition** | Looked After Children are those children who have become the responsibility of the Local Authority. This can happen voluntarily by parents (section 20) or through Care Proceedings. |
| **Performance analysis** | The number of Looked After Children at the end of March 18 was 1178. This is an increase of 47 since November 2017 and is the highest end of month number seen in the last 12 months. Whilst LAC numbers have increased nationally (from 60 per 10k under 18 population in 15/16 to 62 per 10k in 16/17) Norfolk has increased at a higher rate (62 per 10k to 65 per 10k in the same period and now 68.7) and is considerably higher than our statistical neighbours. To fully understand the story behind our number of Looked After Children there are a number of related activities underway. These include the introduction of the weekly LAC tracker, a monthly analysis of all LAC starts and ceases and a current review of the purpose and function of locality panels. Recent analysis of LAC numbers over the past 2 years (April 16 to end of March 18) shows a trend of increasing LAC starts over the period versus a slight decreasing trend of LAC ceases, further evidenced by quarterly data analysis which showed a difference of 4 more children starting to be looked after than ceased in Jan to end of March 17, compared to 53 more children becoming LAC than ceasing to be LAC in the same period of 2018. |

| | 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* |
| Mar-17 | 65.4 | 1,105 | 45 | 38 |
| Apr-17 | 64.5 | 1,090 | 32 | 45 |
| May-17 | 64.4 | 1,089 | 30 | 29 |
| Jun-17 | 64.9 | 1,097 | 40 | 28 |
| Jul-17 | 64.9 | 1,097 | 43 | 36 |
| Aug-17 | 65.5 | 1,108 | 34 | 23 |
| Sep-17 | 65.7 | 1,111 | 41 | 20 |
| Oct-17 | 66.0 | 1,115 | 41 | 33 |
| Nov-17 | 66.9 | 1,131 | 59 | 35 |
| Dec-17 | 66.5 | 1,125 | 38 | 37 |
| Jan-18 | 68.1 | 1,151 | 50 | 23 |
| Feb-18 | 68.9 | 1,164 | 43 | 26 |
| Mar-18 | 69.7 | 1,178 | 42 | 30 |

| Benchmarking | Norfolk | Stat neigh avg | Nat. avg | Nat. top quartile | Eastern region |
|---|---|---|---|---|---|
| LAC - Rate per 10K Under-18s | 69.7 | 53.4 | 62.0 | | 49.88522697 |

**LAC - Rate per 10K Under-18s**



In-month performance

**No. Looked-After Children**



In-month performance

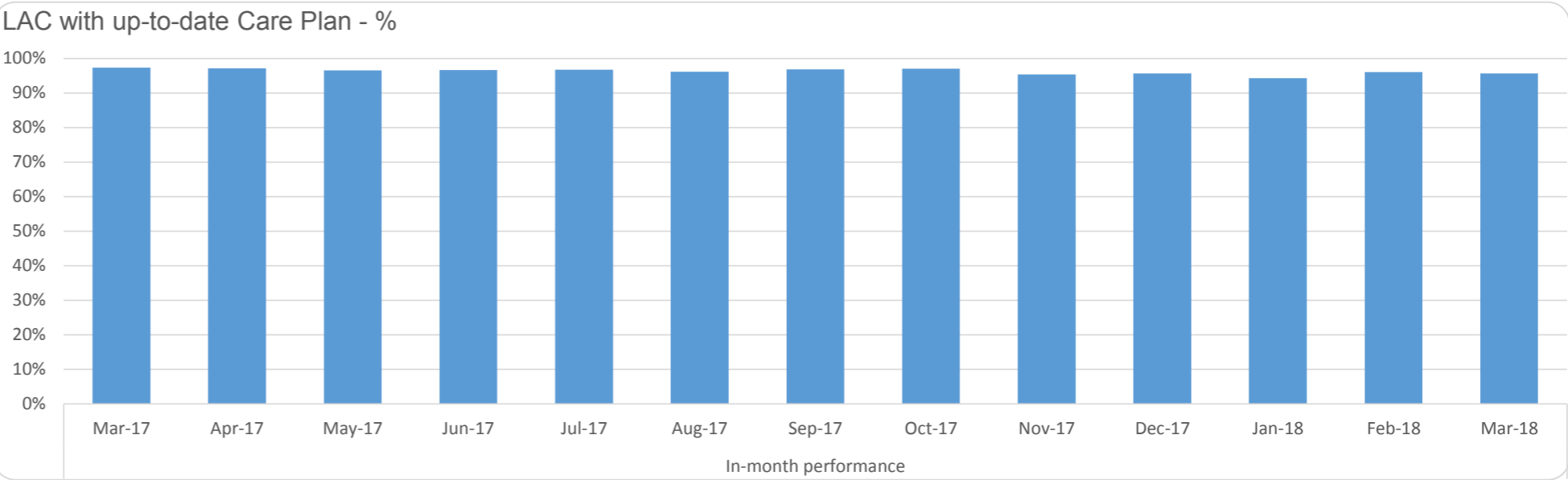**Children Subject to CP Plans - Rate per 10K Under-18s, by locality**

| 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 | Performance regarding ensuring our Looked After Children have an up to date Care Plan continues to be very good. All localities except Norwich have 97% or more LAC with up to date Care Plans. In Norwich the figure has fallen from 93% to 88.5% and whilst this is still reasonably good performance, the team managers need to ensure they have a good understanding for the reason for drop in performance and a plan to address. Performance re Care Leavers with an up to date  plan has improved, and whilst this is not as high as seen in March 17 (97%) it is a positive trajectory. Whilst North & Broadland's performance is higher then seen in Dec 17, it has slipped from more recent improvements and the Team Manager needs to ensure that positive work to raise the number of Care Leavers with an up to date plans is maintained. |

|  | 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* |
| 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% |
| Feb-18 | 96.0% | 86.1% |
| Mar-18 | 95.7% | 88.6% |

