

Children's Services Scrutiny Sub Committee

Date: Wednesday 3rd February 2021

Time: 10am

Venue: Virtual meeting

Pursuant to The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority Police and Crime Panel Meetings) (England and Wales) Regulations 2020, this meeting of the Children's Services Scrutiny Sub-Committee of Norfolk County Council will be held using video conferencing.

The meeting will be broadcast live via this link: <https://youtu.be/TGKGvCs9QNw>

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

Membership:

Roy Brame
Emma Corlett
Ron Hanton
Judy Oliver
Dan Roper

Substitutes members:

Haydn Thirtle
Mike Smith Claire
Liberal Democrat vacancy

Parent Governor Representatives

Mr Giles Hankinson
Vacancy

Church Representatives

Mrs Julie O'Connor
Mr Paul Dunning

A g e n d a

1 To receive apologies and details of any substitute members attending

2. Minutes

To confirm the minutes of the meeting held on 2 December 2020

(Page **4**)

3. Members to Declare any Interests

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

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

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

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an **Other Interest** in a matter to be discussed if it affects, to a greater extent than others in your division

- Your wellbeing or financial position, or
- that of your family or close friends
- Any body -
 - Exercising functions of a public nature.
 - Directed to charitable purposes; or
 - One of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union);

Of which you are in a position of general control or management.

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

4. To receive any items of business which the Chair decides should be considered as a matter of urgency

5. Performance in Children's Services: Effective Practice

Report by Executive Director of Children's Services

(Page **9**)

6. Forward programme of work and meeting dates

Prevention and early intervention

Inclusion

Date to be confirmed

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

Date Agenda Published: 26 January 2021



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Children's Services Scrutiny Sub Committee

Minutes of the Meeting Held on 2 December 2020
at 2 pm as a virtual teams meeting

Present:

Cllr Roy Brame
Cllr Colleen Walker
Cllr Hadyn Thirtle
Cllr Eric Seward

Cllr Judy Oliver

Parent Governor Representative

Mr Giles Hankinson

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

Rashid Almutairi	Strategic Commissioner Specialist Support
Mary Baldwin	Operational Lead, Intensive and Specialist Support Service
Carey Cake	Head of Independent Statutory Services
Ricky Cooper	Assistant Director, Children's Social Care Resources
Kate Dexter	Assistant Director, Children's Social Care
Tim Eyres	Assistant Director Commissioning and Partnerships, Children's Services
Paul Finon	Head of Intensive and Specialist Support Services
Karen Haywood	Democratic Support and Scrutiny Manager
Ian Jansens	Commissioning and Service Development Manager (Sufficiency)
Sarah Jones	Director of Commissioning, Partnerships and Resources, Children's Services
Emily Lown	Commissioning and Development Manager
Michelle Mackney	Service Manager for Residential and Semi-Independent Accommodation Services
Marcus Needham	Head of Quality Performance and Systems
Georgina Potter	Senior Systems & Reporting Manager
Jenny Sproule	FGC Team Manager
Phil Watson	Director of Children's Social Care
James Wilson	Director of Quality and Transformation, Children's Services

1. Apologies for Absence

1.1 Apologies were received from Cllr Emma Corlett, substituted by Cllr Coleen Walker;

Cllr Roy Hanton, substituted by Cllr Hadyn Thirtle and Cllr Dan Roper, substituted by Cllr Eric Seward. Apologies were also received from Ms Jo O'Connor (Church Representative) and Mr Paul Dunning (Church Representative).

2. Minutes

The minutes of the meeting held on 7 October 2020 were agreed.

3. Declarations of Interest

- 4.1 Cllr Roy Brame and Mr Giles Hankinson declared an "other interest" because they were Governors of schools in the Norfolk area.

4. Urgent Business

- 4.1 No urgent business was discussed.

5. Performance in Children's Services: Edge of Care Support & Alternatives to Care

- 5.1 The annexed report (5) by the Executive Director of Children's Services was received which gave the Committee an overview of the performance in Children's Services and in turn the opportunity to scrutinise, support and challenge that performance.

- 5.2 The Director for Quality and Transformation highlighted the following points;
- Keeping families together was an essential part of work, and investment had been made into the dedicated services which intervene when families are at crisis or when situations become acute. It was the whole system together with the specialist services working alongside the social care teams that was making the impact. It was also important to recognise that there were two strands for the edge of care; those coming into care and supporting those exiting care and the planning involved for returning home. It was also important to realise that although care numbers had reduced substantially in Norfolk, there has been no change to the care threshold and for some children being in care was the right thing.
 - Practice was very much at the heart of the strategy. Relationship based practice was central to the overall philosophy and forming the right relationships to reduce the risk and reduce the number of Looked After Children.
 - In January 2019, there were 190 more children in care than to date. That number had also been reducing steadily and consistently since as a result of the strategy and intervention that had been put in place.
 - Although there was a lot to be positive about there was no complacency and it was recognised that there was further work to do.

- 5.3 In response to member's questions, the following points were noted;

- 5.3.1 Keeping families together had always been an important message, however the transformation was approximately just over 2 years in. The family group working was implemented in 2018 and this was the start. The numbers of children in care

related to the impact of the transformation as the numbers reduced significantly around summer 2019 when the main transformation had taken place.

- 5.3.2 The profile of the work taking place with unaccompanied asylum seekers had been raised nationally. Senior Officers had been asked to share the work to support other Local Governments to help them improve their practice and help those less confident to meet the unaccompanied asylum seekers needs'. Norfolk County Council had spoken at National Conferences and been asked to write articles.
- 5.3.3 It was acknowledged that there had been information given to Members on the numbers of service users for various parts of the service, but limited information given around the outcomes. Members heard that there was an outcomes framework which was currently being developed as part of the Children's Partnership titled 'Flourish Vision' and it was hoped that by the middle of 2021 there would be that framework which accurately measured the outcomes for children. The primary outcome would always be for families to stay together.
- 5.3.4 The pandemic had impacted the exit rates from care, and the reference 'drift' had been picked up from improvement journey. Challenges had been made of capacity of social work practitioners to ensure that the returning home is successful and carried out in the safest way. The delay of court hearings had meant a delay of children leaving the care system, but this was known about and was being tackled. There should now be an acceleration of children leaving care. However, the drift and delay were not as bad as first thought, and all children that could return home this year had returned home.
- 5.3.5 The most important aspect of the family network meetings were the amount of planning for the child and family and to enforce that the central and most important thing was how to keep the family safe and the lived experience of the child, which in turn kept the child voice central to the whole process. A family plan was then produced how to keep the child safe and improve their lived-in experience.
- 5.3.6 Members asked if outcomes and impact around neglect could be discussed at a future scrutiny meeting. It was important to monitor that area.
- 5.3.7 In order to measure a child's happiness, there were various ways of doing so. For Looked After Children and care leavers, the bright spot survey was used. This was a national survey series of questions and the result would indicate where the child was on a national scale in terms of happiness. In addition, there was also the strengths and difficulties questionnaire which focused on wellbeing and emotional wellbeing, which could help highlight any problems at an early stage. For non Looked After Children and care leavers, the signs of safety were used.
- 5.3.8 Members suggested hearing from children and young people and their experiences. Officers would explore the options as there were already forums for this such as Corporate Parenting Board but it might be useful in the workshop arena.
- 5.3.9 The Stronger Family Service was an intensive intervention over a 6 month period for families that were at risk of entering the care system. The outcomes were

positive in terms of preventing children entering care. 96% of children or young people who have engaged for more than 6 weeks had remained out of care. Members questioned the 4% and although it provided an intervention of a family therapy method with a good track record to hopefully try and change the trajectory, there was the exception that the right thing for the child was to enter care.

The Committee asked if they could have percentages in these circumstances instead of percentages. In this instance, 4% equalled 1 child.

- 5.3.10 Members asked if further scrutiny could be carried out around the voice of child being protected and heard amongst the many competing adults in their life, information on the impact of the child intervention and the quality of life that they are thriving and their engagement and how services were working with children of parents with drug addiction and substance abuse.
- 5.3.11 Members heard that initial proposal regarding an in house service to work with parents with drug and substance addictions had been agreed. Services would hopefully become more accessible and provide intervention at the earliest opportunity. Services such as these would report to the Committee for monitoring.
- 5.3.12 With regards to the pilot mentoring scheme, the planning had started. Safeguarding measures etc needed to be in place but it was underway and was hoped to begin in early 2021.
- 5.3.13 Members commented that 24% of those in prison were in the care sector as a child. Officers explained that social care were legally obliged to work with young people until they were 21 to help with accommodation, education and training. Any early worries of offending or exploitation were caught early, and measures were put in place to address those needs. This was an area that Officers were particularly keen to look at and they were working closely with Youth Offending Team and working in a preventative way. They could work with young people up to the age of 25 but it had to be their choice, and some chose not to.
- 5.3.14 The Chair expressed a wish to review and regularly monitor the newer initiatives such as the Intensive and Specialist Support Service and it was important to highlight these initiatives which are clearly making a difference.
- 5.3.15 Children with disabilities need to be integrated into the communities as those without disabilities. Members commented that they had seen Children's Services work in these areas and had been impressed.

6. Forward programme of work and meeting dates

- 6.1 The Chair asked if any Members had any suggestions for future meetings they could email him.
- 6.2 Future meeting dates:

Wednesday 3rd February 2021
To consider Effective Practice

Wednesday 3rd March 2021
To consider Prevention and early intervention Inclusion

Chair

Children's Services Scrutiny Sub-Committee

Item No 5.

Report title:	Performance in Children's Services: Effective Practice
Date of meeting:	Wednesday 3rd February 2021
Responsible Cabinet Member	Councillor John Fisher, Cabinet Member for Children's Services.
Responsible Director:	Sara Tough, Executive Director Children's Services
<p>Executive Summary/Introduction from Cabinet Member</p> <p>Effective practice is at heart of the improvement and transformation agenda in Children's Services and the quality of how we work with children and families is the most important factor in our ability to secure good outcomes. As such the Department rightly places huge focus on the oversight of practice and, as set out in this report, we are now seeing tangible improvements as a result. The Vital Signs vision and the principles for practice are beginning to be embedded and as a result performance and quality are improving. However, we absolutely know that we have further to go, in particular in securing the consistency of quality and approach to practice across all teams. I therefore absolutely welcome the work of the Sub-Committee in scrutinising this area of performance and in helping us maintain that relentless drive for improvement.</p> <p>Actions Required for the Scrutiny Sub-Committee:</p> <ol style="list-style-type: none"> 1 Review, comment on, support and challenge the performance in Children's Services as it relates to the strategic theme of 'Effective Practice' 2 Comment on the format of the report and supporting information in order to refine the approach for future performance reports 	

1	Purpose & Background
1.1	The intention of this paper is to give the Committee an overview of the performance in Children's Services and the opportunity to scrutinise, support and challenge that performance.
1.2	<p>Given the breadth of the Children's Services remit and agenda it has been agreed that performance information should be reported to Committee under the five strategic themes of the Children's Services Transformation Programme, specifically;</p> <ul style="list-style-type: none"> • Inclusion • Prevention and Early Intervention • Effective Practice • Edge of Care Support and Alternatives to Care • Children in Care or with complex needs and the Care Market
1.3	This paper relates to the 'Effective Practice' theme and separate papers and information will be provided to Committee covering the other themes at future meetings.

1.4	This is the third report to Committee and members are also invited to reflect on the format and approach to reporting to ensure that it meets the Committees needs in future. This Committee follows the workshop held on the 8th January 2021.
2	Focus & Approach
2.1	<p>Quality and improvement is everyone's business. It is not a task that is undertaken by one team or service, but something that everyone needs to be thinking about all of the time. We all need to challenge ourselves against what good really means and looks like, as opposed to what is good enough.</p> <p>The children, young people and their families who we work with deserve this, and we need to be a sufficiently mature service and one that can have conversations about what performance information truly represents, and how it can be a useful tool to support our service delivery, motivate and engage practitioners, promote ownership and accountability up through the structure.</p> <p>It includes numerous aspects:</p> <ul style="list-style-type: none"> • A clear practice vision and framework • Clear and visible leadership at all levels of the organisation • A comprehensive audit and quality framework which monitors quality of practice and drives learning and improvement • The regular and dynamic use of performance information • Proactive and corrective action reporting • A comprehensive learning and development offer and continuous coaching, training and other development activity • Ongoing challenge, discussion and learning as an embedded aspect of how we work • Ability to make improvements following children, young people and their family's feedback
2.2	<p>In Norfolk, as across the Country, we continue to see high and rising levels of need across service areas and in particular, in relation to children at risk of harm. In response to this level of need and in line with our vision, Norfolk Children's Services has developed a comprehensive strategy which encompasses</p> <ul style="list-style-type: none"> • Frameworks for Improvement including the Signs of Safety model • Regular scrutiny forums to examine the effectiveness of casework • A focus on compliance for timeliness and quality of casework • Strengthening the capacity of our core social care teams and supporting them to manage risk • Increasing focus on outcomes for Children and Families who access our services
2.3	<p><u>Delivering Our Practice Vision</u></p> <p>This strategic approach is underpinned by our 'Vital Signs' vision for practice in Norfolk which describes what we want for children and how we want our teams to work to achieve it. Fundamentally we believe our ability to succeed for children is founded on delivering practice which is based on <u>relationships</u> and <u>strengths</u> and which incorporates the <u>whole family</u> and the <u>whole system</u> to achieve the right <u>outcome for children</u>.</p>



Whole family
We think about family, in the widest sense in all the work we do



Whole system
We work in partnership to get the right support for children, young people and families regardless of organisational boundaries



Norfolk's Vital Signs for Children
Signs of Safety, Well-being & Success

These are the **Vital Signs** we want to ensure children's happiness and health.

We believe it is vital that children:

- Are resilient and able to learn
- Build positive, long-lasting relationships
- Receive family-based care



Relationship Based
We work to build consistent and trusted relationships with children, young people and families



Strengths Oriented
We identify the strengths of children, young people and families and build on them to create positive change



Outcome Focused
We do whatever it takes to achieve the best outcome for children, young people and families



2.4

Signs of Safety as our core practice model

The Vital signs framework expresses the overarching principles for how we want our team to practice. Underneath this we have the more specific practice framework which articulates the specific ways of working that we want our teams to adopt. Norfolk is one of many local authorities which has 'Signs of Safety' as its identified practice framework, this is nationally recognised and evaluated best practice and some of the key features are;

- Focuses on past harm and future danger to the child/children - distinguishing from complicating factors
- Looks to family and support networks for strengths and safety to create a safety plan for the child/children (Family Network Approach)
- Uses an appreciative questioning approach (systemic and solution focused)
- Principles rooted in relationship based and restorative practice
- Provides greater transparency within child protection systems- partnership vs paternalism
- Voice of the child and impact on child is clear
- No jargon- accessible language
- As well as Safety, the model can be used to consider Signs of Wellbeing and Signs of Success for all the children we work with

The diagram below is used with staff teams to explain the most essential ways of working we want them to adopt within the overall Signs of Safety approach.



- Signs of Safety = Our overarching practice framework and approach (see above)
- Group Supervision = social care teams coming together to collectively discuss cases providing an opportunity to share worries, seek advice and offer constructive challenge
- Appreciative Enquiry = a specific approach to work and dialogue with children and families, as well as between professionals, that supports them to gain different perspectives and effect change
- Family Networking – our approach to ensuring the families are empowered to support themselves, be at the heart of their own solutions and to build resilience by using the capacity in extended family networks
- Life Story Approach = How we work with children, young people and families to help them understand, accept and contextualise what they have experienced and how they can now move forward
- Valuing Care – a specific tool and way of working to understand the needs, characteristics and strengths of children in care
- Restorative Approaches = a way of working which supports children and families to acknowledge and address harm that has occurred and to repair any relationships that have been damaged.

2.5

Embedding Family Networking Approach

One really crucial example of this practice vision becoming a reality is through the roll-out and embedding of 'family networking' as a core practice approach.

Through this model (which is supported by the Family Group Conferencing team) practitioners bring extended family members into their thinking from the outset and empower families to support themselves. Although professional expertise is often important, our belief is that there is huge (and often unidentified) capacity within families and that by thinking about the whole family, brokering family-based solutions and helping families to create and deliver their own plans we can achieve better outcomes. There is also clear evidence that building the capacity and resilience of families is much more effective at sustaining change than a model which focuses solely on professional support.

3

How we Understand, Evaluate and Improve the Quality of Practice

3.1

Our Performance and Quality Framework



We use Quality Assurance to measure and improve practice. It embeds a continual learning culture that supports and promotes a 360-degree understanding of the impact of practice on children and families. Quality Assurance improves the mechanisms for analysing and reporting key information, including hard and soft intelligence. It both provides qualitative and quantitative outcomes over time. Good Quality Assurance supports the workforce to see and sustain improvement.