In-month performance

LAC with up-to-date Care Plan - %



In-month performance

% Relevant / Former Relevant Care Leavers with a Pathway Plan



In-month performance

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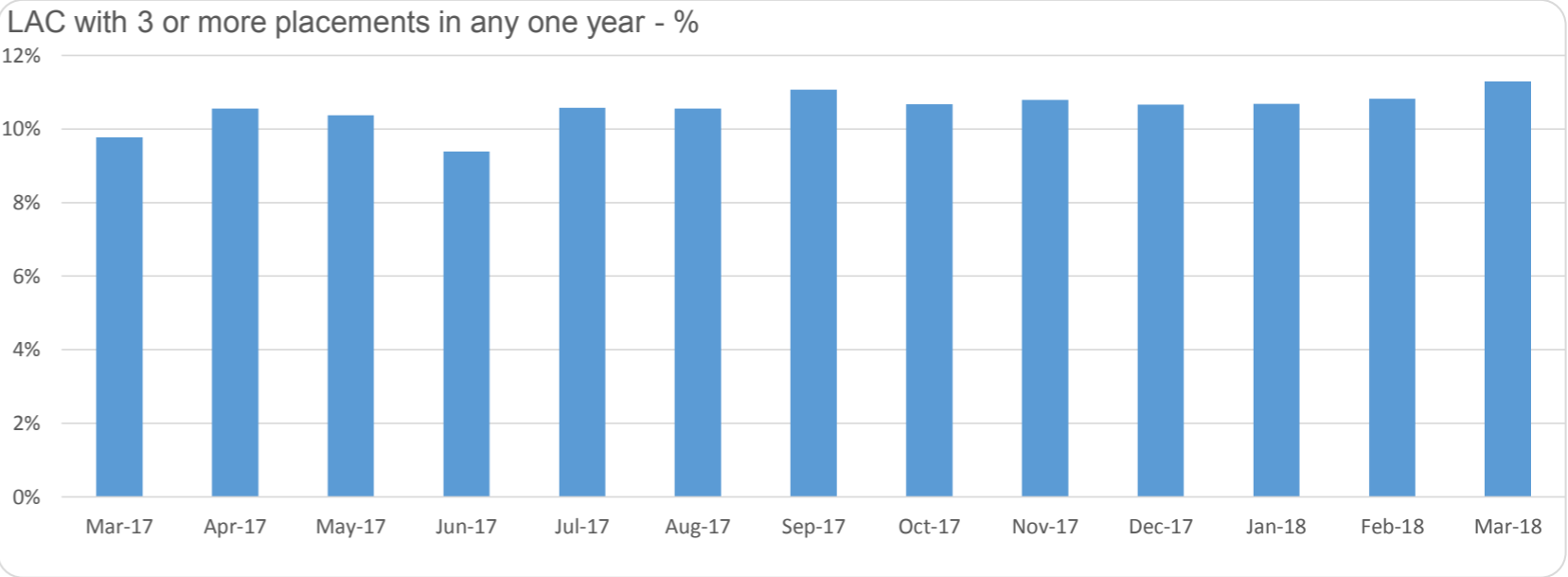| | |
|---|---|
| **Definition** | A LAC placement is where a child has become looked after by the Local Authority and is placed with foster carers, in a residential home or with parents or other relatives. |
| **Performance analysis** | The stability of placements for our long term looked after children is in line with national and statistical neighbour averages as is the percentage of children with 3 or more placements in any one year. The drop in percentage of stable placements is likely due in part to work to find suitable and stable foster placements for some of our children in residential placements. However we are also mindful of some anecdotal reports of long term foster placements breaking down after permanency has been agreed. Some dip-sampling of these cases to look at whether the right support is offered to maintain these placements may be beneficial. |

| | **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* |
| 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% |
| Feb-18 | 69% | 126 | 10.8% |
| Mar-18 | 69% | 133 | 11.3% |

*In-month performance*

**% of long term LAC in placements which have been stable for at least 2 years**



In-month performance

| Benchmarking | Norfolk | Stat neigh avg | Nat. avg | Eastern region |
|---|---|---|---|---|
| % of long term LAC in placements which have been stable for at least 2 years | 68.7% | 69.2% | 70.0% | |
| LAC with 3 or more placements in any one year - % | 11.3% | 10.4% | 10.0% | 8.6% |

**LAC with 3 or more placements in any one year - %**



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18/04/2018    LAC Placements    22 of 30
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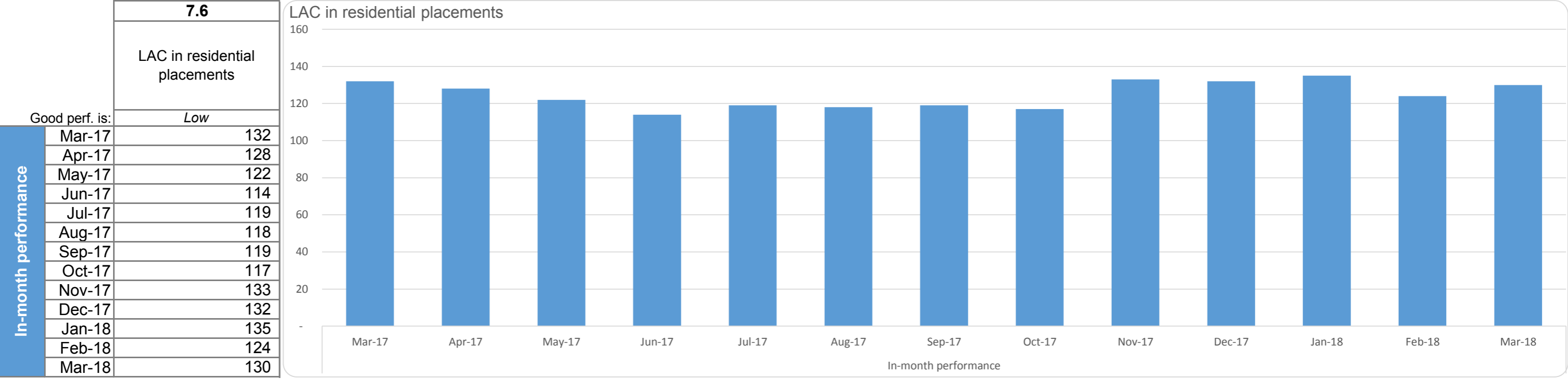| | |
|---|---|
| **Definition** | A LAC placement is where a child has become looked after by the Local Authority and is placed with foster carers, in a residential home or with parents or other relatives. |

| | |
|---|---|
| **Performance analysis** | The rise in children placed in residential placements may be due in part to the rise in LAC numbers. It is noted that 7 of these are babies placed in Family Centres/Mother and Baby Units, although this is only 2 more than in February 17 where the total number in residential was lower. The introduction of the weekly LAC tracker will help Heads of Service and Heads of Locality monitor this situation and challenge managers and workers where necessary. It is important to recognise that for some children a residential placement is the right decision for them, either as a short term therapeutic care setting or to meet more complex needs in the longer term. We also need to ensure that if we are moving children from residential placements that we have matched them with carers who can meet all their needs long term to avoid the distress of further placement breakdowns. Notwithstanding this, most children should be cared for within a safe family environment (either foster care or well assessed kinship care). |

**7.6**

LAC in residential placements

Good perf. is: *Low*

| In-month performance | |
|---|---|
| Mar-17 | 132 |
| Apr-17 | 128 |
| May-17 | 122 |
| Jun-17 | 114 |
| Jul-17 | 119 |
| Aug-17 | 118 |
| Sep-17 | 119 |
| Oct-17 | 117 |
| Nov-17 | 133 |
| Dec-17 | 132 |
| Jan-18 | 135 |
| Feb-18 | 124 |
| Mar-18 | 130 |



LAC in residential placements

**By age and placement:**

| Mar-18 | 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 | 0 | 3 | 1 |
| Children's Homes | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 3 | 3 | 2 | 9 | 5 | 11 | 20 | 24 | 15 | 12 |
| Residential Care Home | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| NHS/Health Trust or other establishment providing medical or nursing care | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Family Centre or Mother and Baby Unit | 7 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Young Offender Institution (YOI) or Secure Training Centre (STC) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 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 | 1 | 0 | 1 | 2 | 2 | 1 | 0 |



LAC in residential placements, by age

Legend:
- Secure Children's Homes
- Children's Homes
- Residential Care Home
- NHS/Health Trust or other establishment providing medical or nursing care
- Family Centre or Mother and Baby Unit
- Young Offender Institution (YOI) or Secure Training Centre (STC)
- All Residential schools, except where dual-registered as a school and Children's Home.
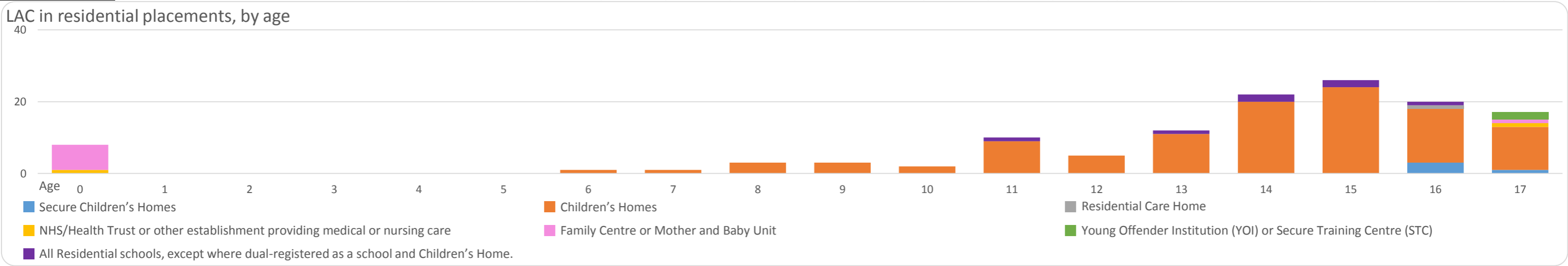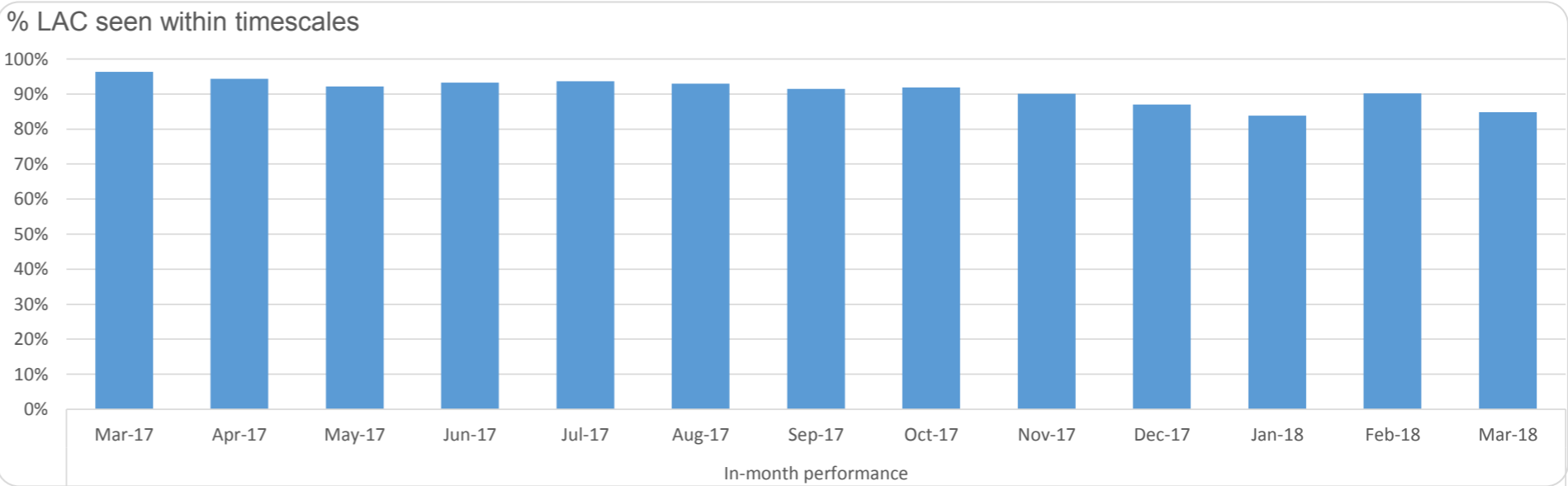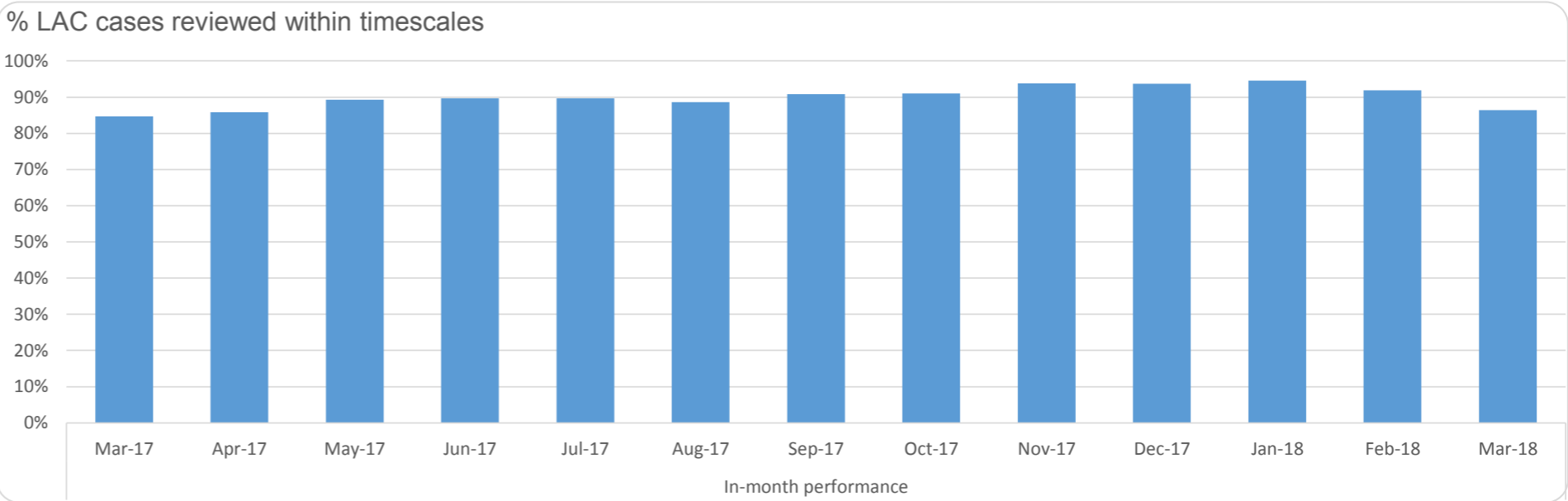
| | |
|---|---|
| **Definition** | The purpose of the LAC review is to consider the LAC plan for the welfare of the child & achieve Permanence for them within a timescale that meets their need. The review is chaired by an Independent Reviewing Officer (IRO). The local timescales for a social worker to 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** | It is not clear what may have caused the dip in LAC reviews in timescales; in the past there have been some issues with recording so this will be investigated with the Independent Reviewing Service to establish if this was the case in March. The percentage of LAC seen in timescales has fallen below 85% again. Whilst all localities have seen some drop in performance, the most concerning are North & Broadland, where they fell from 89.5% in February to 78.5% and Norwich who dropped from 86.6% to 76.6%. The HoSW and Team managers need to ensure they understand what is impacting on this drop in performance and plan with individual workers to make sure children are seen and/or visits are written up in a timely way. |