3.2

Embedding a Performance Culture

Over and above this core operating model, we have focused on a Performance Culture that has the quality of casework at its core



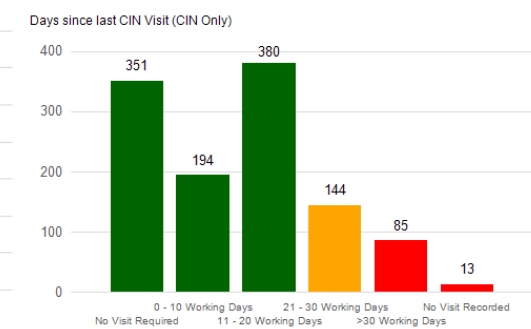
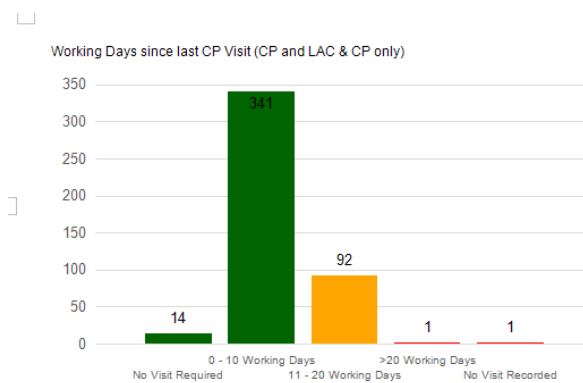
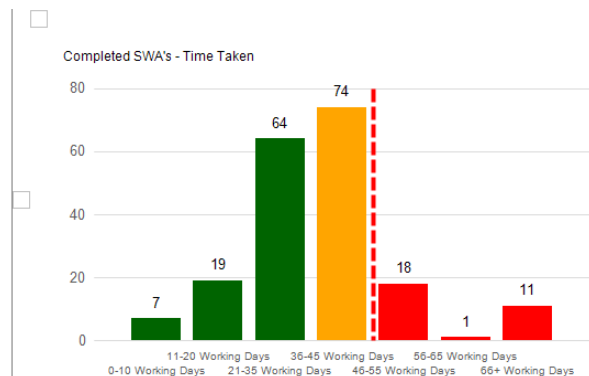
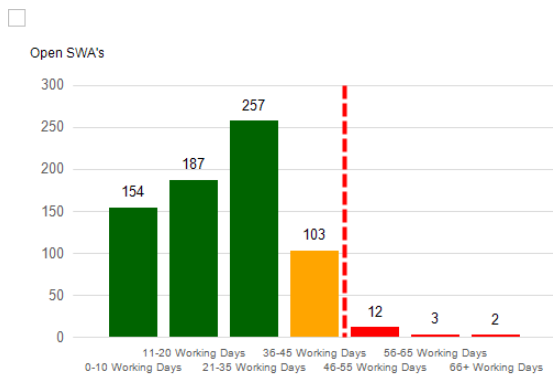
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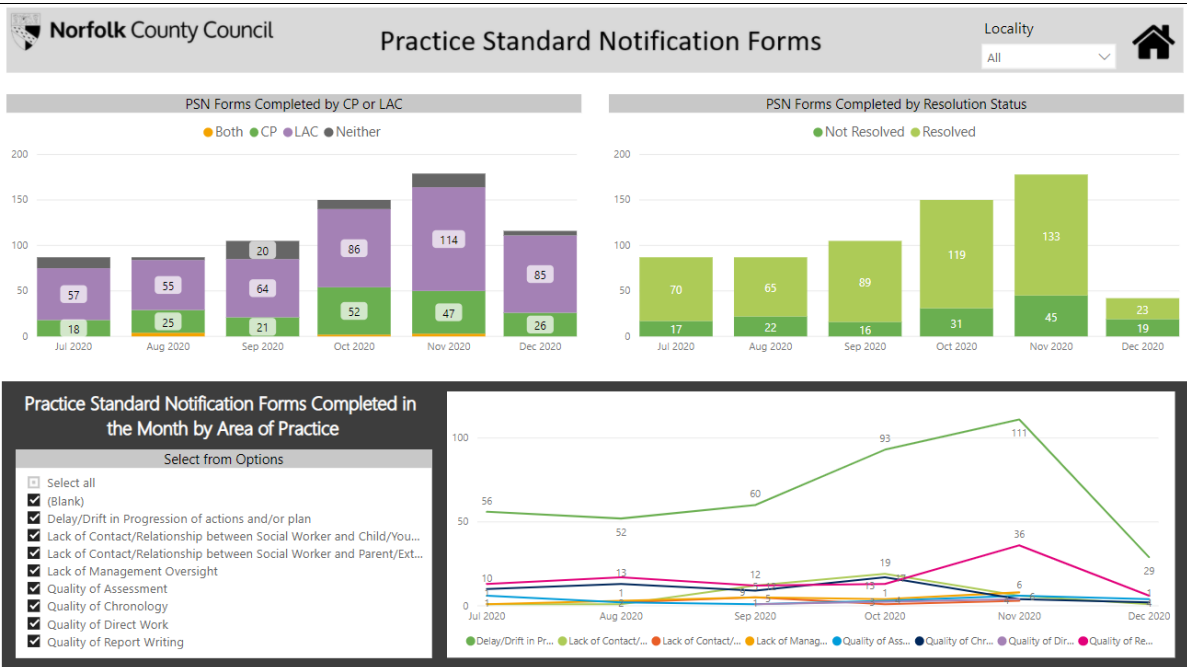
- Performance Framework – which provides an overarching model of how to scrutinise and support Effective Practice
- Weekly Getting to Good meetings
- Signs of Safety Framework
- Learning through audits
- Team plans to drive improvement

3.3

Performance Reporting

By providing regular data in an easy to understand format it enables practitioners, managers and senior leaders to see the effectiveness of Social Work. We now have in place a range of live performance 'dashboards' (examples below) which Heads of Service and Team managers can use to oversee their team's work. Some measures are monitored to promote timeliness and reduce drift & delay in casework. Other measures track the quality of the work that has taken place using information recorded in the case management system.





3.4

Getting to Good Performance Board

Every week the senior leadership team in Children’s Social Care chair the key ‘Getting to Good’ Performance Board. This brings together all of the heads of operational services with teams from Quality Assurance, Practice and Independent Statutory Services to collectively review performance across locality areas. The Board reviews a combination of key performance measures (as show below) using a tartan rug format to quickly identify where localities performance is strong and less strong and combining this with a view on audit outcomes to robustly review the impact of our improvement work.

County Totals														
Weekly (w/c)	21/09/20	28/09/20	05/10/20	12/10/20	19/10/20	26/10/20	02/11/20	09/11/20	16/11/20	23/11/20	30/11/20	07/12/20	14/12/20	Trend
Initial Visits	75%	67%	62%	67%	64%	56%	74%	67%	74%	80%	77%	70%	75%	
Child seen CIN	92%	92%	89%	88%	80%	80%	88%	89%	88%	89%	87%	87%	82%	
Child seen CP (10 Days)	79%	73%	70%	74%	74%	82%	80%	81%	85%	81%	84%	79%	88%	
Child seen CP (20 Days)	93%	93%	94%	94%	97%	98%	97%	98%	99%	99%	99%	98%	97%	
Child seen LAC	92%	94%	94%	94%	95%	96%	98%	98%	98%	96%	98%	98%	97%	
Child seen LC	85%	83%	82%	80%	82%	86%	87%	88%	88%	89%	91%	90%	89%	
Child seen (CIN, CP (20d), LAC, LC Combined)*	86%	85%	85%	88%	89%	90%	91%	92%	92%	93%	93%	94%	91%	
Care Supervisions	73%	75%	76%	79%	77%	84%	83%	79%	80%	81%	82%	80%	76%	
Care Summaries	73%	78%	82%	83%	84%	84%	82%	85%	91%	92%	92%	81%	76%	
Monthly	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	
LAC Review Health Assessments	92%	88%	89%	92%	76%	82%	86%	87%	89%	90%	92%	91%	92%	
ISS QA - Good practice notifications completed	12	9	6	5	16	21	12	13	18	12	6	6	19	
Children’s Attendance at LAC reviews	66%	66%	66%	66%	64%	51%	70%	73%	80%	74%	53%	67%	67%	

Areas of less strong performance are identified for priority action in each locality – with responses articulated as ‘obsessions’ in their locality plans

4

What do we want to achieve for children, young people and families?

4.1

Full descriptions of ‘what good looks like’ in relation to this area of practice could be found in the ‘Working Together’ national guidance for safeguarding practice.

However broadly we might say that we want is;

- To identify children and young people at risk of harm and families facing significant challenges as quickly as possible
- For a clear assessment to be made in relation to the situation, identifying the risks for children clearly but also the strengths and foundations on which positive change can be built
- For our teams to build a relationship and trust with the children and family, allowing them to work together to reduce the risk and thereby avert the need for children to come into care

	<ul style="list-style-type: none"> • For the capacity in family networks to be considered and drawn in from the outset and for families to be able to have ownership of their own plans and solutions • For our interventions and support to be transparent, purposeful, clearly defined, evidence-based and have a clear impact on the safety and wellbeing of the children involved • For our teams to have a clear ‘bottom line’ in each case to be able to accurately judge whether the level of or risk of significant harm is such that children need to be in care • For rapid and decisive action to be available in moments of crisis for children and families – with robust edge of care support in a variety of forms to available when needed • For children’s wishes and feelings to be heard in all instances and their wellbeing at the heart of all planning and care • For children in care to be able to return to the care of their parents, or family member, whenever it is safe and, in their interests, to do so, and it is the wish of both child and parent
4.2	<p>Within Children’s Social Care the primary and overarching objective will always be to prevent children from suffering significant harm as a result of abuse, neglect or other traumas. Therefore, a key test of the effectiveness of practice is whether we can intervene successfully where children are at risk, work with the children and families to reduce that risk and so step the case down without the need for children to be in care. At the system level our measures tell us we are having increasing success. As evidenced in the previous ‘edge of care’ theme the number of children coming into care is reducing and more families are therefore being supported to stay together. Alongside this we closely monitor whether the re-referral rate into Children’s Social Care is changing as that is a key indicator of whether the change we are achieving with families is sustainable. Re-referral rates have remained broadly consistent and a similar to those in other local authorities which does indicate that our interventions are working and we are not closing cases too soon or leaving children at home when it is not safe.</p>
4.3	<p>Beyond this overall core focus on harm reduction, we clearly also want to help the children we work with to flourish in a much wider sense than simply being safe. The Committee has rightly challenged us around our ability to assess these wider outcomes and we agree that we want to have a much more comprehensive overview of the impact of our work. As such we have now developed a formal ‘outcomes framework’ which we will use to test out impact in future. This has been developed through the Children and Young People’s Strategic Partnership and is based around the FLOURISH partnership vision, and the framework (in appendix 11.4) shows the agreed list of key outcomes we want to achieve spanning the following areas;</p> <ul style="list-style-type: none"> • Family & Friends • Learning • Opportunity • Understood • Resilience • Individual • Safe & Secure • Health <p>Over time the intention will be to develop performance measures linked to all of these outcome areas and so to provide the committee with increasingly richer information about the impact of our work.</p>
5	Highlights
5.1	<p>This section of the paper highlights several areas of performance which have been selected for the Committee’s attention. These highlights will be where performance is either notably</p>

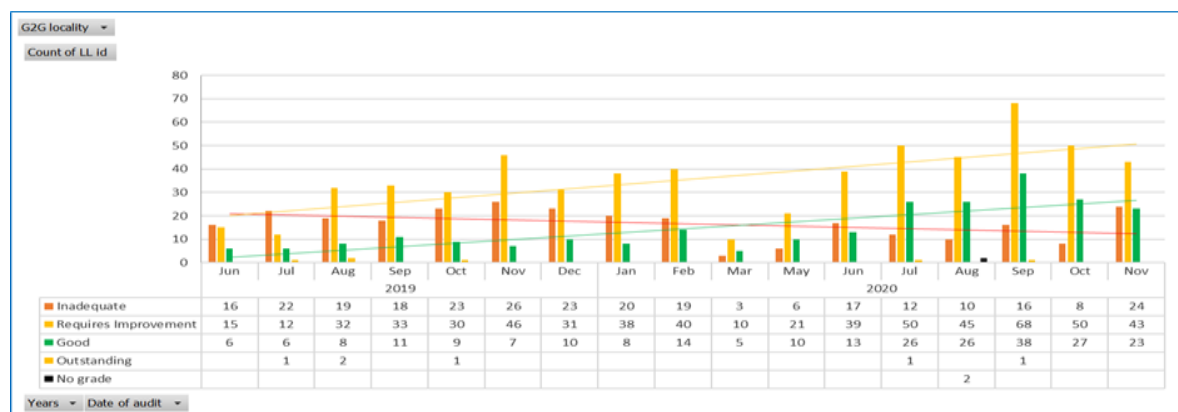
strong, is being specifically prioritised for improvement or has changed markedly (for better or worse) in the recent past. It is suggested that the Committee notes these areas as part of their overall review of the performance portfolio.

5.2

Audit activity

Our primary focus continues to be on our ongoing journey of practice improvement and a regular programme of auditing gives us oversight of the overall quality of the casework – measured against our practice standards and practice principles.

We are now seeing an impact of the investment, transformation and practice improvement initiatives, albeit that we have further to go. As shown in the chart below the proportion of cases which are rated ‘Inadequate’ is gradually diminishing and similarly the proportion of casework we deem to be ‘Good’ or ‘Outstanding’ is increasing. This is clearly a positive direction of travel and even in ‘Outstanding’ authorities not every case can hit all practice standards - but we absolutely know that we need to go further and to accelerate the pace of improvement. At the moment the most common finding of each case audit is a rating of ‘requires improvement’ and that is not good enough. Frequently these cases have numerous ‘Good’ features, but are let down by one or two aspects, and so cannot be considered ‘Good’ overall. We rightly set a high bar for practice and will be relentless in driving improvement until the majority of cases are ‘Good’ or ‘Outstanding’.



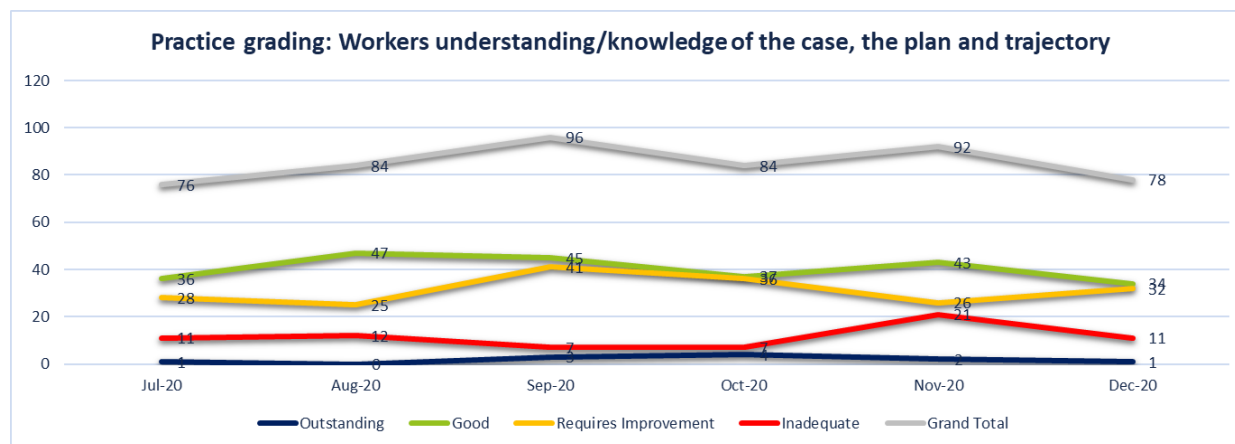
Within the headline case grading our audit framework provides a judgement on numerous specific aspects of practice in each case. Some relate to quality and timeliness of direct work, others to case-related administrative elements such as case recording. We are now able to monitor these individual aspects to pinpoint the specific things each service, team or individual needs to focus on.

Workers understanding/knowledge of the case, the plan and trajectory

Family Support - Children being visible through evidence of their voice in recording is a strength within Family Support, with the whole systems Family Network approach is evidenced as being embedded within plans. Continuing with improving the throughput and trajectories will ensure cases are receiving the right service for the right amount of the time. Regularly reviewing the trajectory, recording the progress and outcomes for children would be the difference between those case graded ‘requires improvement’ and ‘good and outstanding’.

FAST - Cases graded as ‘Good’ see consistently good use of analysis during child-seen visits and Social Work Assessments. The Family Network Approach, safety and contingency plans are improving and becoming more consistent within casework; however it is vital that this remains a consideration in assessments and continues throughout CIN/CP planning and intervention. We are seeing clearer trajectory planning and early management check points- the next step is to improve the throughput with evidence of management challenge and scrutiny.

LAC/LC - Group Supervision is embedded and being well utilised to ensure reflective discussions take place amongst teams. Relationship based practice is a strength across the LAC/LC services, supported by improving quality of management oversight and reflective supervision. LAC visits and Keeping in Touch forms would benefit from having a clearer purpose and linked to planning, managers are encouraged to quality assure all visit forms.



Practice grading: Workers understanding/knowledge of the case, the plan and trajectory

	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Grand Total
Outstanding	1	0	3	4	2	1	11
Good	36	47	45	37	43	34	242
Requires Improvement	28	25	41	36	26	32	188
Inadequate	11	12	7	7	21	11	69
Grand Total	76	84	96	84	92	78	510

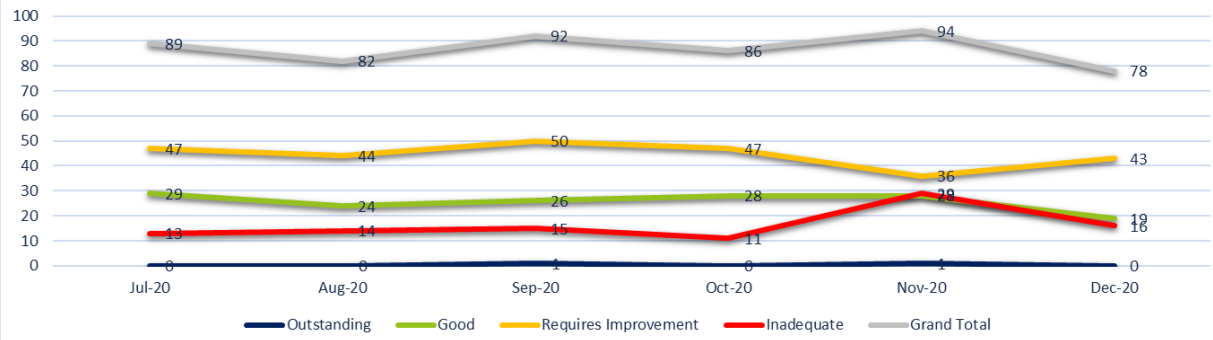
Case records reflect quality and extent of the work using agreed framework and ways of working

Family Support – Case records would benefit from improving the timeliness of intervention, completing assessments and family plans going forward, triangulated with succinct management oversight and evidence of challenge where there is drift in completing actions.

FAST/CWD - Supervisions are mostly taking place within timescales and that management direction continues to be SMARTer preventing case drift, however the area of focus needs to be on recording safety and contingency plans and for Managers to ensure that trajectories include clear timescales for safety goals to be achieved.

LAC/LC - Professional and natural support networks in planning needs to be developed, whether this be children/young people's birth family or other close people in their network that offer a similar role. Improving our approaches to Education, Employment and Education (EET) which is evidenced through aspirational and dynamic Pathway Plans is an area to develop.

Practice grading: Case records reflect quality and extent of the work using agreed framework and ways of working



**Practice grading:
Case records reflect
quality and extent of
the work using
agreed framework
and ways of working**

	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Grand Total
Outstanding	0	0	1	0	1	0	2
Good	29	24	26	28	28	19	154
Requires Improvement	47	44	50	47	36	43	267
Inadequate	13	14	15	11	29	16	98
Grand Total	89	82	92	86	94	78	521

Improving performance including the quality of management oversight and grip and evidencing good quality intervention, are key obsessions for all services. Standalone records that inform and evidence interventions such as; Case Summaries, Chronologies, Genograms and direct work including Family Network Approaches, are areas for improvement across all services.