| | **7.7** | **7.15** |
|---|---|---|
| | % LAC cases reviewed within timescales | % LAC seen within timescales |
| Good perf. is: | *High* | *High* |
| Mar-17 | 84.7% | 96.3% |
| Apr-17 | 85.8% | 94.4% |
| May-17 | 89.3% | 92.1% |
| Jun-17 | 89.7% | 93.2% |
| Jul-17 | 89.7% | 93.7% |
| Aug-17 | 88.6% | 93.0% |
| Sep-17 | 90.8% | 91.4% |
| Oct-17 | 91.0% | 91.9% |
| Nov-17 | 93.8% | 90.1% |
| Dec-17 | 93.7% | 87.0% |
| Jan-18 | 94.6% | 83.9% |
| Feb-18 | 91.9% | 90.2% |
| Mar-18 | 86.4% | 84.8% |

*In-month performance*

**% LAC cases reviewed within timescales**



In-month performance

**% LAC seen within timescales**
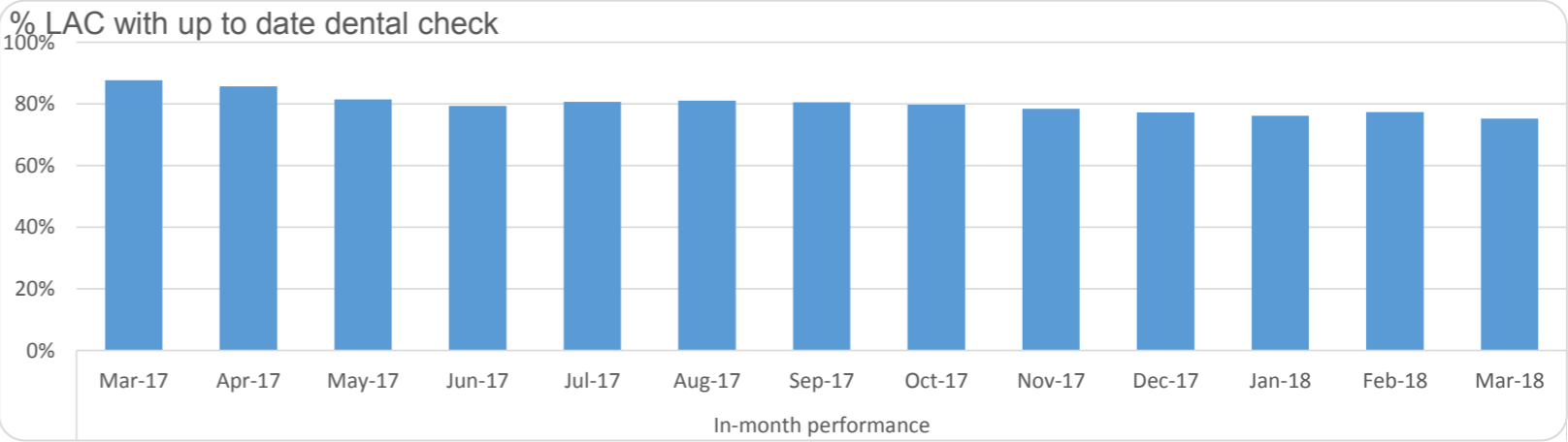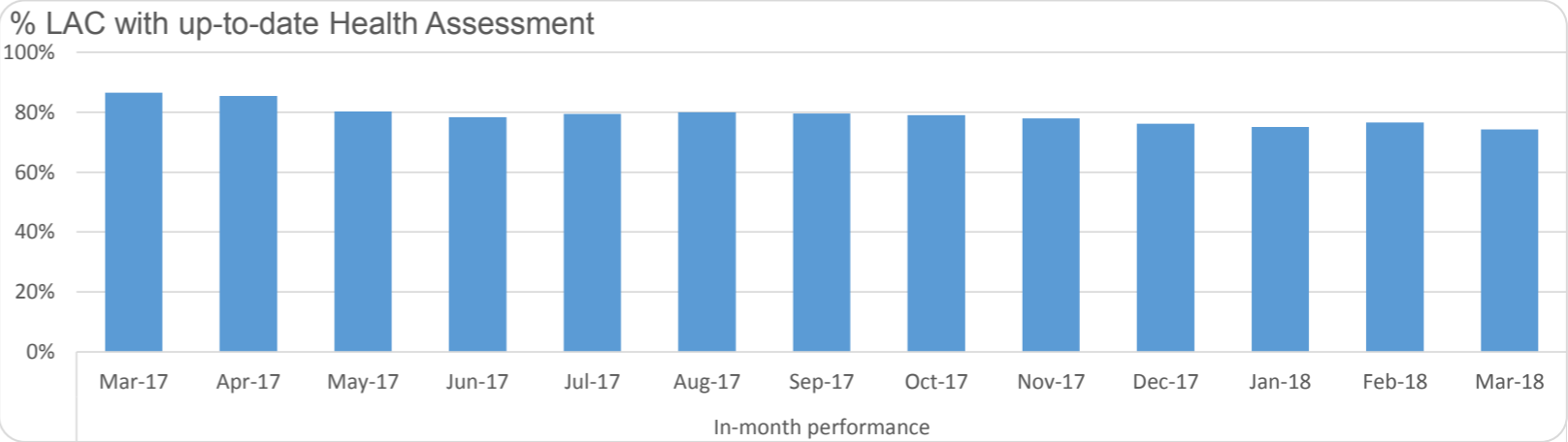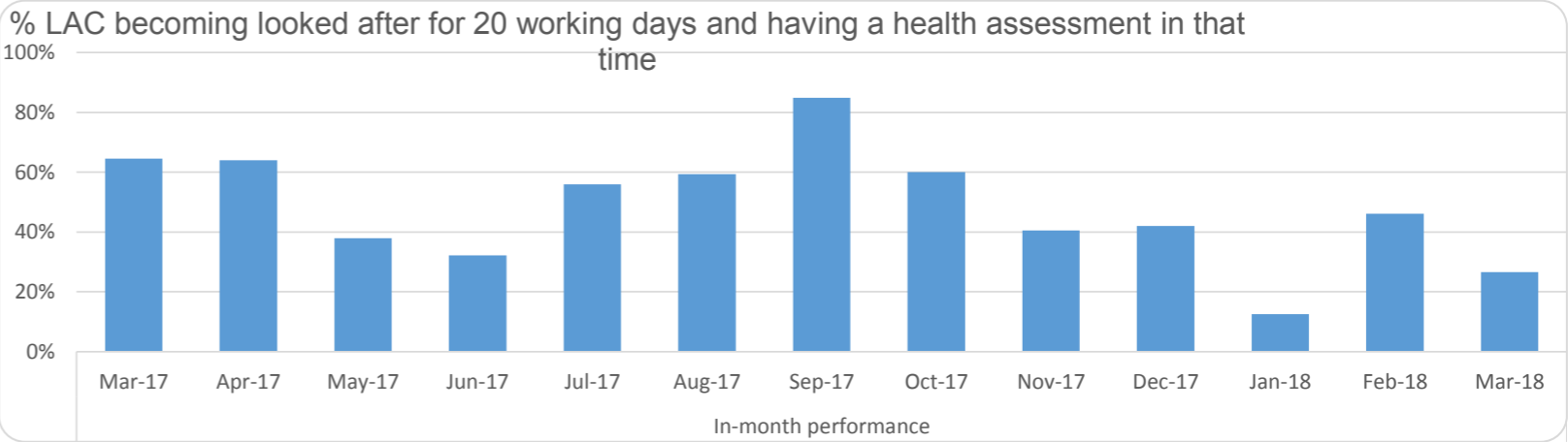