All areas of good practice and those that require improvement have a clear focus and are being measured and progressed through locality performance and quality assurance clinics and Getting to Good meetings.

5.3

Performance Measures – Operational Performance County Report

Within the data pack we have provided the Committee with a copy of the core county-wide dataset of measures we use to monitor performance at County level on a monthly basis. Below we have picked out some highlights where performance is improved and some where we know we need to do better.

Family Support Cases Needs Met

This measure tracks the proportion of cases in our Family Support teams which are closed because we judge the needs of the family to have been met. This is the outcome we want and represents a positive reason for closure – as opposed for example to cases which are closed as the family disengage.

Performance is consistently in the 70% to 80% performance band, and we judge this to be a strong indicator of the effectiveness of teams. The level of needs and complexity in these families is high, and so it is encouraging that in around three quarters of the cases our work is sufficiently successful to make a positive step down. However, we would like to still see further improvement.

Indicator	Good perf. is	Data note	Last four months			
			Sep-20	Oct-20	Nov-20	Dec-20
% closed with needs met (including EDPP's and Step Downs from FS to Universal FSP)	High	Percentage	70.1%	72.8%	70.2%	82.0%

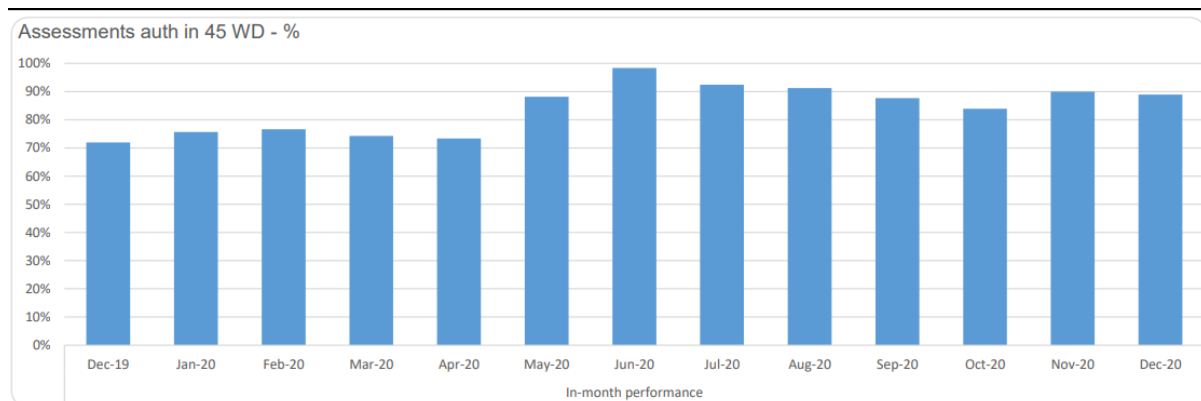
Social Work Assessments in 45 Day

It is important that we conduct an initial assessment of the needs, risks and strengths in each social work case in a timely fashion. This assessment forms the basis of the direct intervention with the children and family, and so we do not want undue or significant delay, and 45 days is a standard national measure. For a significant period of time in the past performance was below comparator authorities by some margin, but sustained focus has resulted in much improved figures, and we are now line with or above other strong local authorities in our region.

The percentage of Social Work Assessments completed in 45 working days was 88.9% in December. That is nearly 17% higher than the same month last year and sits above Norfolk's Statistical Neighbours and comparators regionally and nationally.

Indicator	Good perf. is	Data note	Last four months				Current year
			Sep-20	Oct-20	Nov-20	Dec-20	YTD
Assessments auth in 45 WD - %	High	Percentage	87.7%	83.9%	90.0%	88.9%	87.7%

Latest benchmarking				
Stat neigh avg	Best stat neigh	Nat. avg	Nat. top quartile	Eastern region
82.6%	97.0%	83.1%		81.2%

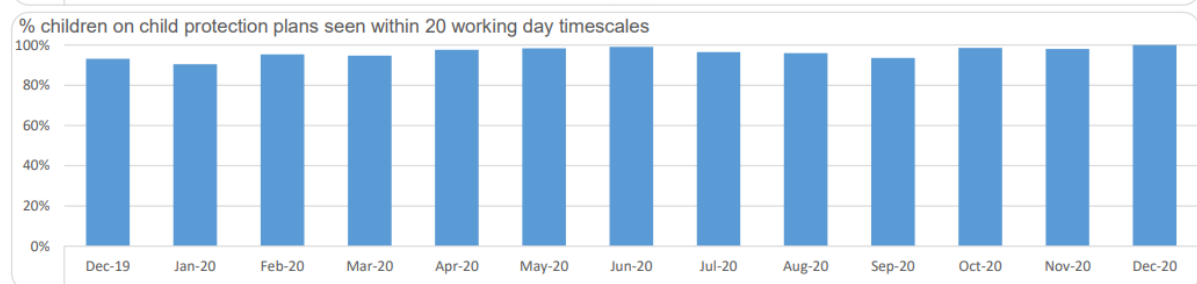
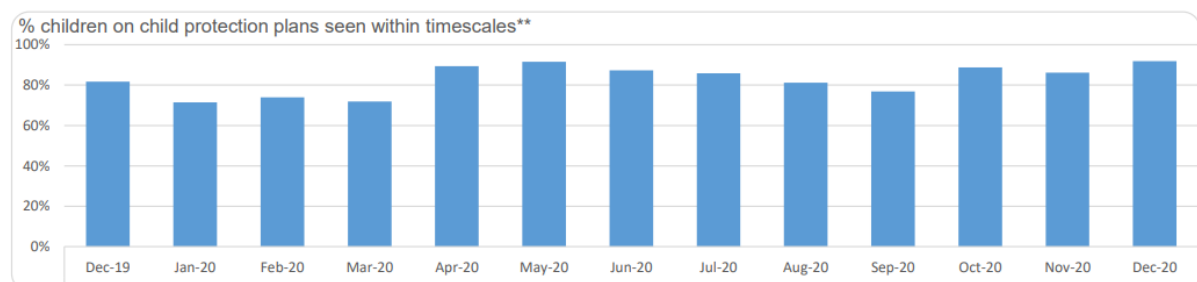


Child Protection (CP) Visits

It is vital that we have very regular contact and oversight of the safety of the children who are considered most at risk of suffering harm. Children with a Children Protection (CP) Plan seen in timescale is showing consistently strong performance in this critical area. The percentage of children on CP Plans who have been seen within 10 working days increased during December up 5.6% to 91.8%. This remains higher than the Eastern Region and significantly higher than the same month last year. All localities saw increases this month ranging from +0.3% in West to +11.3% in Breckland. Great Yarmouth remain the highest performers with

98.4% of children being seen within 10 days. The percentage of children seen within 20 working days increased by 2% in December with all localities achieving 100%.

Indicator	Good perf. is	Data note	Last four months				Current year
			Sep-20	Oct-20	Nov-20	Dec-20	YTD
% children on child protection plans seen within timescales**	High	Percentage	76.8%	88.7%	86.2%	91.8%	86.5%
% children on child protection plans seen within 20 working day timescales	High	Percentage	93.6%	98.5%	98.0%	100.0%	97.5%

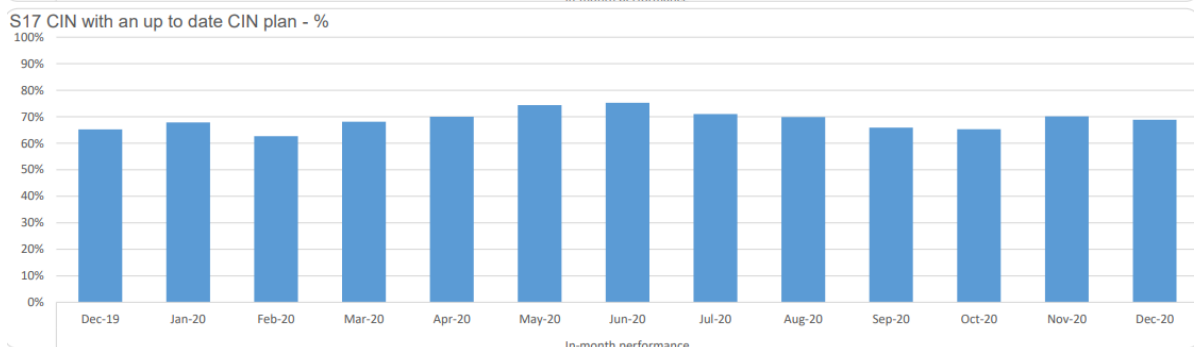
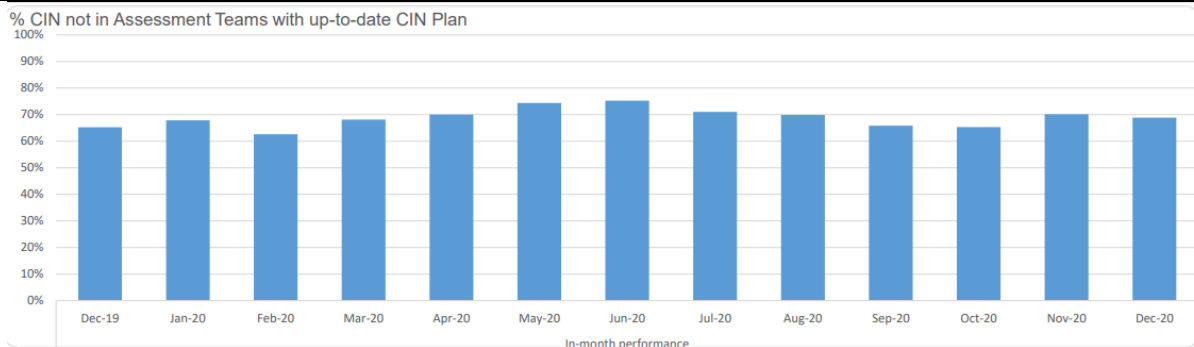


Children with an up to date Child in Need Plan

Children who are open to Children’s Social Care but not at CP Plan level are defined as ‘children in need’ (CIN) and our practice standards determine that their plans for support, a CIN Plan, should be updated regularly to ensure it reflects status of the casework and progress made. This is an area we have identified for improvement as performance is not as good as it needs to be. Often, we find that although the casework is taking place and having impact, the formal updating of the CIN Plan has not taken place nor been shared with the family.

The percentage of CIN with an up to date Plan decreased slightly in December from 70.1% to 68.9%. Three localities saw an improvement in December: North (+7.7%), Norwich (+2.0%) and South (0.2%) whilst Breckland (-9.3%), West (-8.7%) and Great Yarmouth (-2.6) all saw a decrease. Despite their reduction Great Yarmouth remain the highest performing locality with 88.6% of CIN with an up to date plan. Breckland are the lowest at 68.6%.

Indicator	Good perf. is	Data note	Last four months			
			Sep-20	Oct-20	Nov-20	Dec-20
S17 CIN with an up to date CIN plan - %	High	Percentage	65.9%	65.3%	70.1%	68.9%



5.4

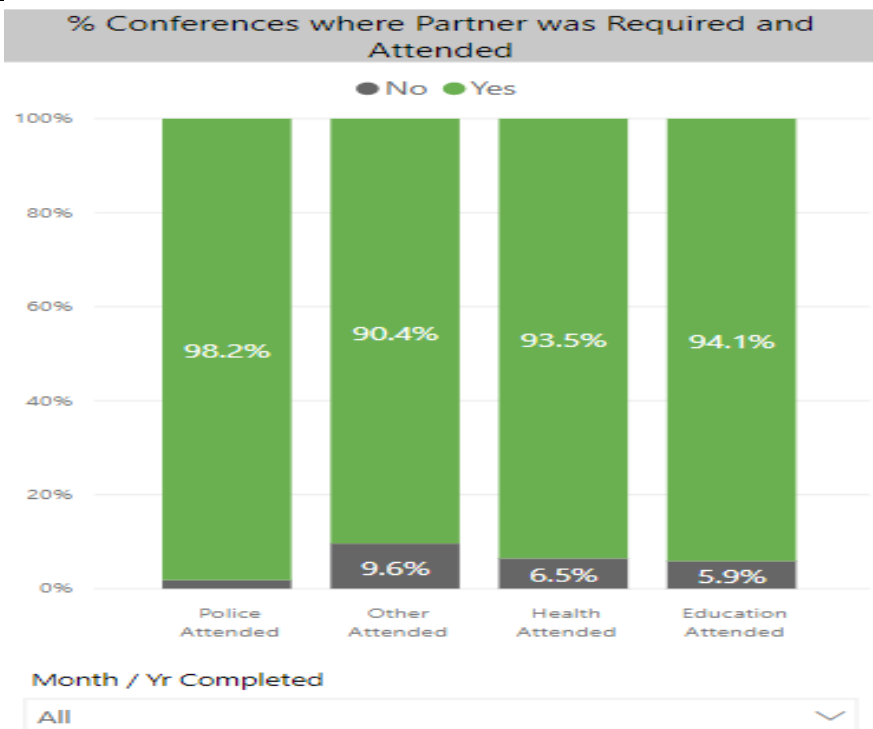
Performance and Quality - Independent Statutory Services Dashboard

Independent Statutory Services provide an independent view of the quality of our work in key areas relating to child protection and children in care. We have developed a specific performance framework to focus on these essential elements and this is included in full in the data pack. Below are some specific highlights and areas needing to improve.

The role of an Independent Reviewing Officer (IRO) for children in care is to quality assure the care planning and review process for each child and to ensure that his/her current wishes and feelings are given full consideration. To be successful, the role must be valued by senior managers and operate within a supportive service culture and environment. An effective IRO service should enable the local authority to achieve improved outcomes for children.

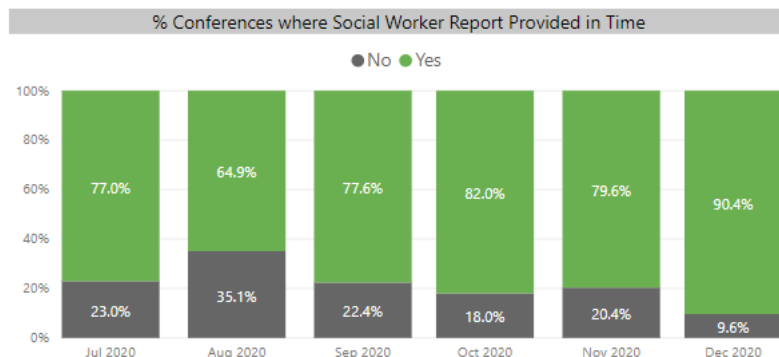
Partner attendance at Child Protection Conferences

For child protection conferences to be effective it is essential that all of the key agencies who might have information about the situation and the children, or be involved in the subsequent plan, are around the table to contribute. As such, we monitor the level of partner attendance at conferences, and this is now an area where performance is strong. The level of partner engagement and attendance has improved significantly in recent years.



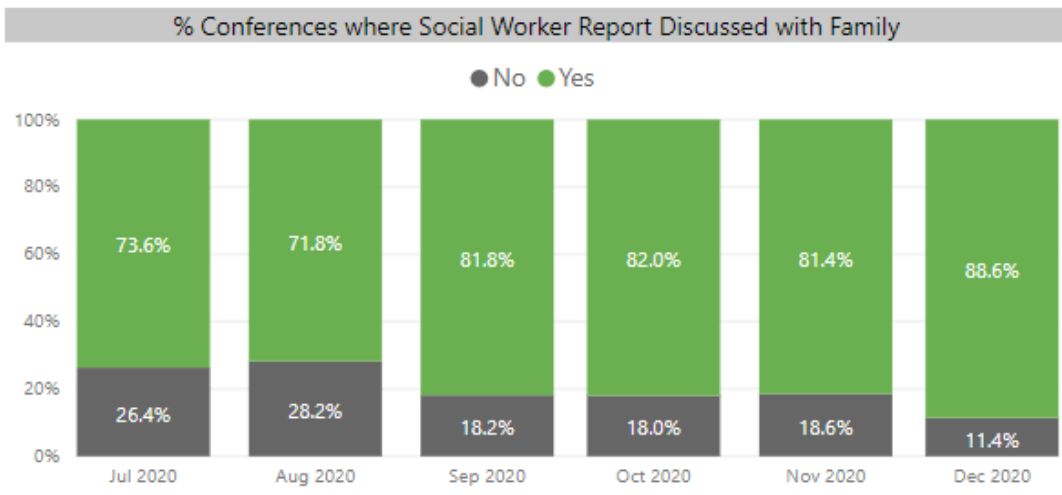
The timeliness of reports to a Child Protection Conference

For Child Protection Conferences to be really effective they need to receive comprehensive information in advance, allowing attendees to make informed decisions and have a high quality discussion. The timeliness of reports to CP Conference has been an area of focus and is improving with most recent performance in December being good at over 90%. Of course, we want this to be even closer to 100% so will continue to monitor and challenge accordingly.

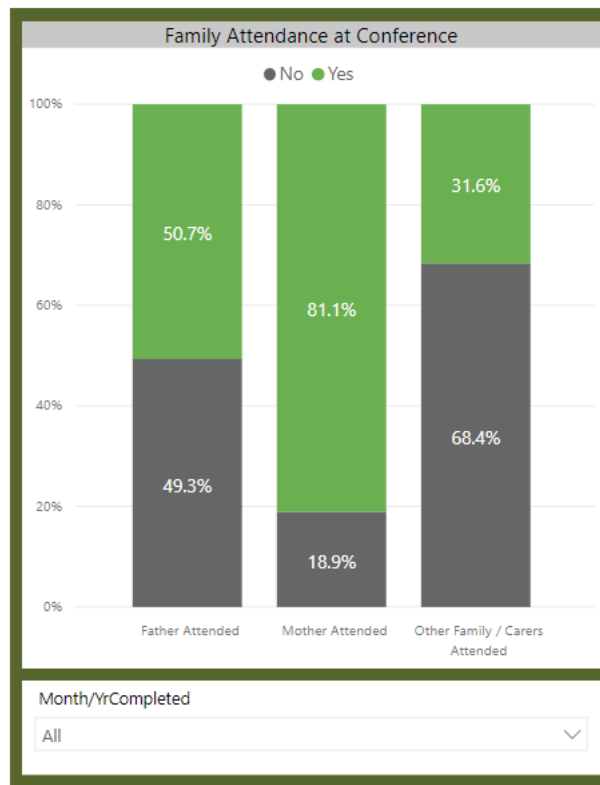


Child Protection Plans discussed with the family

One of our core expectations is that we are very clear with families about how we are working with them, what we perceive risks to be, what we think needs to happen and their role within that. We want families to have ownership of that process, and as such we have a focus on ensuring plans are thoroughly discussed with them, and that this has happened ahead of Child Protection Conferences. As shown by the chart below, our performance in this area is improving as a result of the attention we are giving it, and as our practice vision embeds. However, our aspiration is that performance in this area should be higher still and will maintain the focus now in place.



We want all members of a family to be engaged in resolving child protection issues and therefore monitor the level of attendance of parents and wider family members. As shown in the chart below, mothers are more frequently in attendance and fathers are only participating about half the time. This is pattern is seen in almost all local authorities, and securing engagement of fathers is sometimes challenging despite sustained effort. However, this is an identified area for attention as the absence of fathers is an issue impacting on the success of many child protection cases.

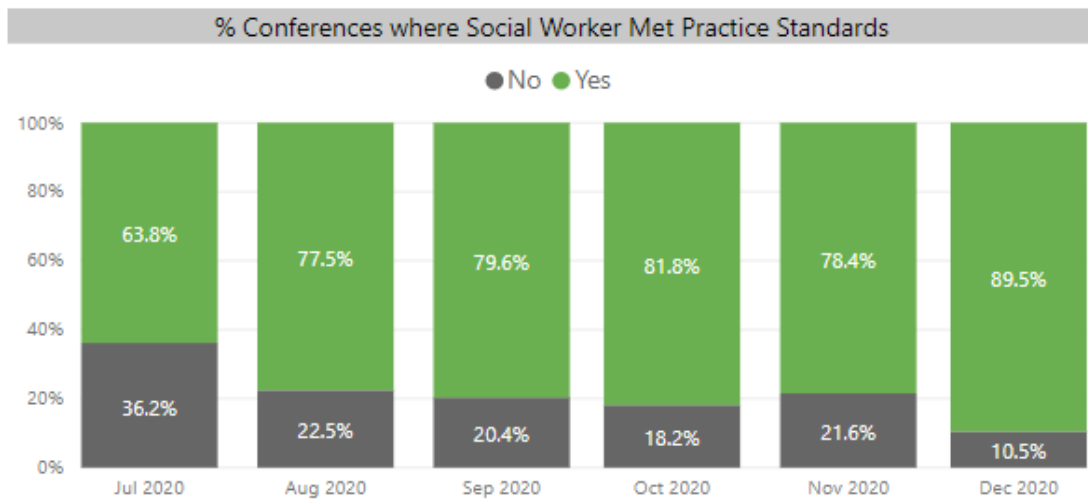


Summary: CP Conference QA Forms

Indicator:	Reporting Period					
	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20
% Conferences Mother Attended	87%	85%	65%	81%	72%	73%
% Conferences Father Attended	55%	63%	50%	48%	50%	42%
% Other Family / Carers Attended	47%	43%	45%	39%	28%	31%

Social Worker Met Practice Standards

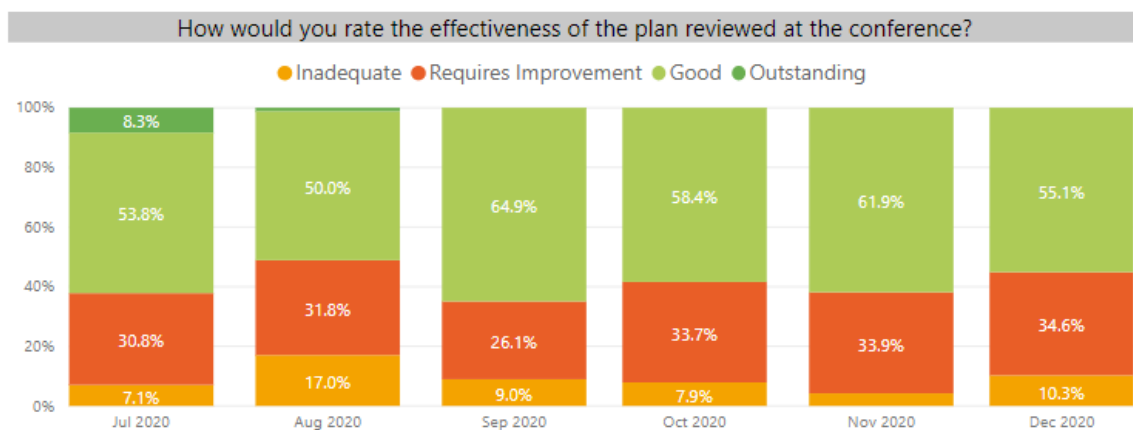
This measures where a Social Worker met the identified practice standards in a Child Protection conference. Again, this has been an area we have identified as needing to improve, and through the joint work between operational teams, Quality Assurance and Independent Statutory services, we have seen considerable improvement.



Effectiveness of Child Protection Plans

Clearly a Child Protection Plan and the process to create one with a family, is amongst the most crucial area of practice in Children's Social Care. The chart below shows that more than half of plans are considered 'Good' and 'Outstanding', and comparatively few are considered 'Inadequate'. However, we want to do even better and to reach the point where the vast majority of plans are 'Good' or above.

Child Protection Chairs quality assure plans at the end of Child Protection Conferences and share feedback for improvements with Social Workers. Child Protection Chairs now also complete "mid-way monitoring" any areas of concern re planning and quality are identified early and shared with Team Managers and Heads of Social Work.



Benchmarking our performance against our regional neighbours

The data pack accompanying this report includes a set of common performance indicators which are measured by all the local authorities in our region and shared to allow us to compare and contrast performance. We have identified areas from this set (known as the 'tartan rug') where performance is notably above or below regional comparators. It is worth noting that the Eastern Region is considered the strongest of all English regions, so we are benchmarking against many 'Good' and several 'Outstanding' Children's Services.

Year	2020/21
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Quarter	Q2
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Referrals to Childrens Social Care

Referrals and Re-referrals that come back within a year are performing well compared to our region. We are somewhere in the middle of the pack overall, and better for example than Essex County Council, who are a nationally leading Children's Service.

Indicators	Bedford (B)	Cambridgeshire County	Central Bedfordshire	Essex County	Hertfordshire County	Luton (B)	Norfolk County	Peterborough (B)	Southend-on-Sea (B)	Suffolk County	Thurrock (B)	Eastern Region	National 2019	Polarity	Top of Range	Bottom of Range
1.3 Referrals to children's social care (per 10,000)	251.7	329.8	228.1	236.2	171.5	689.9	338.9	497.8	540.0	356.1	508.0	306.9	544	Smaller is Better	171.5	689.9
2.1 % of referrals which are repeat referrals	20.7%	26.0%	21.5%	21.3%	13.5%	33.1%	20.5%	24.0%	27.4%	22.0%	20.3%	22.5%	21.4%	Smaller is Better	13.5%	33.1%

Initial Child Protection Conferences (ICPCs) within 15 days of a Section 47 (S47) investigation

ICPC's held within 15 days of a Section 47 investigation are consistently timely, and we are the highest performer in the region.

Indicators	Bedford (B)	Cambridgeshire County	Central Bedfordshire	Essex County	Hertfordshire County	Luton (B)	Norfolk County	Peterborough (B)	Southend-on-Sea (B)	Suffolk County	Thurrock (B)	Eastern Region	National 2019	Polarity	Top of Range	Bottom of Range
2.6 ICPCs completed within 15 days of S47	80.0%	87.0%	81.7%	87.5%	88.7%	79.5%	94.8%	91.2%	90.5%	87.2%	92.2%	88.1%	78.7%	Bigger is Better	94.8%	79.5%

Assessments that end as No Further Action

The % assessments that close with No Further Action (NFA) is higher than most regional local authorities. However, although an outlier as a regional measure, it is complex and requires further understanding. It can demonstrate that the assessment period is used as an effective period of intervention, and this means no further social work involvement is required, and so is a positive outcome. Additionally, some Children's Services e.g. Essex and Hertfordshire are defining this indicator slightly differently, which is why they have such markedly different performance. However, we will continue to reflect on our performance in this area, which is improved, but could be even better.

Indicators	Bedford (B)	Cambridgeshire County	Central Bedfordshire	Essex County	Hertfordshire County	Luton (B)	Norfolk County	Peterborough (B)	Southend-on-Sea (B)	Suffolk County	Thurrock (B)	Eastern Region	National 2019	Polarity	Top of Range	Bottom of Range
2.4 % assessments which are NFA	29.7%	37.1%	37.0%	5.3%	0.3%	N/A	51.4%	34.7%	45.0%	45.1%	52.0%	30.6%	N/A	Smaller is Better	0.3%	52.0%

Looked After Children (LAC) Starts

The number of children coming into care in Norfolk has reduced considerably over the last year and is now one of the lowest in the region. As reported previously to Committee, this is the result of our improvement, transformation and investment in strengthening practice and supporting families at the edge of care.

Indicators	Bedford (B)	Cambridgeshire County	Central Bedfordshire	Essex County	Hertfordshire County	Luton (B)	Norfolk County	Peterborough (B)	Southend-on-Sea (B)	Suffolk County	Thurrock (B)	Eastern Region	National 2019	Polarity	Top of Range	Bottom of Range
1.8a Children who are Looked After starting in the period Rate per 10,000 (annualised in formula)	35.9	10.8	13.5	18.8	13.3	18.8	14.9	28.6	20.6	20.1	32.7	17.7		Smaller is Better	10.8	35.9

LAC Attendance at Review

This indicator identifies us as the worst performer in the region at 70.6% in Quarter 2, and so is an identified improvement area. The number of children attending their LAC Review meeting increased during December 2020 to 68.3%, which is slightly higher than the same month last year. This continues to be monitored, and all Social Workers are required to assist and support children attending their reviews.

The proportion of looked after children participating (not necessarily attending) in their reviews fell slightly, down 0.7% from last month to 97.2% in December 2020, which is lower than the same point last year. North, Norwich and West all achieved 100% of participation at reviews, and all localities achieved over 95%. These figures are notable considering the challenges during the COVID19 lockdown period. In the latest data (Q3) we have seen improvement to 84.34%.

Indicators	Bedford (B)	Cambridgeshire County	Central Bedfordshire	Essex County	Hertfordshire County	Luton (B)	Norfolk County	Peterborough (B)	Southend-on-Sea (B)	Suffolk County	Thurrock (B)	Eastern Region	National 2019	Polarity	Top of Range	Bottom of Range
4.4 LAC Attendance	81.6%	79.9%	88.4%	82.9%	77.9%	93.2%	70.6%	N/A	79.7%	77.1%	NA	79.3%	N/A	Bigger is Better	93.2%	70.6%

Adoption from Court agreeing adoption to matching child with adoptive carers

Norfolk has a very well regarded Adoption Service, and the Adoption timescale from court to match to adopter is better than the average of the region. This is such an important indicator of our ability to achieve permanence promptly for children coming into care and moving on to be adopted.

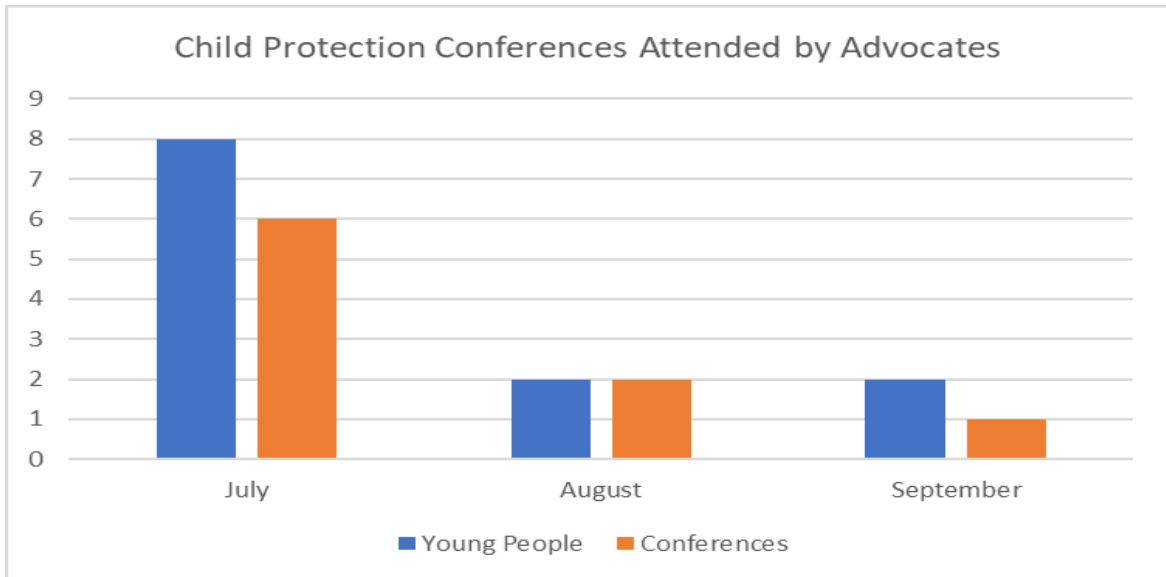
Indicators	Bedford (B)	Cambridgeshire County	Central Bedfordshire	Essex County	Hertfordshire County	Luton (B)	Norfolk County	Peterborough (B)	Southend-on-Sea (B)	Suffolk County	Thurrock (B)	Eastern Region	National 2019	Polarity	Top of Range	Bottom of Range
5.2 Avg. days between court agreeing adoption and LA approving a match	207.0	214.7	64.5	224.5	249.4	236.5	132.5	206.3	38.0	195.5	252.5	197.0	178	Smaller is Better	38.0	252.5

The Advocacy Service

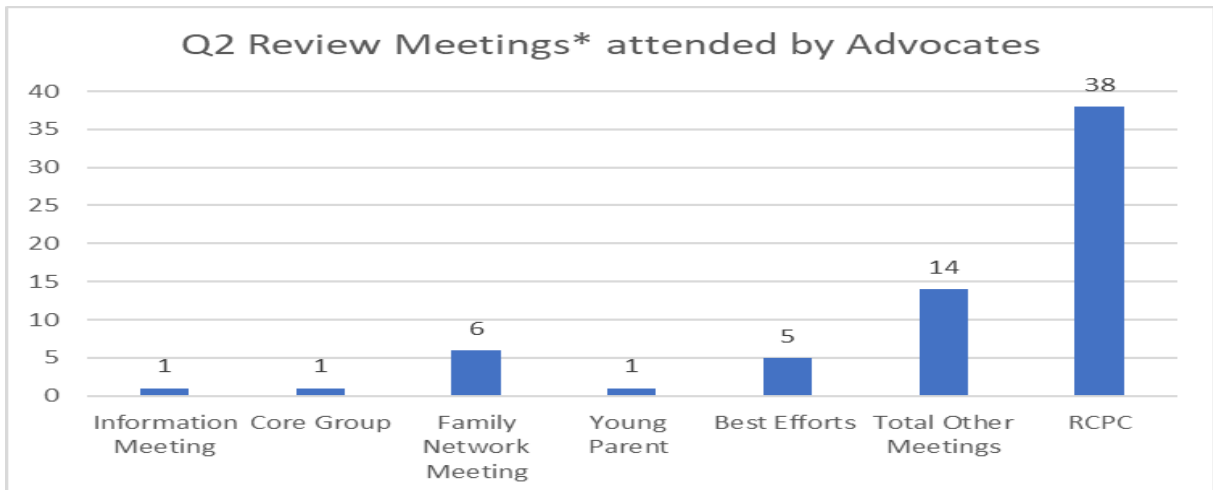
The advocacy service is an enabler for children in conferences and reviews to ensure their voice is heard in an environment when they can often feel intimidated and be outnumbered. Detail about these arrangements were requested by Members at the workshop session ahead of this Committee meeting.

All data is from Quarter 2 – July to Sept 2020

Number of CP conferences attended (from this quarter’s referrals – Initial Child Protection Conferences (ICPCs) & new Review Child Protection Conference (RCPC) referrals) **Total – 12 Young People (YP) in 9 conferences**



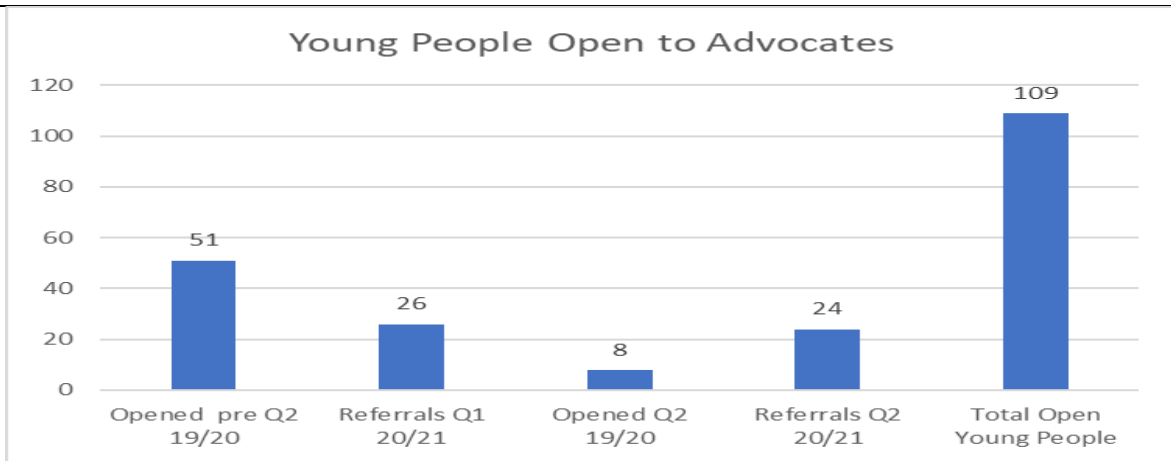
38 Young People in 27 Review Child Protection Conferences



**particular difficulties with access to Young People this Quarter appears to be primarily Covid/lockdown related with making contact with Young People not in school and with parental consent*

Looked After Children (LAC)

Current service users:



Number of eligible Looked After Children who are allocated an advocate within 5 working days. **100% of Q2 referrals were allocated within 5 working days**