In-month performance

| | |
|---|---|
| **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 percentage of children having an Initial Health Assessment within 20 working days of becoming LAC continues to be a concern. In addition to the strategies already in place we have recently introduced a daily LAC starts and ceases report with health colleagues to enable better planning of appointments, and have a series of practice events planned to demonstrate the importance of valid and accurate health histories being available to all looked after children. We also fully understand the challenges experienced by health colleagues in ensuring there is sufficient capacity to carry out initial health assessments in particular. Current data held by the QA Hub indicates that as at 29/03/18 86% of LAC starts have a request for an IHA within 5 days of becoming LAC, however only 36.7% had one completed within 20 days of becoming LAC. The slight difference in Hub data to that seen in this report is due to some delay between the QA Hub being notified the appointment has happened and receiving the paperwork in order to update the recording system. |

| | 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* |
| 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% |
| Feb-18 | 18 | 46.2% | 613 | 76.5% | 619 | 77.3% |
| Mar-18 | 13 | 26.5% | 596 | 74.2% | 604 | 75.2% |
| **Benchmarking** | | | | | | |
| Eastern region | | 44.2% | | | | |

(In-month performance — left axis label for the table)

% LAC becoming looked after for 20 working days and having a health assessment in that time



In-month performance

% LAC with up-to-date Health Assessment



In-month performance

% LAC with up to date dental check



In-month performance

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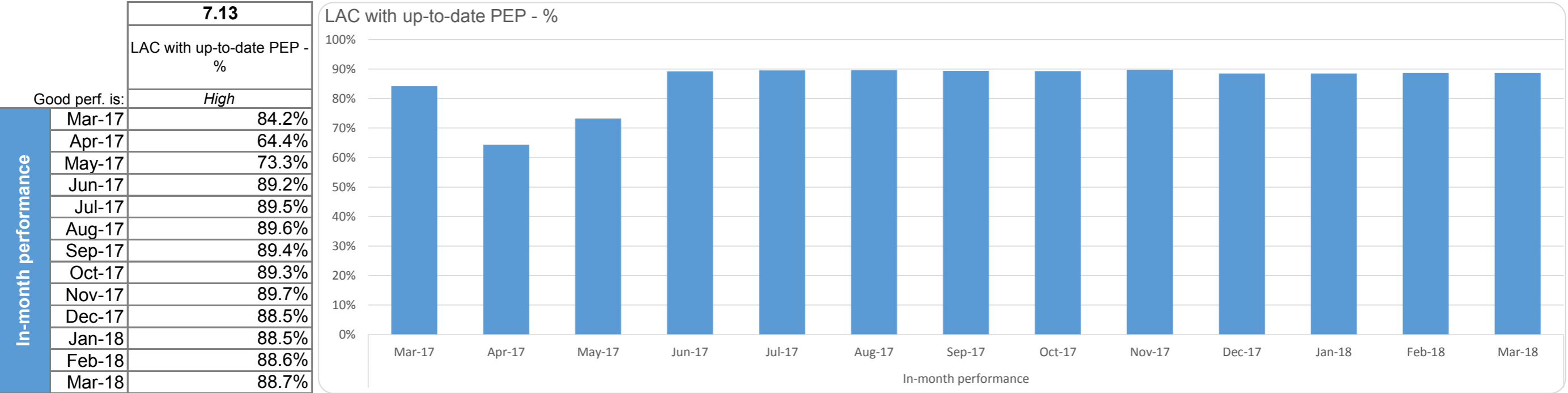| | |
|---|---|
| **Definition** | A personal education plan (PEP) is a school based meeting to plan for the education of a child in care. These are a statutory requirement for children in care to help track and promote their achievement. |
| **Performance analysis** | Performance regarding Looked After Children having an up to date Personal Education Plan continues to be consistent. The next round of joint audits of ePEPs by the QA team and Virtual School will begin week beginning 16th April 18 to ensure quality continues to be monitored and any learning acted upon. |

| | **7.13** |
|---|---|
| | LAC with up-to-date PEP - % |
| Good perf. is: | *High* |
| 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% |
| Feb-18 | 88.6% |
| Mar-18 | 88.7% |

(In-month performance)