Number of qualified advocates in team: **7**

5.7

Youth Offending Team

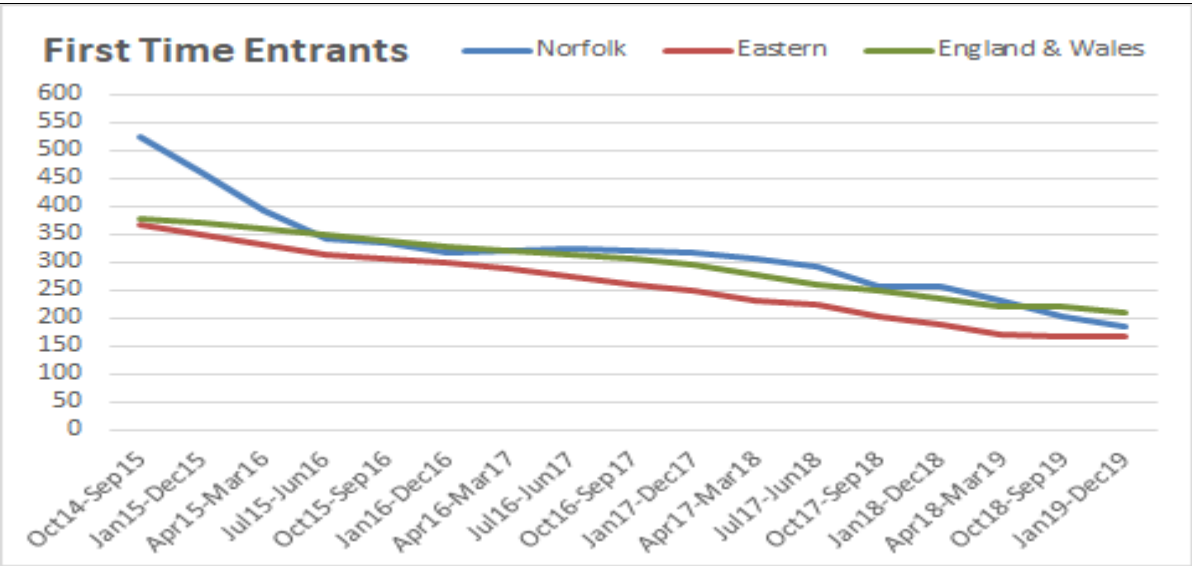
Norfolk YOT is a multi-agency partnership created by the Crime and Disorder Act 1998 which is hosted by the local authority. HM Inspectorate of Probation is the independent inspector of youth offending services and the Youth Justice Board sets youth justice standards and monitors YOTs' performance against the following indicators:

Reduction in first time entrants to the youth justice system (FTEs)

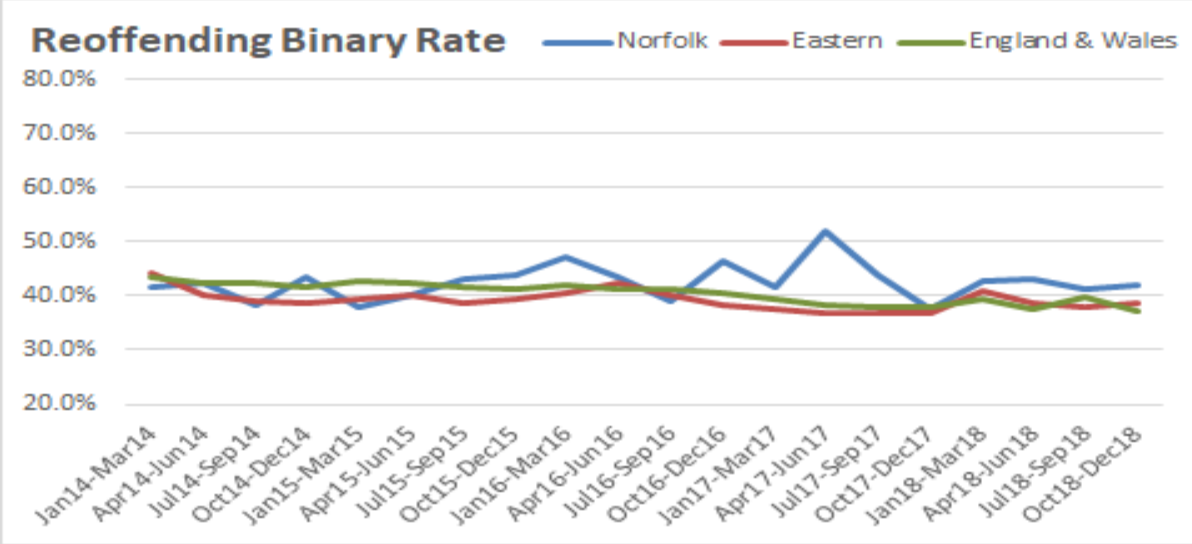
Reduction in re-offending by children

Reduction in use of custody for children

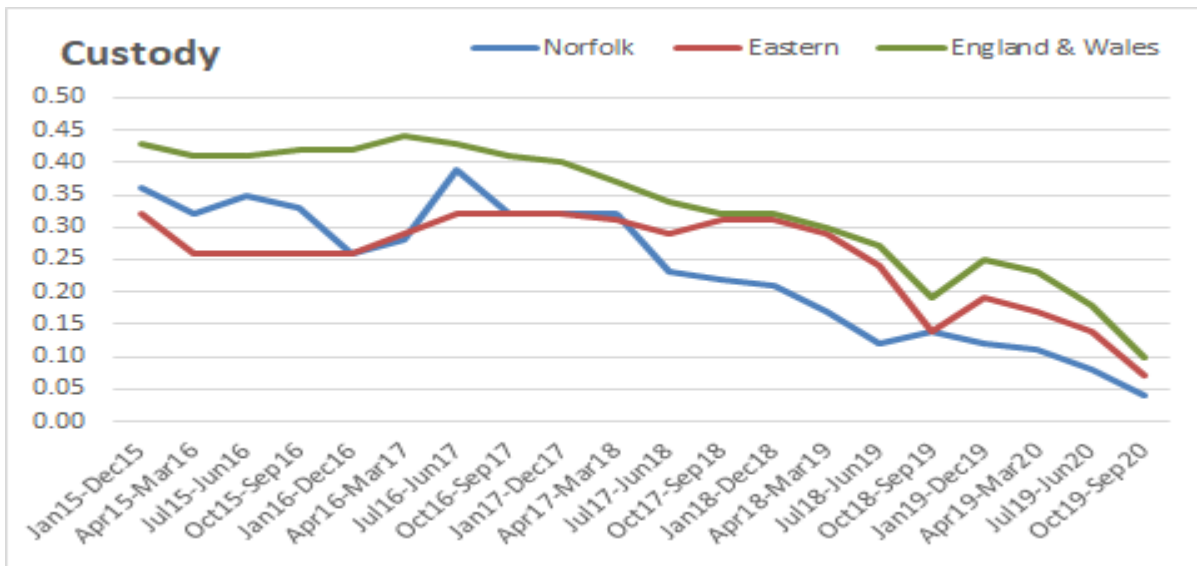
Graph 1: First time entrants: Through our point of arrest diversion scheme 'Challenge 4 Change', Norfolk has reduced the number of first-time entrants significantly over the past five years. The rate is lower than that of the England and Wales average but slightly above the Eastern region. In 2019, 139 young people entered the youth justice system for the first time. The introduction of Challenge for Change in June 2015 has resulted in an approximate 50% reduction in the number of children receiving a formal statutory disposal or court order. Challenge 4 Change represents more than 50% of our current workload. In recent years we have seen increasingly complex needs in the Challenge 4 Change cohort resulting in more intensive and longer-term YOT involvement.



Graph 2: Reoffending: This is the latest MOJ data for this measure. The data lags to allow for reoffending to be measured over time. Our proxy reoffending measure for the period July –Sept 2019 indicates an overall reoffending rate of 36.2% but this measure does not include those in the cohort who reached eighteen and reoffended as an adult. Reoffending remains the poorest performing measure in comparison to the Eastern region and England and Wales. The offences most committed include violence against the person, criminal damage and drug related offending. The latter offence type has increased in recent years and reflects the emergence of the County Lines business model and the resulting exploitation of children. Norfolk YOT is the lead for the YJB/MOJ funded County Lines Pathfinder Project. Working with three other authorities (Suffolk, Essex, CAMBS) the project aims are to develop emerging good practice approaches in this area of high harm to children. The £1.3 Million project runs between Oct 2019 and March 2022.



Graph 3: Use of Custody: Norfolk has one of the lowest rates of children remanded or sentenced to custody. Robust bail and community supervision packages enable the court to have confidence in our management of risk to the public and children. Norfolk receives an annual budget from the MOJ to support the cost of remand to custody. Our ability to reduce the draw on this budget financially benefits the authority. For example, in 20/21 period less than 50% of the budget has been utilised so far.



COVID-19: This has undoubtedly had an impact on the youth justice system due to court closures and backed up youth cases and our ability to deliver effective interventions in the most challenging of circumstances. It is unclear what the impact will be on children in the longer term and how and if this might translate into an increase in children in contact with the youth justice system.

6 Next steps: Further strengthening our Quality Assurance Framework

6.1 Although it is clear that our strategy is working, we still have further to go. There are several key areas where we would want to improve or further strengthen services:

- An Outcomes framework moving from draft to established
- An Outcomes framework that has an evidence base
- Feedback from children and families
- Embedding learning from audits

6.2 **Outcomes Framework**
 As highlighted in Section 3, we have now developed an outcomes framework across our partnership. The next step is to identify the existing performance measures which align to these outcomes and then to create new measures around the outcomes which we are not currently sighted on. In this way we hope over time to shift a greater proportion of our reporting towards focusing on outcomes rather than predominately measures of process or service provision. This will take time and will be built up in stages. As such, the Committee may want to consider requesting periodic updates as this outcomes framework is developed.

6.3 **Feedback from children & families**
 We collect feedback from Children and Families in a range of ways and some of this information has been provided in the information pack to the Committee.

Collecting direct feedback from Children & Families

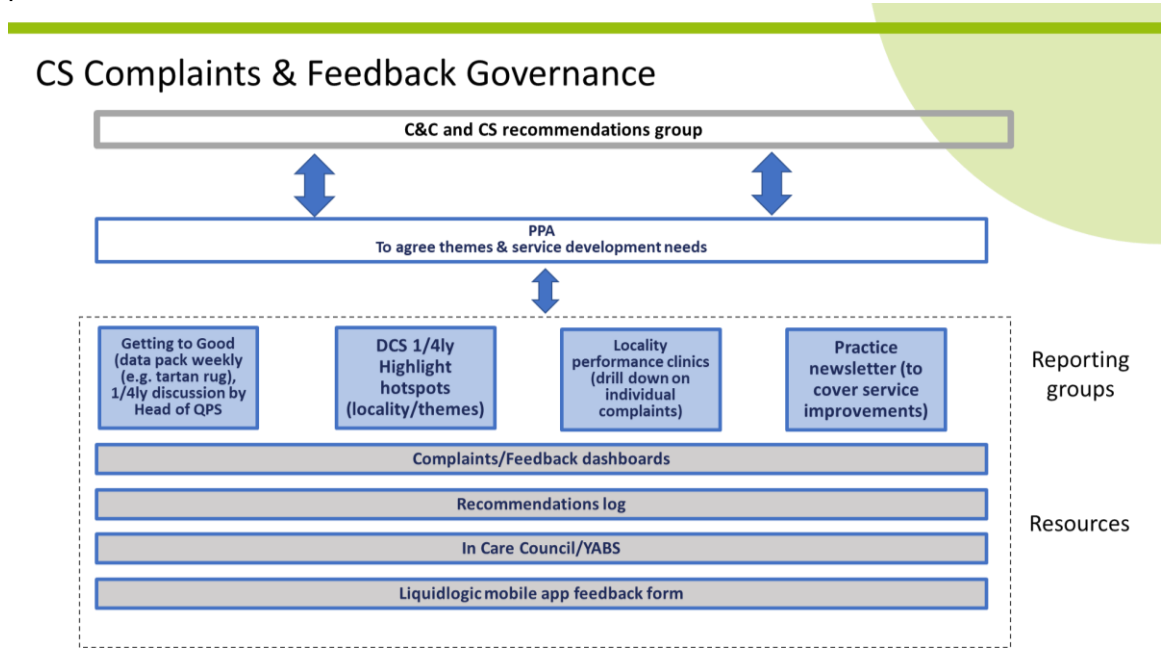
Between February 1st, 2020 And March 31st, 2020, Norfolk Children’s Services commissioned Coram Voice’s Bright Spots Survey. The Survey feedback is collated into Bright Spots where Norfolk is doing better than other Local Authorities and at times even the generic population, and areas where Norfolk is not doing as well as other Local Authorities. We had previously commissioned the same survey in February-March 2019. Bright Spots operates 3 age related Surveys for Looked After Children, using a trusted adult model of engagement to support C&YP’s access. In Norfolk we utilised the Designated Teacher system via the Virtual School service, Independent Reviewing Officers, via Independent Statutory Services and Personal Advisors in regard to Care Leavers.

Quote provided by Coram Voice

“Overall, children in care in Norfolk seemed well supported with relationships that were positive, including Bright Spots in several important areas like carer trust, feeling safe in placement and supported at school. Well-being was high for the youngest children (4-11yrs) in both surveys. Comments around leaving care workers were often positive and showed this relationship was of particular importance to young people with good continuity of worker”

Learning from complaints, compliments and Feedback

We have implemented a new governance structure to ensure we are learning from feedback from Children & Families and so it influences our future practice. This learning will be highlighted for example by complaints we receive that are collated and disseminated. This is another form of intelligence that can be part of our Performance Framework. There is an opportunity at different layers of the organisation to understand better what is effective practice.



As part of the work of the Compliments, Complaints and Feedback workstream we have improved guidance to encourage a more restorative approach to complaints that addresses the issues at the earliest opportunity with Children & Families and before they become a formal complaint.

Systems solutions

By using the developing systems, we can better capture feedback from Children and Families directly onto case records. Initially we are using a mobile app that can capture feedback when any of our services visit Children and Families. This will be written up offline and then write back to case files. Further development is planned with portals allowing as and when feedback by people who encounter our services. Specific services will be able to have tailored feedback forms that will incorporate both generic and service specific feedback. The information is reportable and can lead to more effective practice.

6.4	A wider tapestry of audit learning In the workshop it was requested that a deeper dive into audit and learning takes place at a specific Scrutiny Committee later in the year (4-5 months time).
7	Financial Implications
7.1	Despite ongoing demand and increasing complexity of need
8	Equality Impact Assessment (EqIA)
8.1	N/A
9	Any Other implications Officers have considered all the implications which Members should be aware of. Apart from those included in the report and in the Financial Implications section, there are no other implications to consider at this stage.
10	Actions Required
10.1	Actions Required for the Scrutiny Sub-Committee are 1 Review, comment on, support and challenge the performance in Children's Services as it relates to the strategic theme of 'Effective Practice' 2 Comment on the format of the report and supporting information in order to refine the approach for future performance reports
11	Background Papers
11.1	QA ISS Dashboard
11.2	Decembers County Performance Report
11.3	Regional Tartan Rug
11.4	FLOURISH Draft Measures
11.5	FLOURISH System Measures Workbook

Officer Contact

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

Officer Name:	James Wilson	Sarah Jones	Phil Watson
Job Title:	Director of Quality and Transformation	Director of Commissioning, Resources and Partnerships	Director of Children's Social Care
Email Address :	James.wilson@norfolk.gov.uk	sarah.jones2@norfolk.gov.uk	phil.watson@norfolk.gov.uk



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



Independent Statutory Services Monthly Management Information Pack

Insight & Analytics

LAC Review QA Forms

Child level data

CP Conference QA Forms

Child level data

Dispute Resolution Forms

Child level data

Practice Standard Notification
Forms

Child level data

Good Practice Notification
Forms

Child level data

The dashboard relates to Completed forms each month only, no draft forms are included



LAC Review QA Forms

Intelligence & Analytics



LAC Review QA Forms Completed in-Month

% Care Plans updated within 10 working days of the last LAC Review

How did the Care Plan meet the Practice Standard Requirements

Were all relevant professionals consulted?

Did the IRO meet alone with Child/Young Person's before or after LAC review (excludes Under 4 years old)

Is the care planning an example of good practice?

Did the child chair their own meeting?

Unmet Needs (Prevalence of cases where unmet need identified)

How were the Child/Young Person's Family involved in the reviewing process?

Does the Child/Young Person have an Advocate? (excludes children under 4 years old)

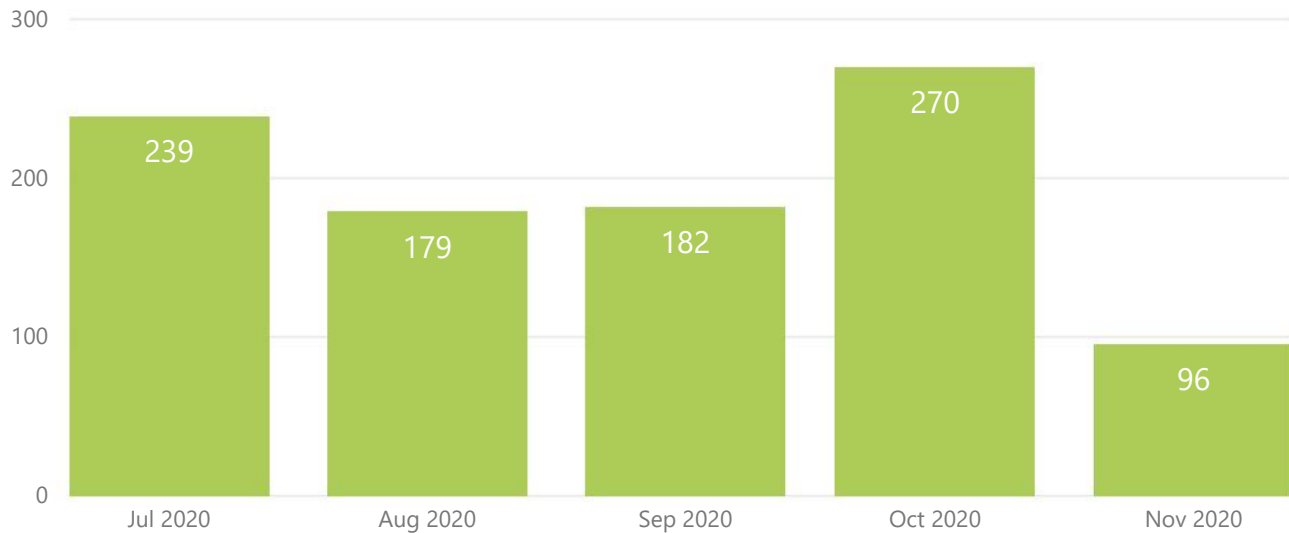
Advocate Offered but Declined

Does the Child/Young Person have an Independent Visitor? (excludes children under 4 years old)

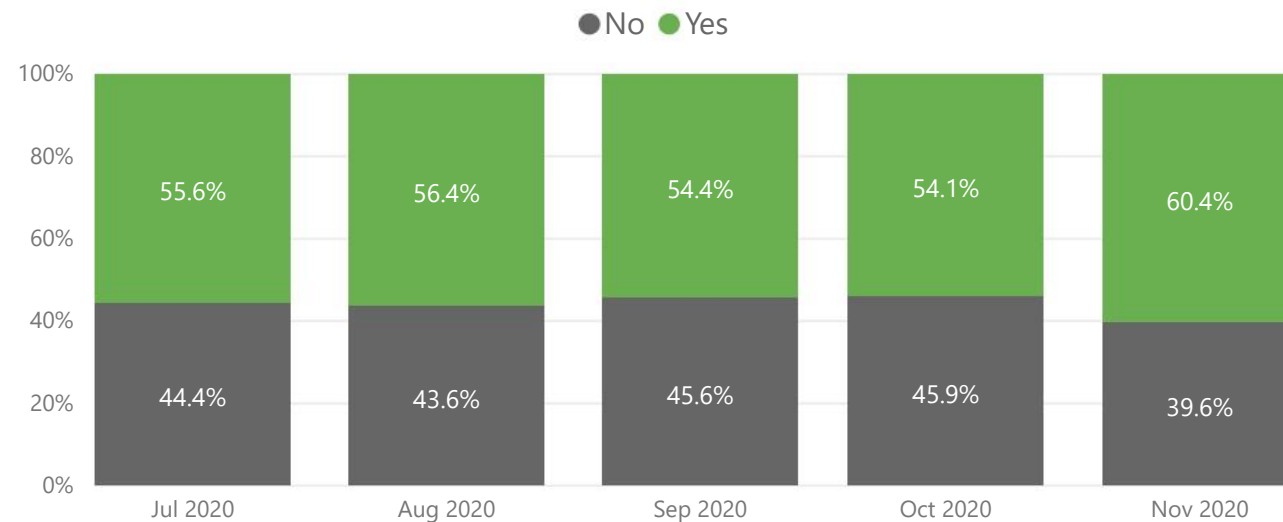
Independent Visitor Offered but Declined



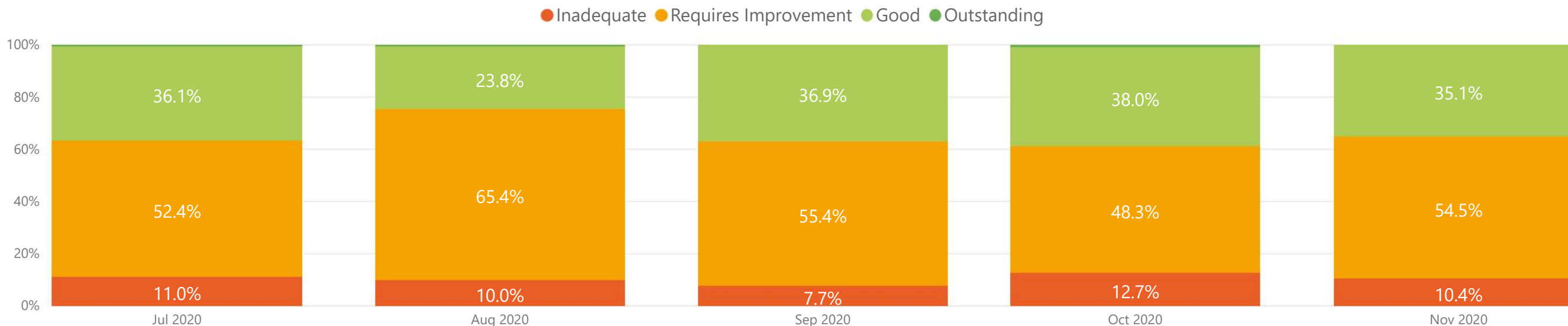
LAC Review QA Forms Completed in-Month



% Care Plans updated within 10 working days of last review

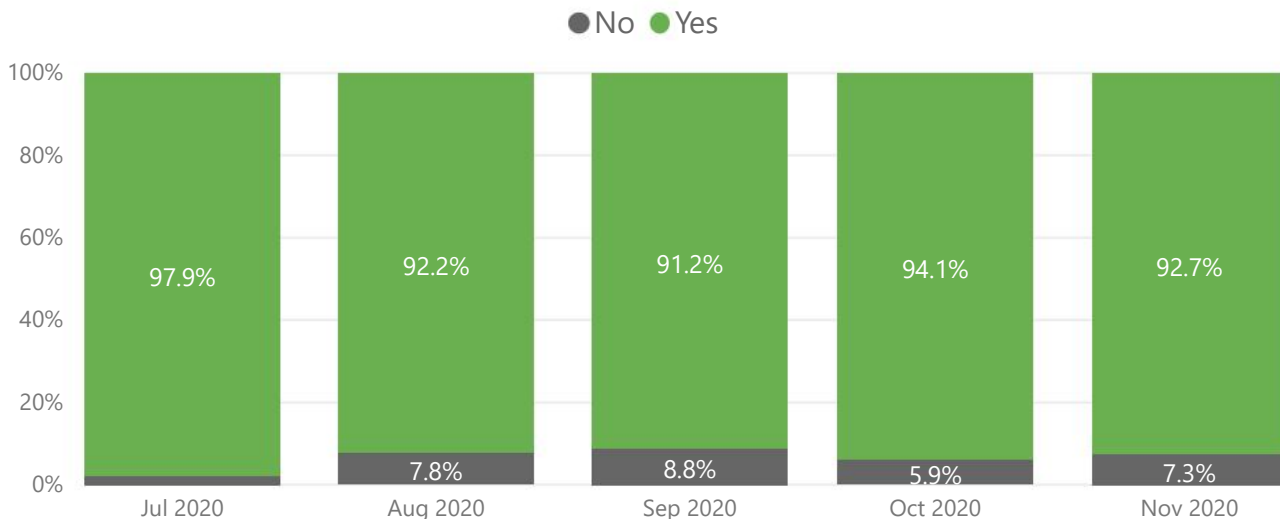


How did the Care Plan meet the Practice Standard Requirements

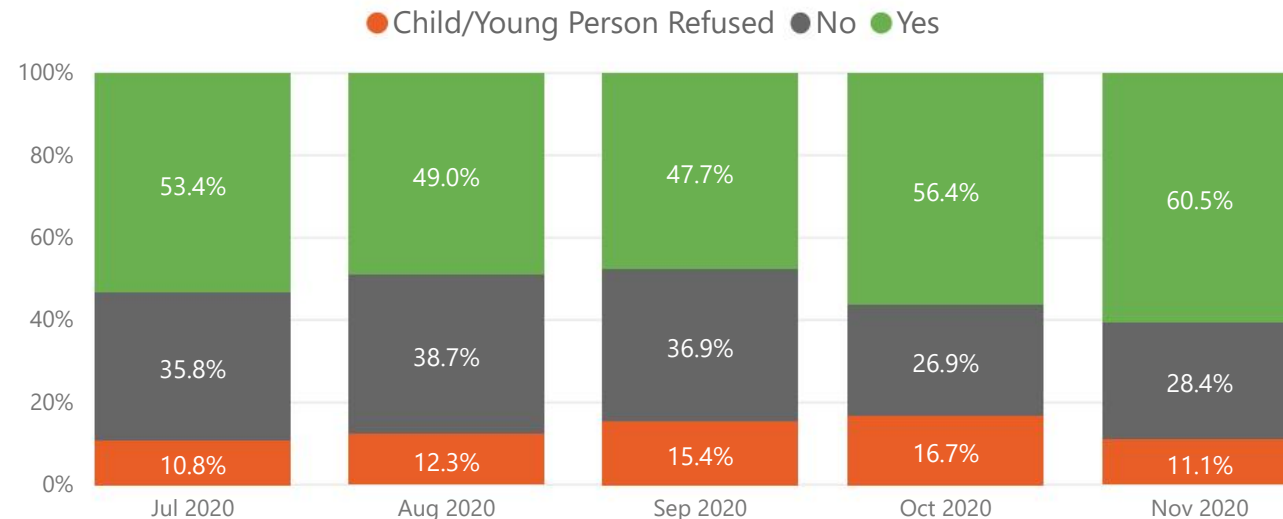




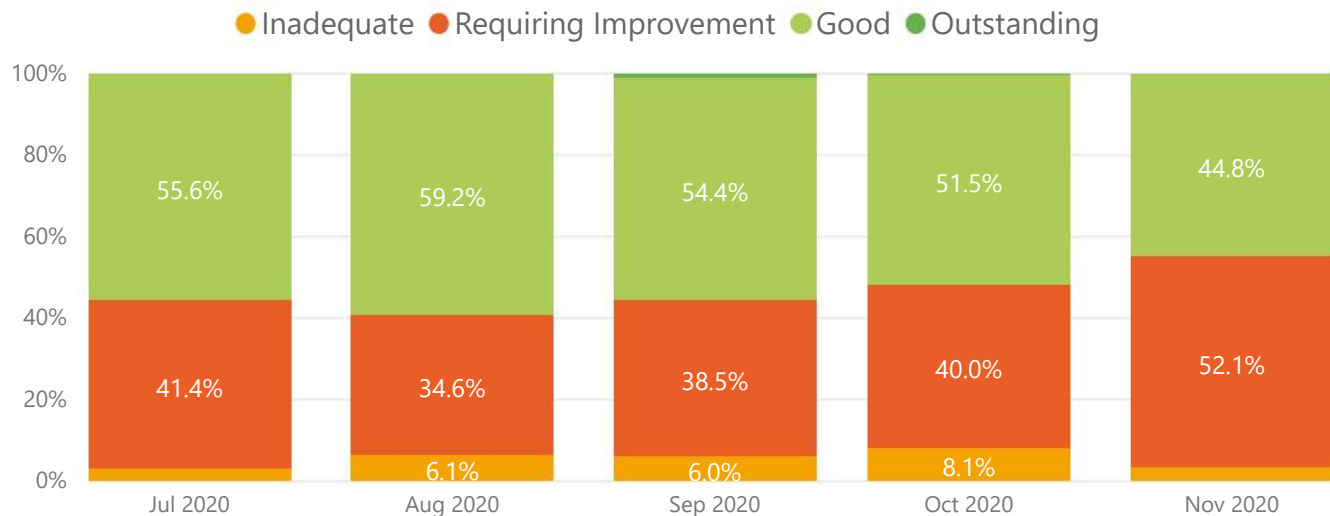
Were all relevant professionals consulted?



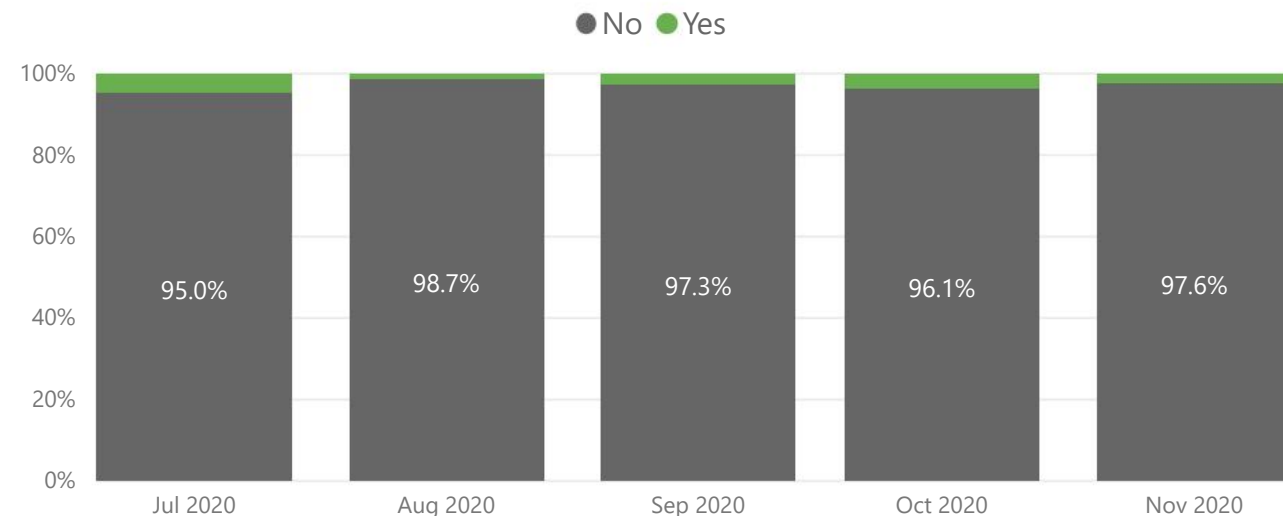
Did the IRO meet alone with the Child/ Young Person before or after the LAC review? (exc U4s)



Is the care planning an example of good practice?



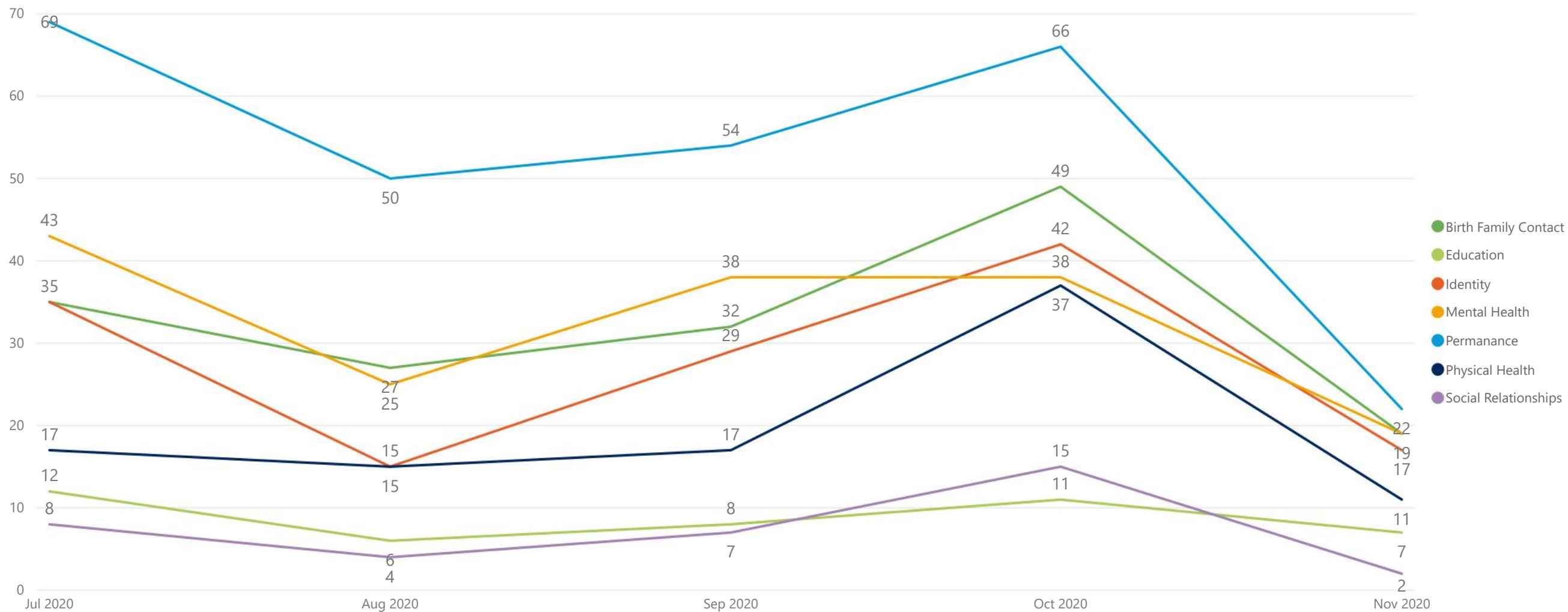
Did the child chair their own meeting?





Unmet Needs

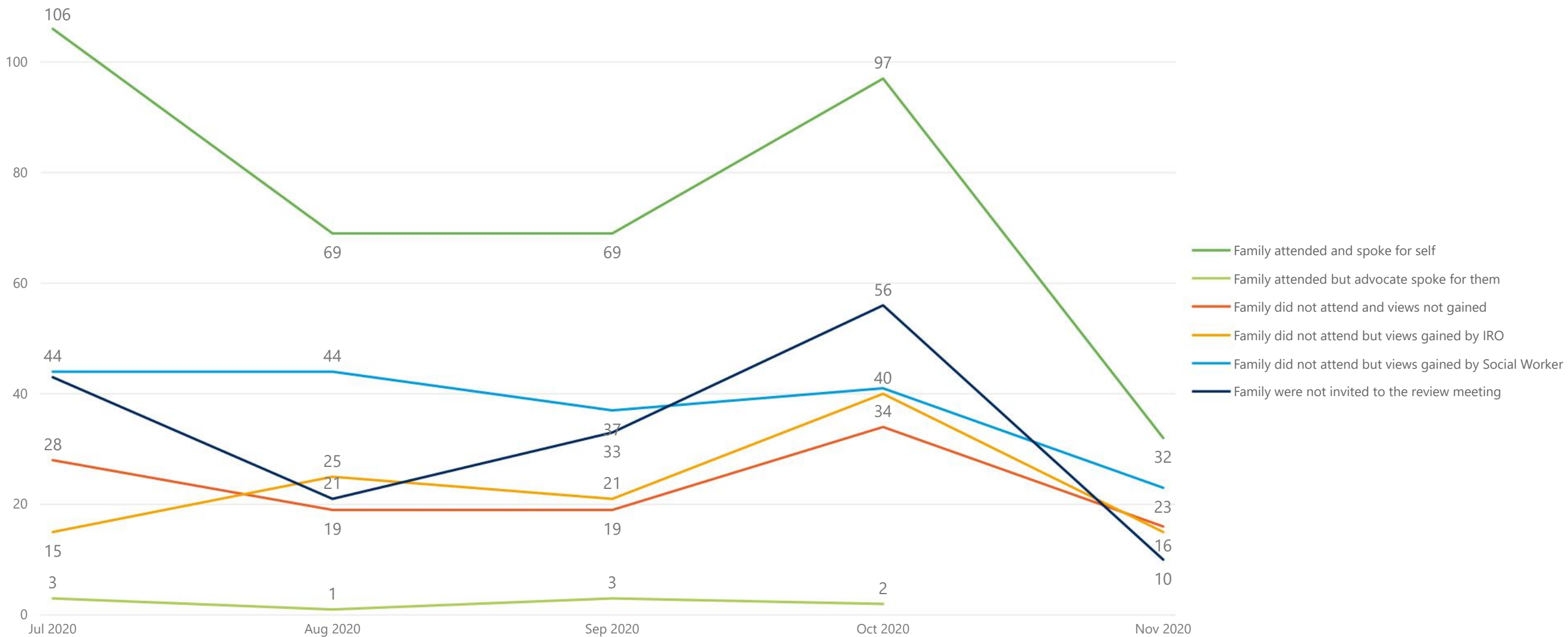
All





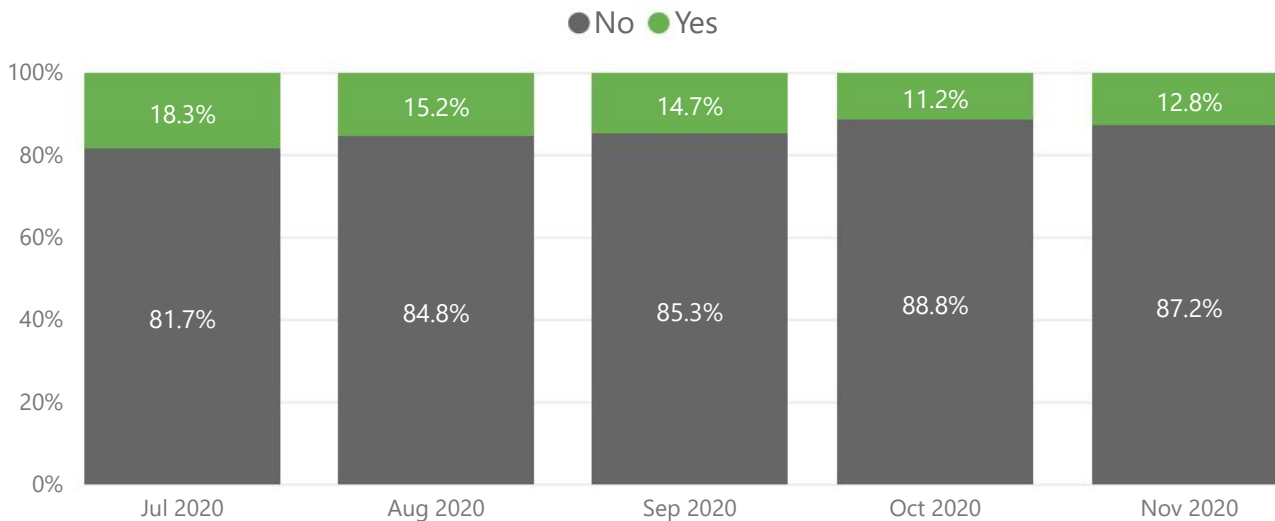
How were the Family involved in the reviewing process?