**LAC with up-to-date PEP - %**

In-month performance

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18/04/2018     LAC PEP     26 of 30
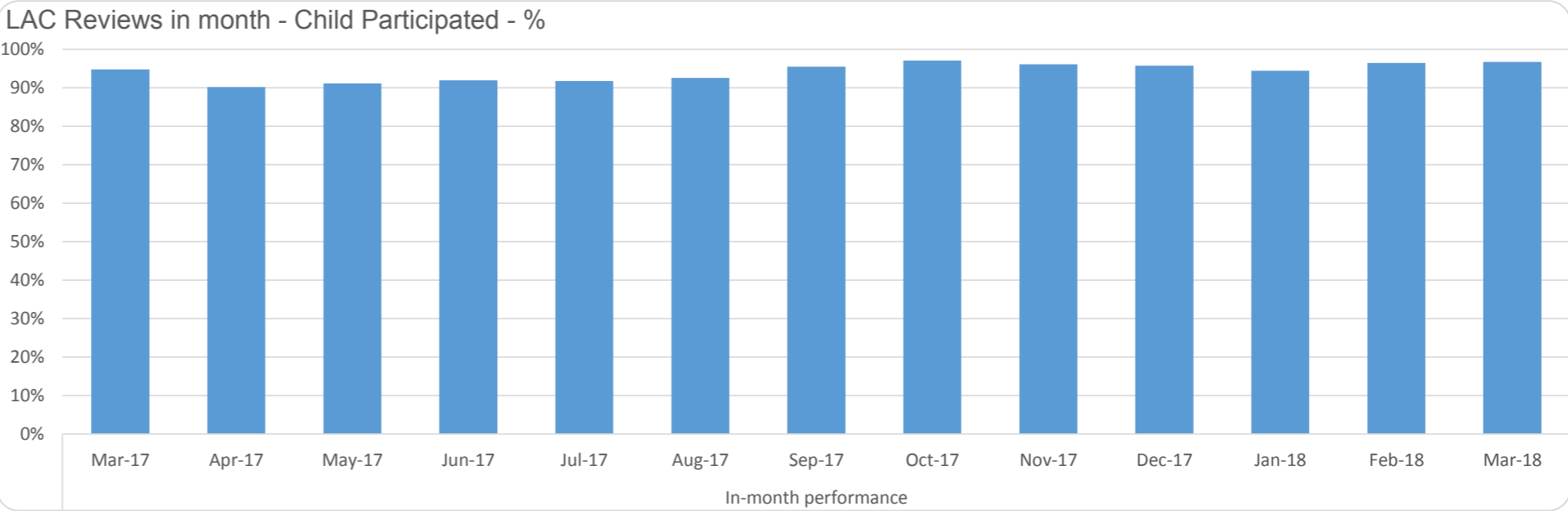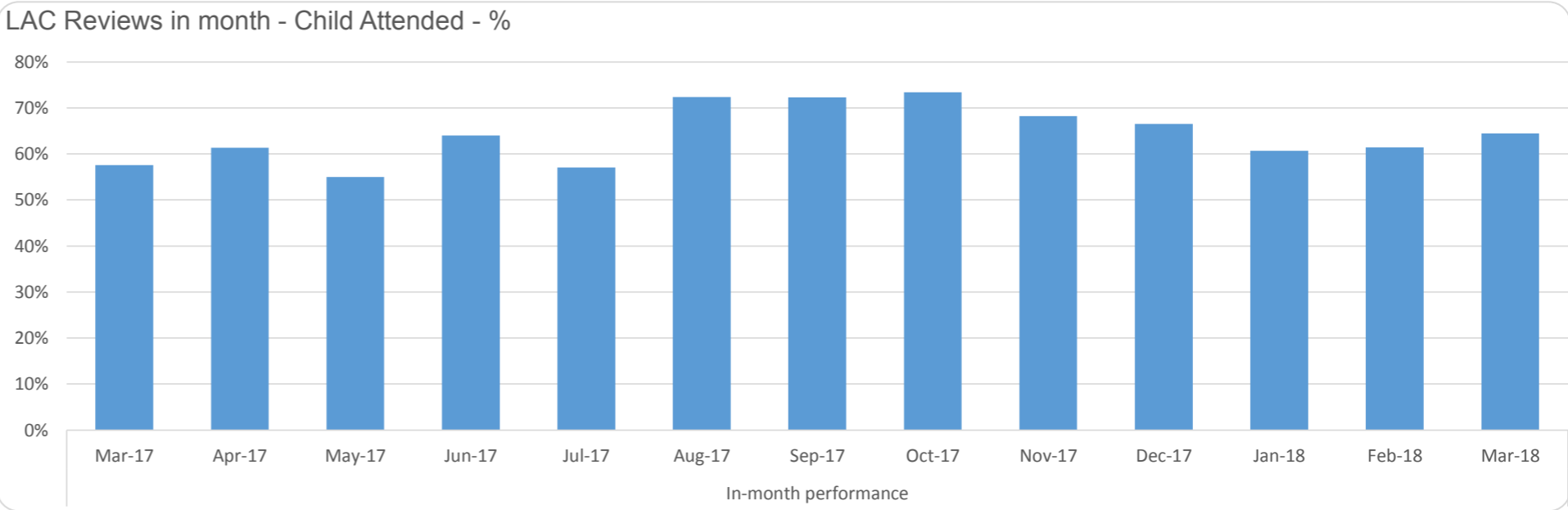Performance_MI-URN14-V0.7.7

| | |
|---|---|
| **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** | We continue to see high percentages of children participating in their LAC reviews, and whilst this is positive we do need to ensure that this participation is meaningful for the child and ensures they not only have their voice heard but also have a central part in developing their care plan. There has been some concern we have not been able to maintain the higher percentages of children attending their LAC review meetings seen in August to November 17 (circa 72%) with only 61.5% attending in February 18, however there was some slight improvement in March (64.5%). It is important that social workers and IROs continue to value the principles of LAC reviews being 'child-friendly' and arranged to meet the needs of looked after children rather than the adults involved. An ongoing cultural change in how we view LAC reviews is the key to sustaining increased attendance by children. |

| | 7.17 | 7.18 |
|---|---|---|
| | LAC Reviews in month - Child Attended - % | LAC Reviews in month - Child Participated - % |
| Good perf. is: | *High* | *High* |
| 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% |
| Feb-18 | 61.4% | 96.4% |
| Mar-18 | 64.5% | 96.7% |

LAC Reviews in month - Child Attended - %



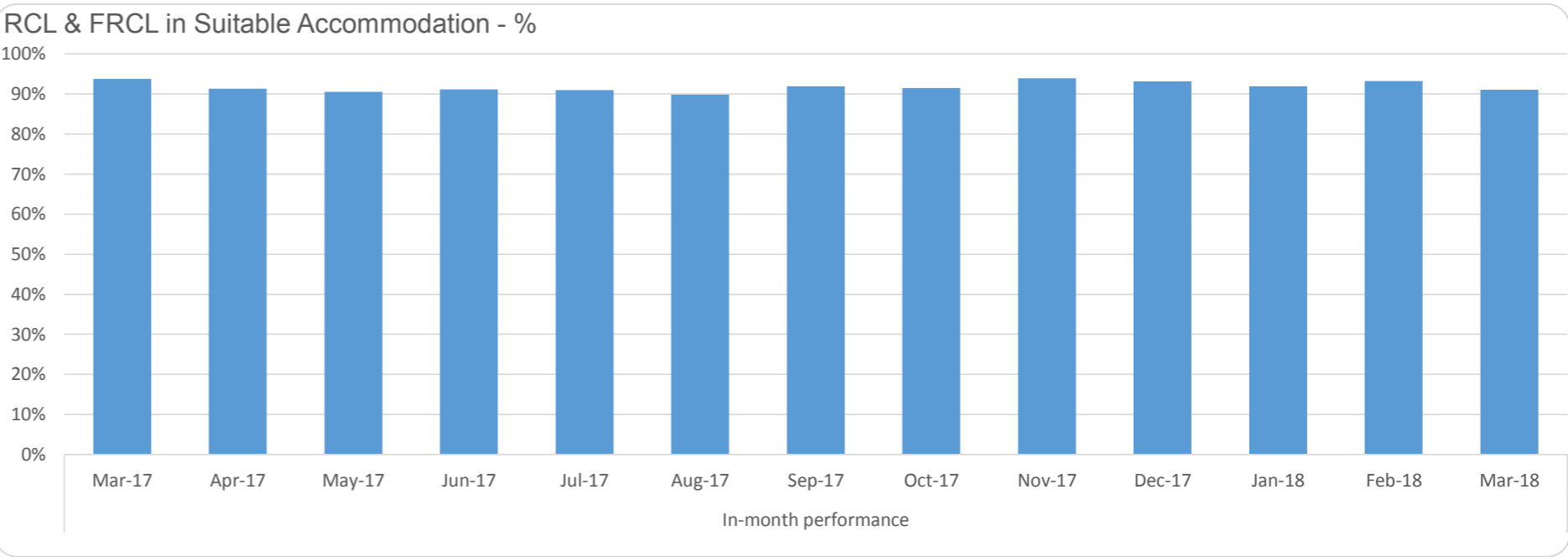LAC Reviews in month - Child Participated - %