All

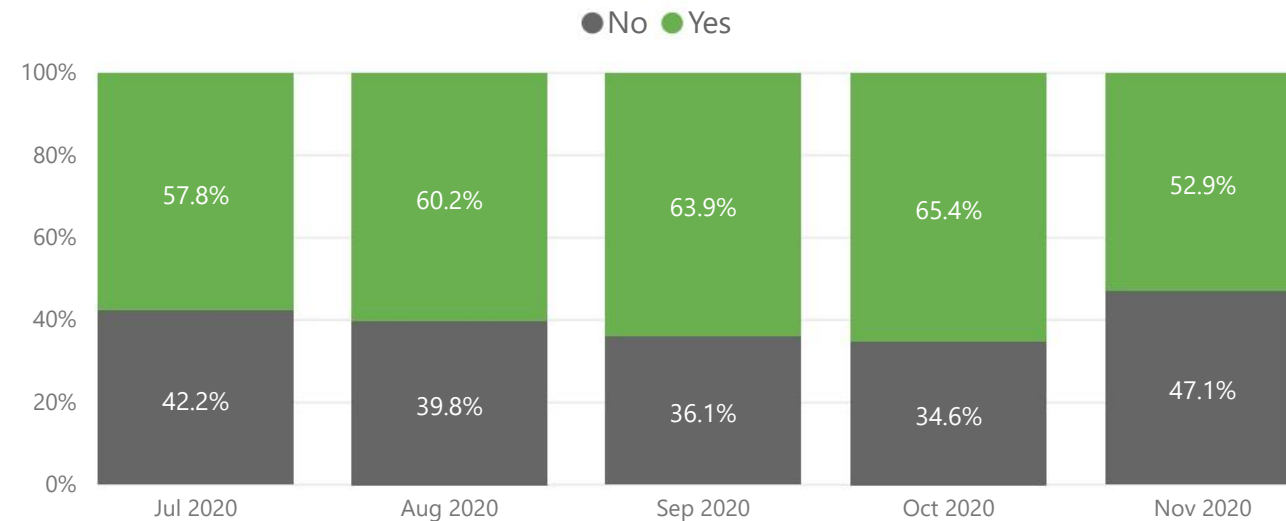




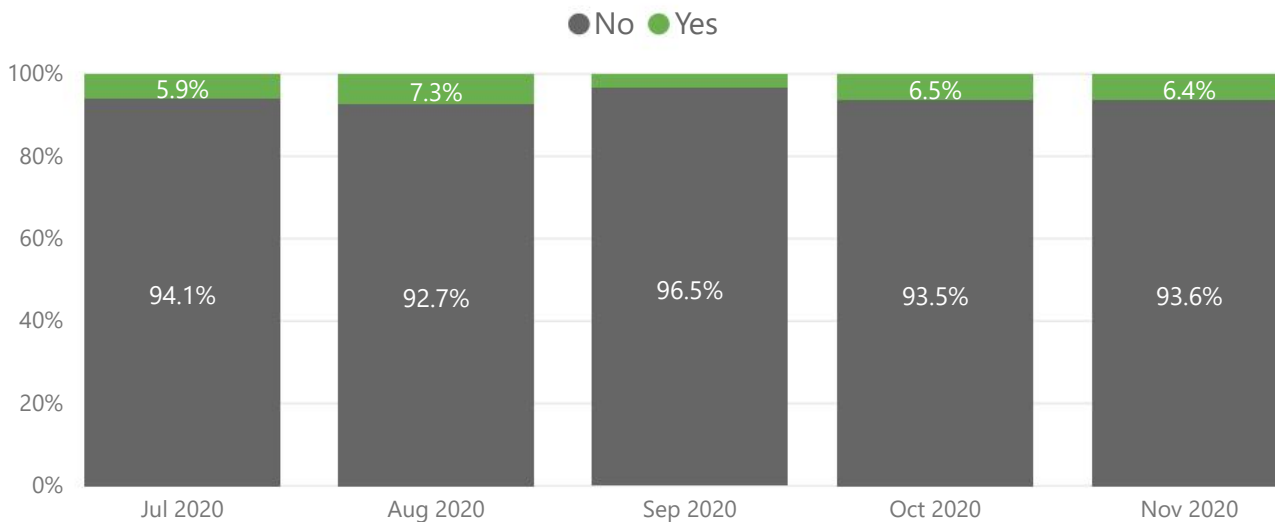
Does the Child/ Young Person have an Advocate?



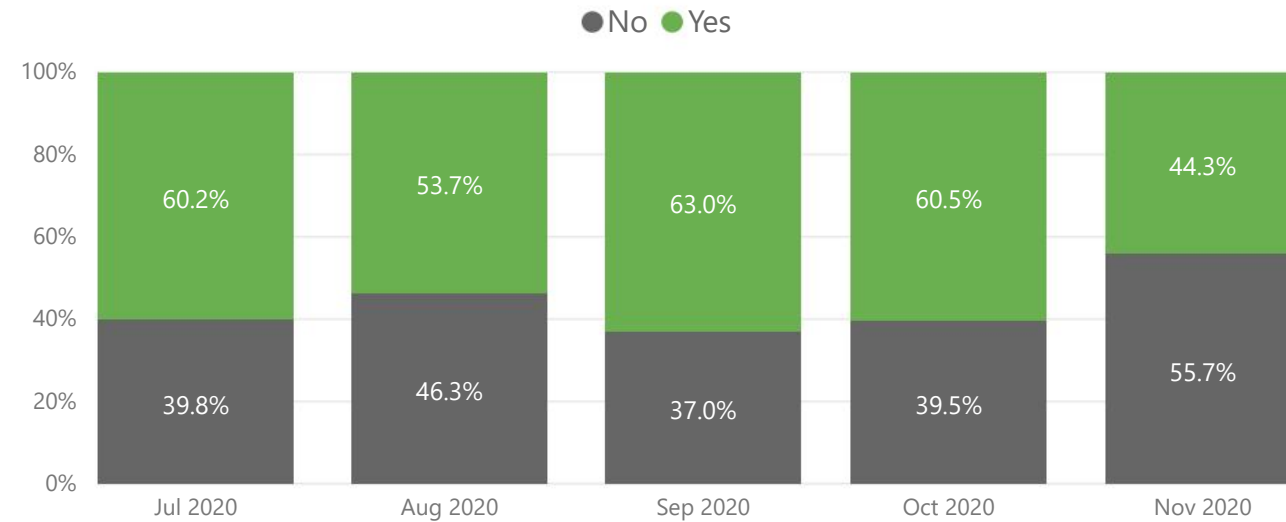
Advocate Offered but Declined



Does the Child/ Young Person have an Independent Visitor?



Independent Visitor Offered but Declined





Norfolk County Council

Conference QA Forms

Intelligence & Analytics



Conference QA Forms Completed in-Month by Type

% Conferences where Social Worker Attended

% Conferences where Social Worker Report Provided in Time

% Conferences lasting more than 1.5 hours

% Conferences where Social Worker Met Practice Standards

% Conferences where Social Worker Report Discussed with Family

Have there been regular Core Group meetings held?

% where Child/ Young person has a plan due to neglect and graded care plan was completed

Child/ Young Person's Method of Attendance

Conference Outcomes

Family Attendance at Conference

How would you rate the effectiveness of the plan reviewed at the conference?

Does the Chronology meet the practice standard requirements?

% Conferences where Partner Reports Provided

% Conferences where Partner Reports in Time

% Conferences where Partner Attended

% Conferences held when planned

Reason why Conference not held when planned

Conference Outcomes (ICPC / RCPC)

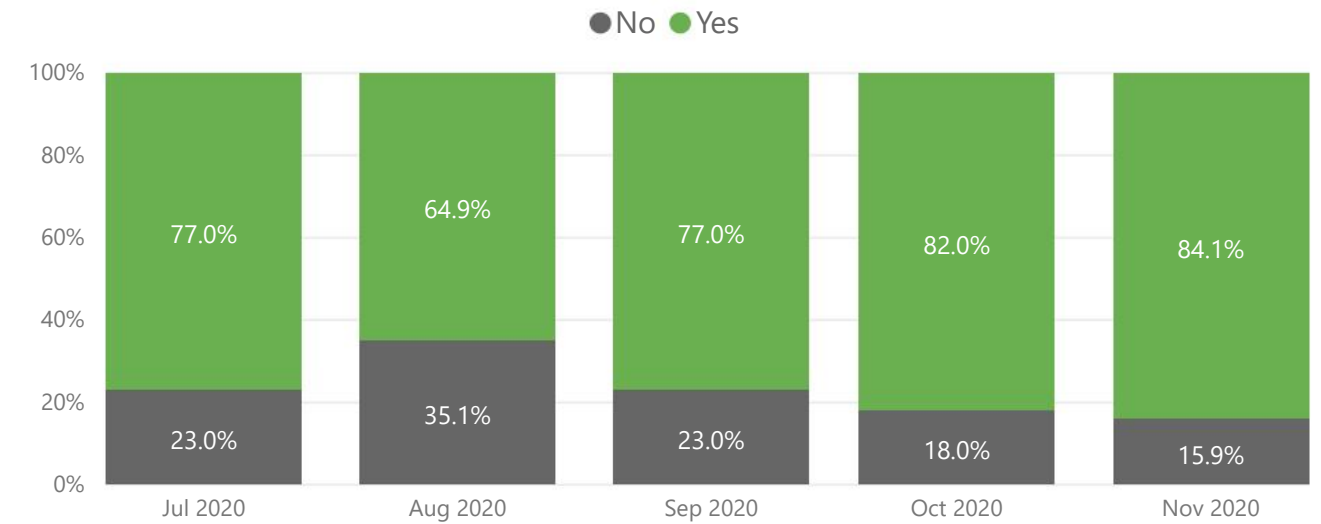
Reason why Cancelled / Postponed



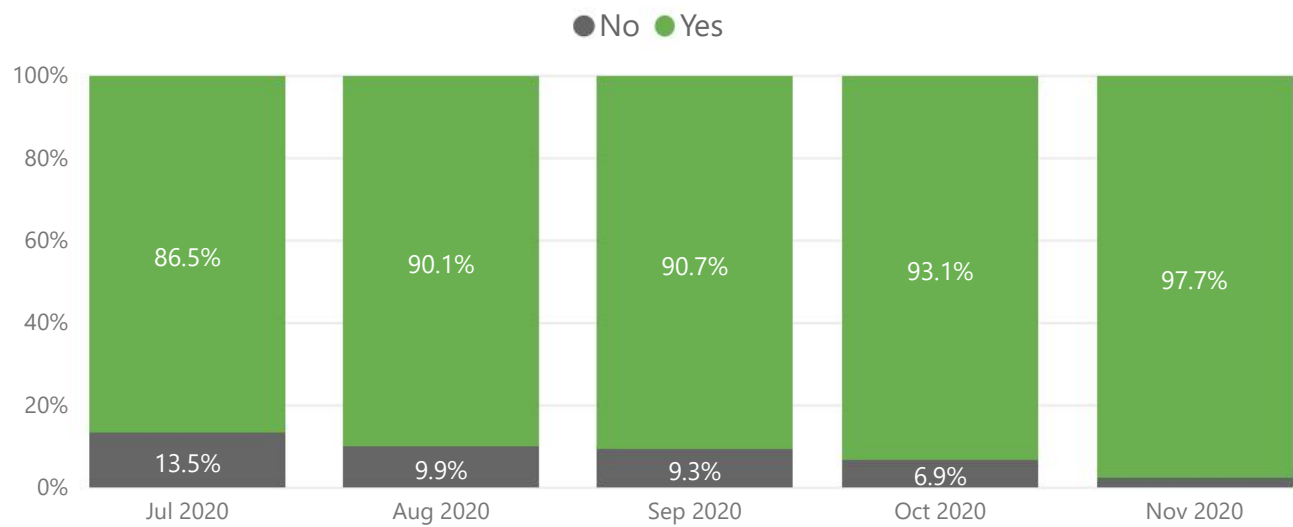
Conference QA Forms Completed in Month by Type



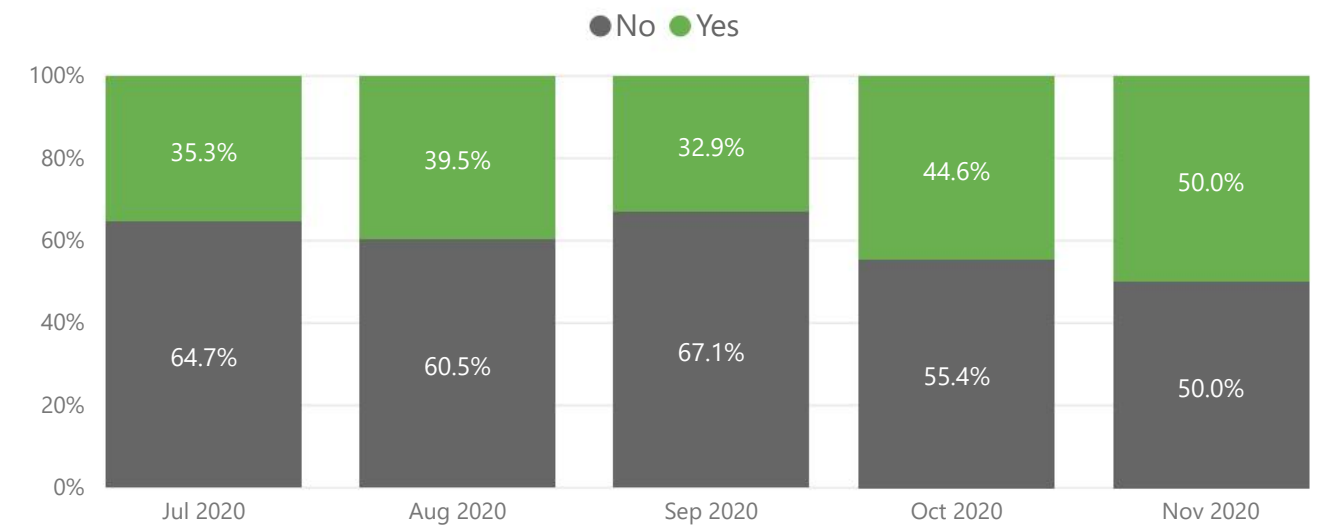
% Conferences where Social Worker Report Provided in Time



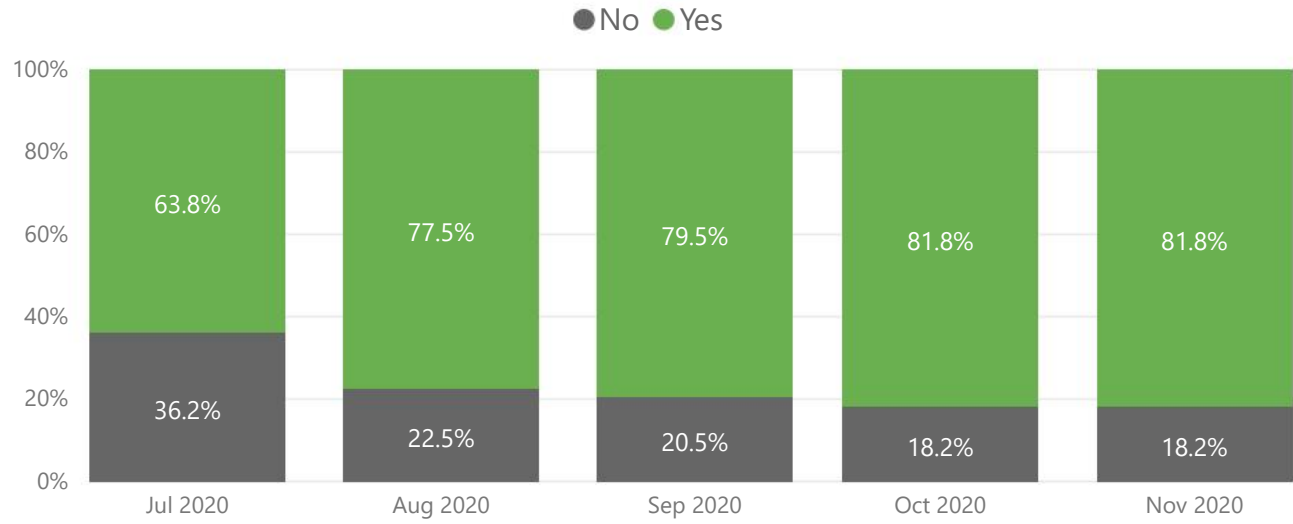
% Conferences where Social Worker Attended