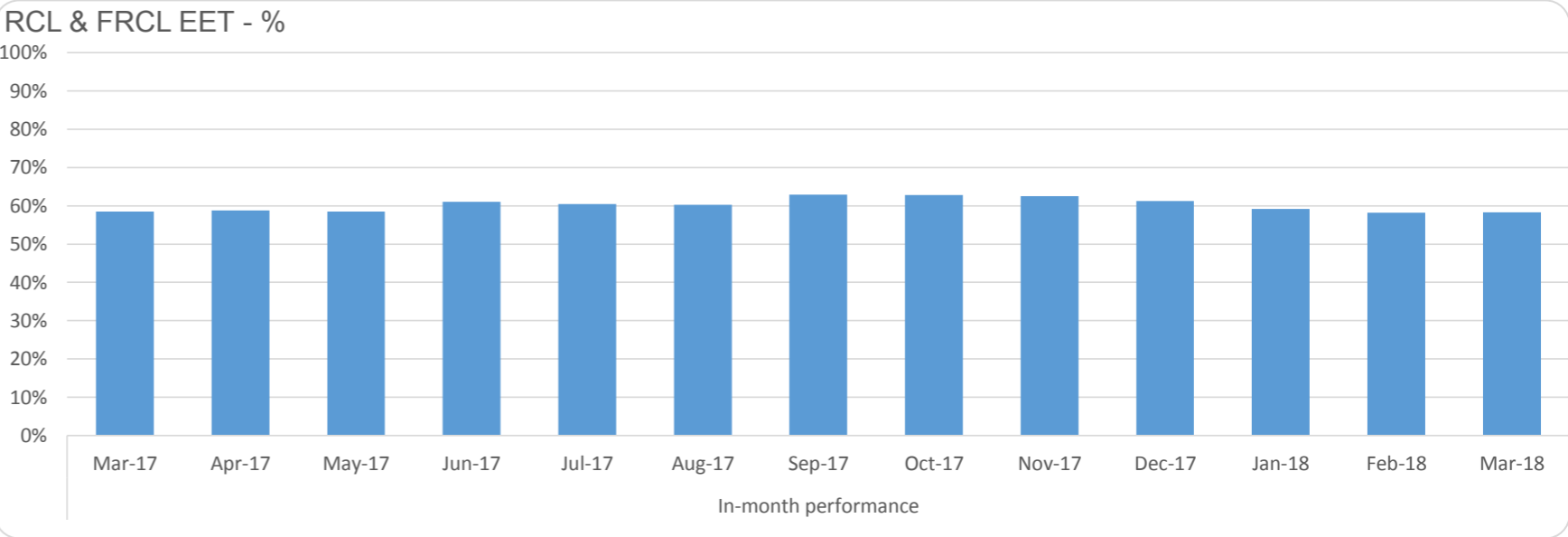| | |
|---|---|
| **Definition** | A Care Leaver is defined as a person aged 25 or under who has been looked after away from home by a local authority for at least 13 weeks since the age of 14, and who was looked after away from home by the local authority at school leaving age or after that date. |
| **Performance analysis** | 58% of our Care Leavers are EET and whilst this is higher than the statistical neighbour and national averages there is some variation of performance across the county. North & Broadland and West are the most concerning localities with only 48% of care leavers in EET in North & Broadland and 44.4% in West. Whilst it is known there have been significant staffing issues in North Leaving Care team, some case level analysis is needed by the HoSW and Team Managers in both localities to fully understand why there has been such a decline. We are now also monitoring performance regarding being 'in-touch' with care leavers and the data will be added to this report from next month. Performance in this area has fallen from 81% in October 17 to 73.1% in March 18. However, Norwich (98%), Gt Yarmouth (86.8%), Breckland (86.5%) and West (82%) are in touch with a high number of Care Leavers. It is South (62.5%) and most concerningly North & Broadland (36.8%) who appear to be struggling to either be in touch with, or record when they are in touch with young people. It is known there have been some staffing issues in North & Broadland, and in February the interim manager was proactive in requesting case level exception reporting regarding when young people had last been in contact with their SW/PA, however the HoSW and Team Manager need to ensure there is a plan in place to make efforts to contact all young people in their team. |

| | 8.1 | 8.3 | 8.4 |
|---|---|---|---|
| | Number of care leavers | RCL & FRCL in Suitable Accommodation - % | RCL & FRCL EET - % |
| Good perf. is: | *High* | *High* | *High* |
| 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% |
| Feb-18 | 459 | 93.2% | 58.2% |
| Mar-18 | 472 | 91.1% | 58.3% |

**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 - % | 91.1% | 87.0% | 84.0% | | |
| RCL & FRCL EET - % | 58.3% | 53.6% | 50.0% | | 59.7% |

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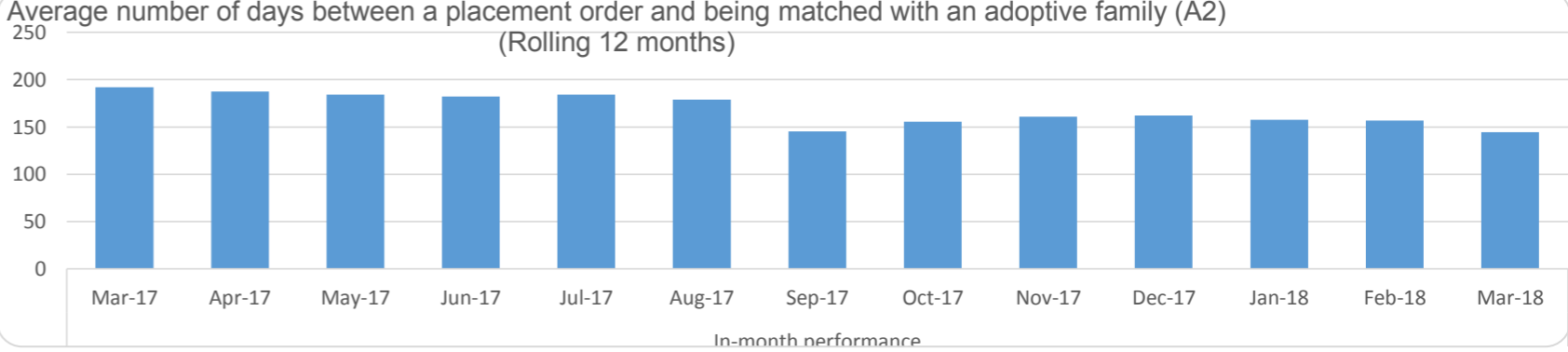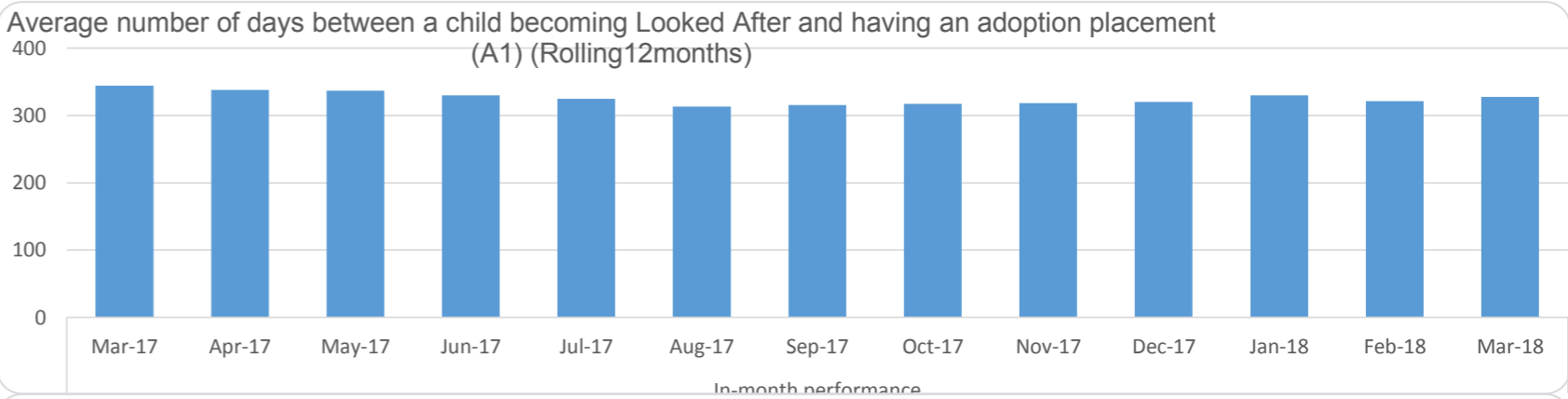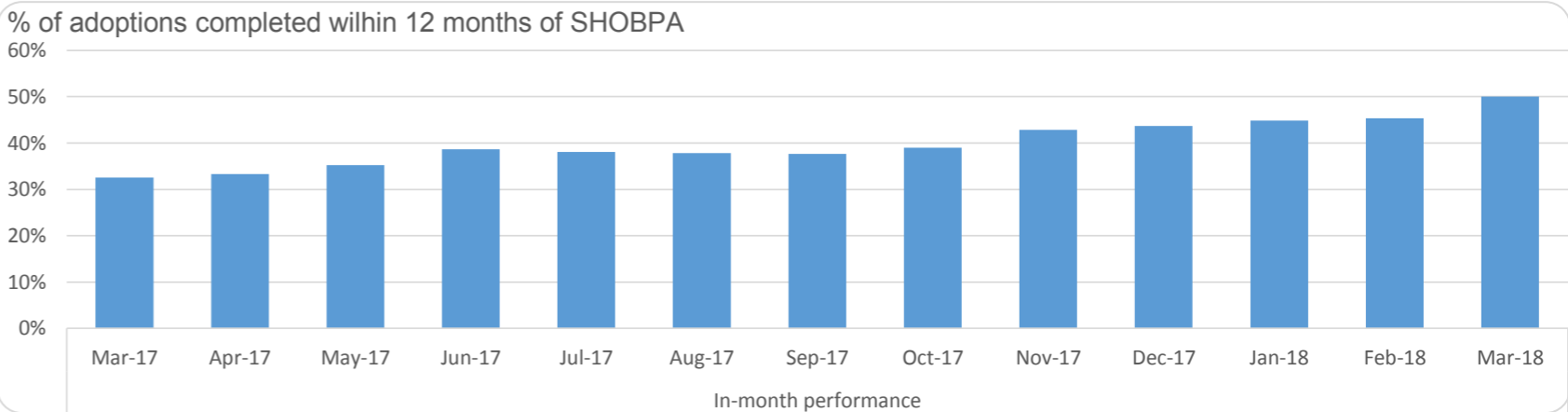
| | |
|---|---|
| **Definition** | Following a child becoming a LAC, it may be deemed suitable for a child to be adopted, a legal process of becoming a non-biological parent. The date it is agreed that it is in the best interests of the child to be placed for adoption is known as their SHOBPA. Following 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** | As the data shows, we have seen another increase in the percentage of adoptions being completed within 12 months of SHOBPA. Whilst the average number of days between placement order and being matched with an adoptive family (rolling 12 months) has increased slightly in March, this is likely to be a 'good news story' as it could indicate that family finding for a child/ren with complex needs has been successful. Our adoption teams continue to be high performing and we are proud of the outstanding work they do alongside frontline social worker to ensure children with a plan for adoption have permanence achieved at the earliest possible opportunity. |

| | 10.1a | 10.1b | 10.2 | 10.3 |
|---|---|---|---|---|
| | Number of adoptions completed wilhin 12 months of SHOBPA | % of adoptions completed wilhin 12 months of SHOBPA | Average number of days between a child becoming Looked After and having an adoption placement (A1) (Rolling12months) | Average number of days between a placement order and being matched with an adoptive family (A2) (Rolling 12 months) |
| Good perf. is: | *Info* | *High* | *Low* | *Low* |
| 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 |
| Feb-18 | 39 | 45% | 321 | 157 |
| Mar-18 | 36 | 50% | 328 | 144 |

*In-month performance*

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

% of adoptions completed wilhin 12 months of SHOBPA



Average number of days between a child becoming Looked After and having an adoption placement (A1) (Rolling12months)



Average number of days between a placement order and being matched with an adoptive family (A2) (Rolling 12 months)



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

| | |
|---|---|
| **Performance analysis** | Whilst it is a concern that the number and percentage of social workers with above maximum caseloads has risen (from 31% in February to 33% in March), we do know that the number of social workers with very high caseloads (i.e. over 30 children) has fallen to 7 across the county (as at 03/04/18) compared to 17 at the end of January 18. Team capacity has been added in Gt Yarmouth, South and Norwich (Norwich by virtue of boundary changes with South) which is already having a positive impact on caseloads. The percentage of children who have had a change of social worker (but not change of team) has fallen slightly (4.3% from 4.6%). Norwich continues to see very low percentages of children having to change social worker outside of team transfer (3%) whilst Gt Yarmouth has fallen from 1.2% to 5.3% which likely indicates the impact of more stability within their staff. Of concern is that in North & Broadland, 10% of children experienced a change of social worker without a change of team (up from 7% in February). |

|  | 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* |
| 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 | - | - |
| Feb-18 | 35 | 31 | 35 | 32 | 26 | - | - |
| Mar-18 | 40 | 27 | 40 | 30 | 26 | - | - |

*In-month performance*



In-month performance

- 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

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18/04/2018    Caseloads    30 of 30

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