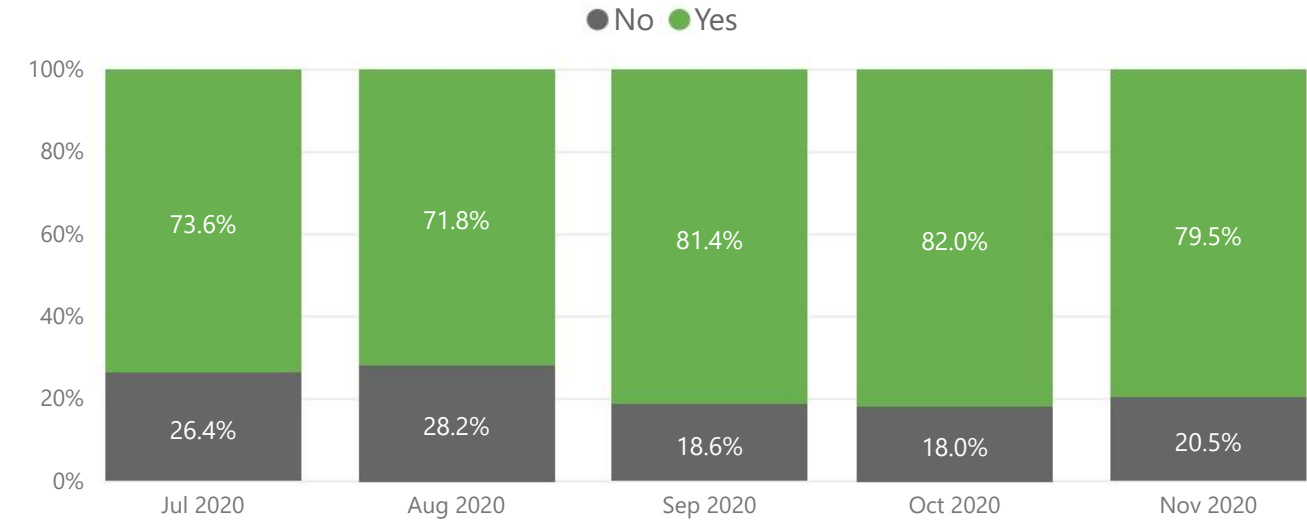
% of Conferences lasting more than 1.5 hours



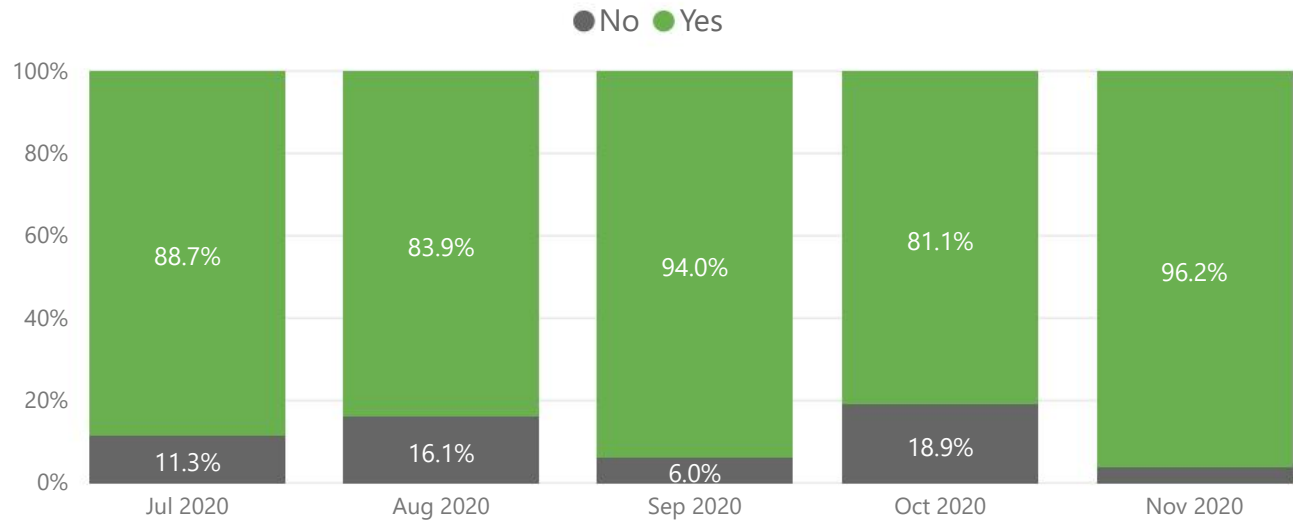
% Conferences where Social Worker Met Practice Standards



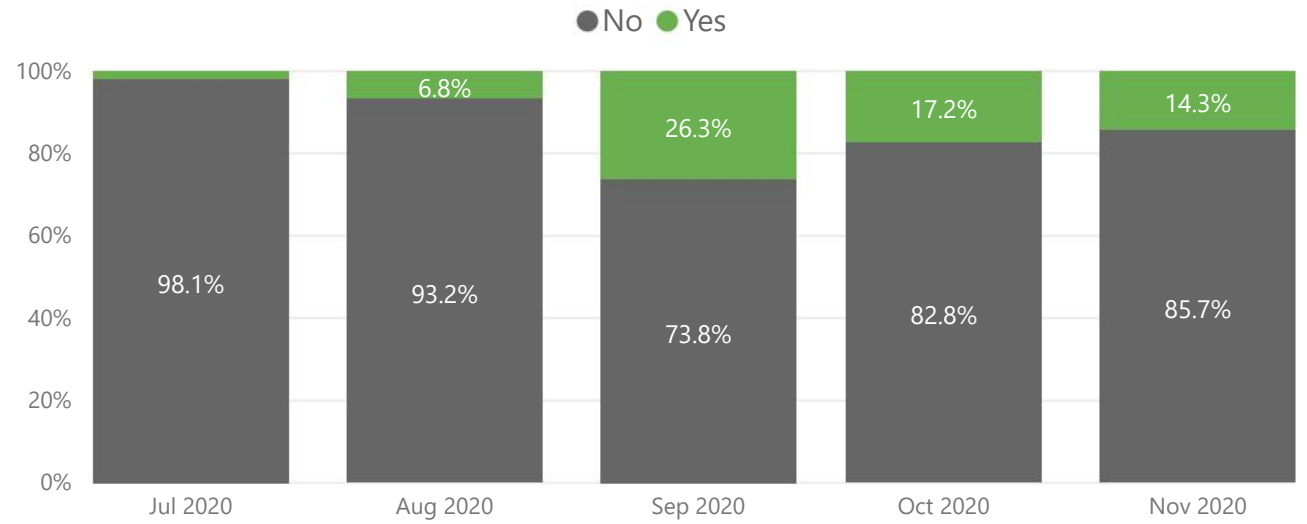
% Conferences where Social Worker Report Discussed with Family



Have there been regular Core Group meetings held?



% where Child/ Young person has a plan due to neglect and graded care plan was completed





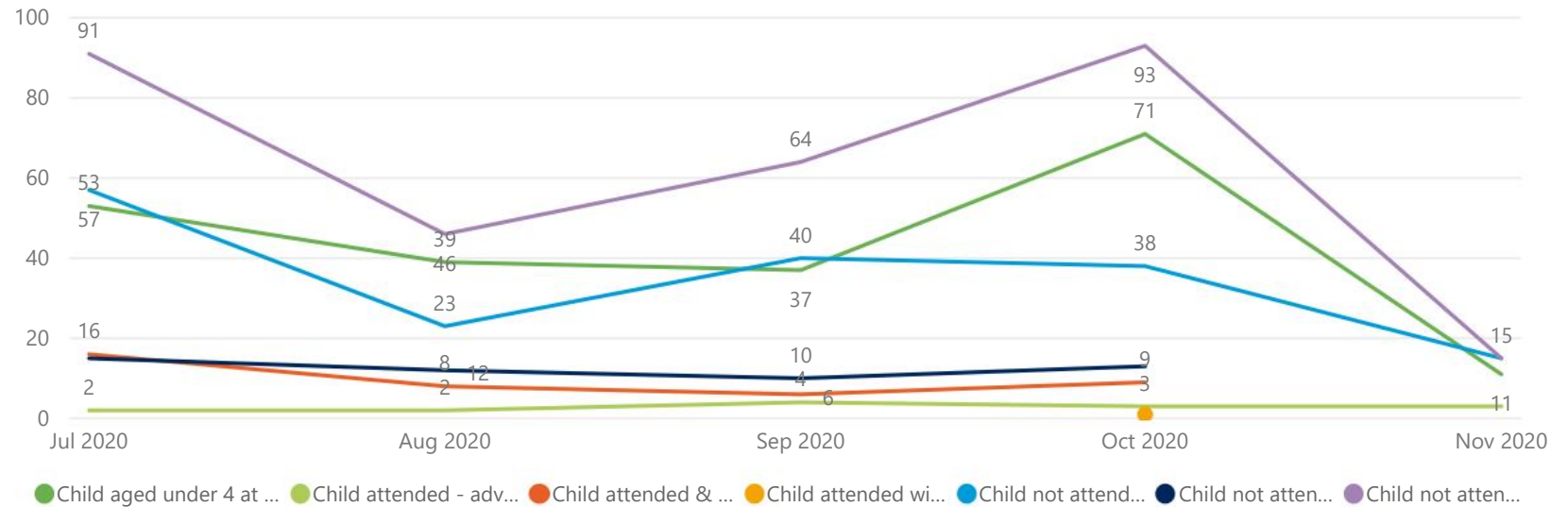
Child/ Young Person's Method of Attendance

Select from Options

- Select all
- Child aged under 4 at time of meeting
- Child attended - advocate spoke
- Child attended - gave views non verbally
- Child attended & spoke for self
- Child attended without contributing
- Child not attended & did not send views
- Child not attended, advocate briefed with views
- Child not attended, views sent

Age Band

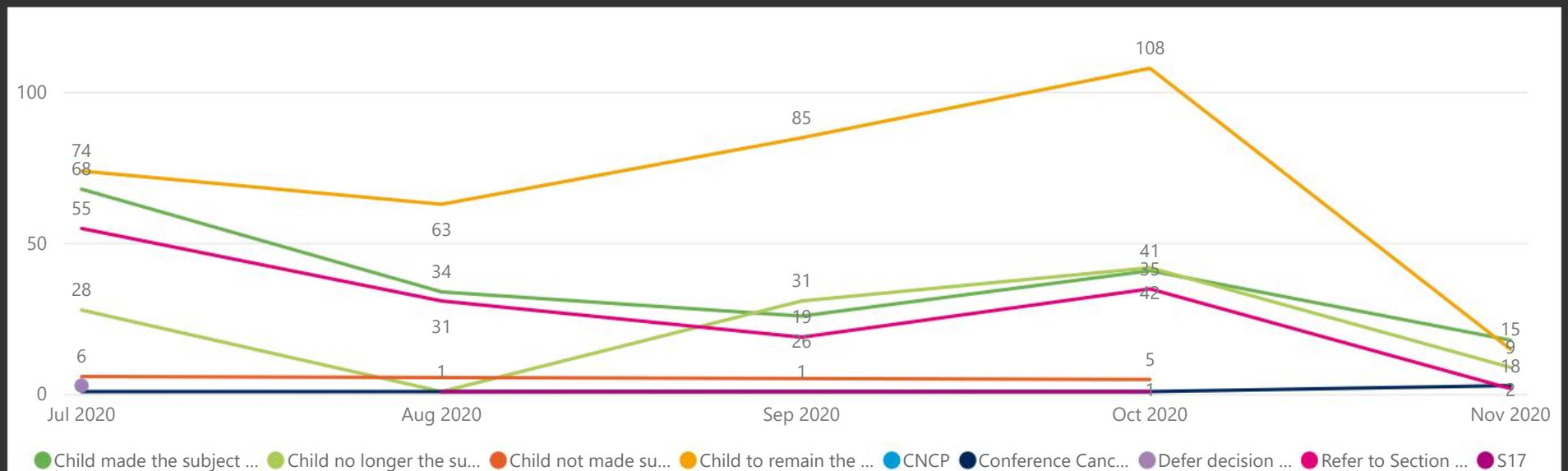
- Select all
- < 4
- 4-8
- 9-11
- 12-16
- 17+



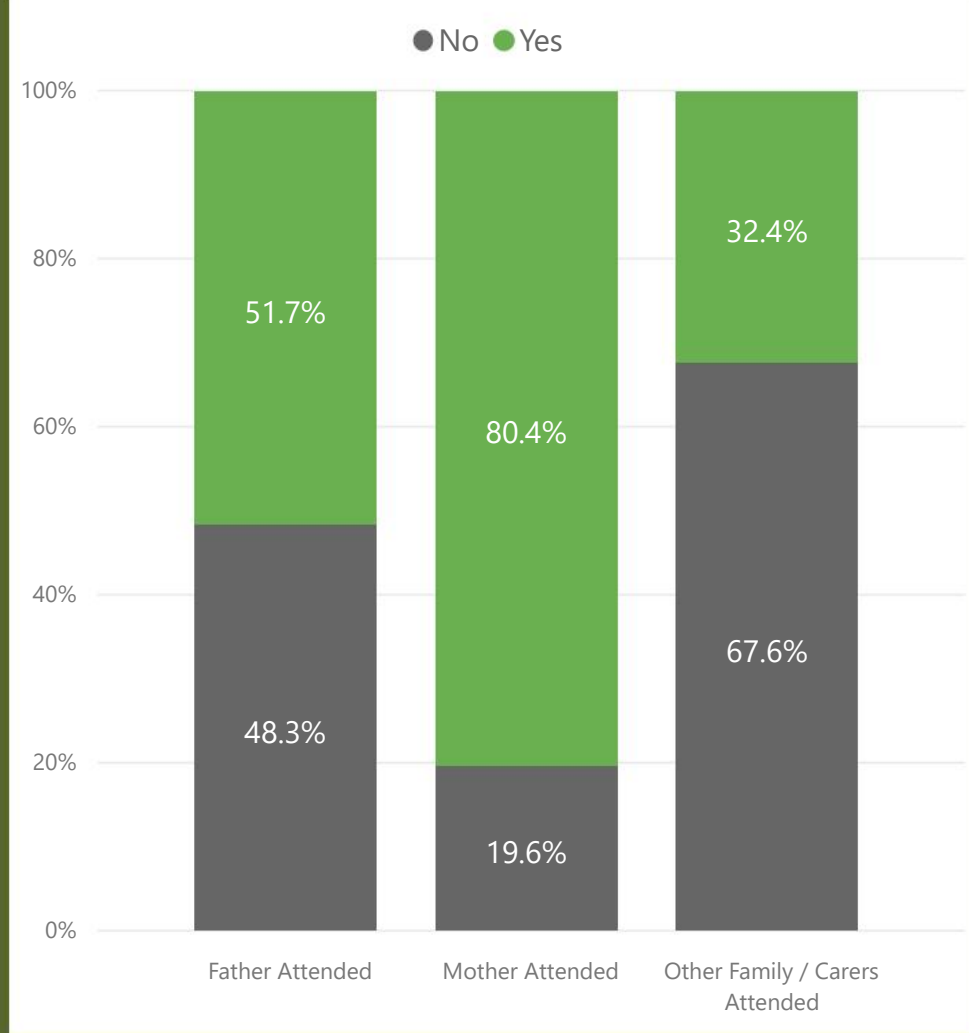
Conference Outcomes

Select from Options

- Select all
- Child made the subject of a CP Plan
- Child no longer the subject of a CP Plan
- Child not made subject of a CP Plan
- Child to remain the subject of a CP Plan
- CNCP
- Conference Cancelled or postponed
- Defer decision pending further investigation
- Refer to Section 17



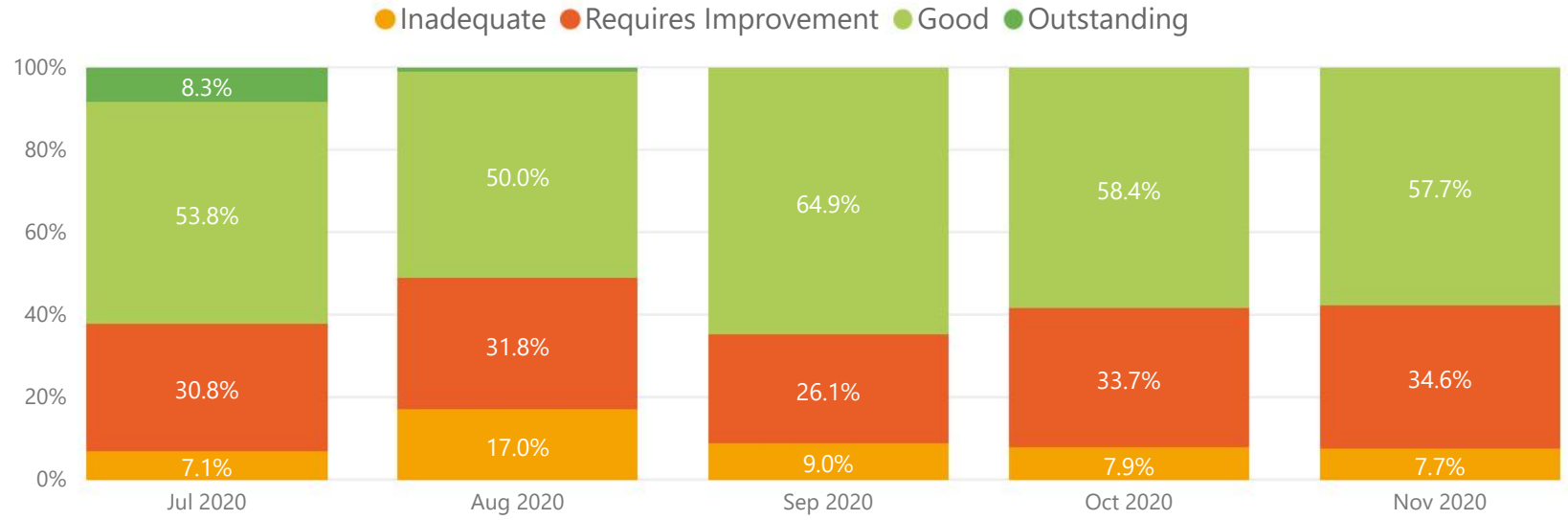
Family Attendance at Conference



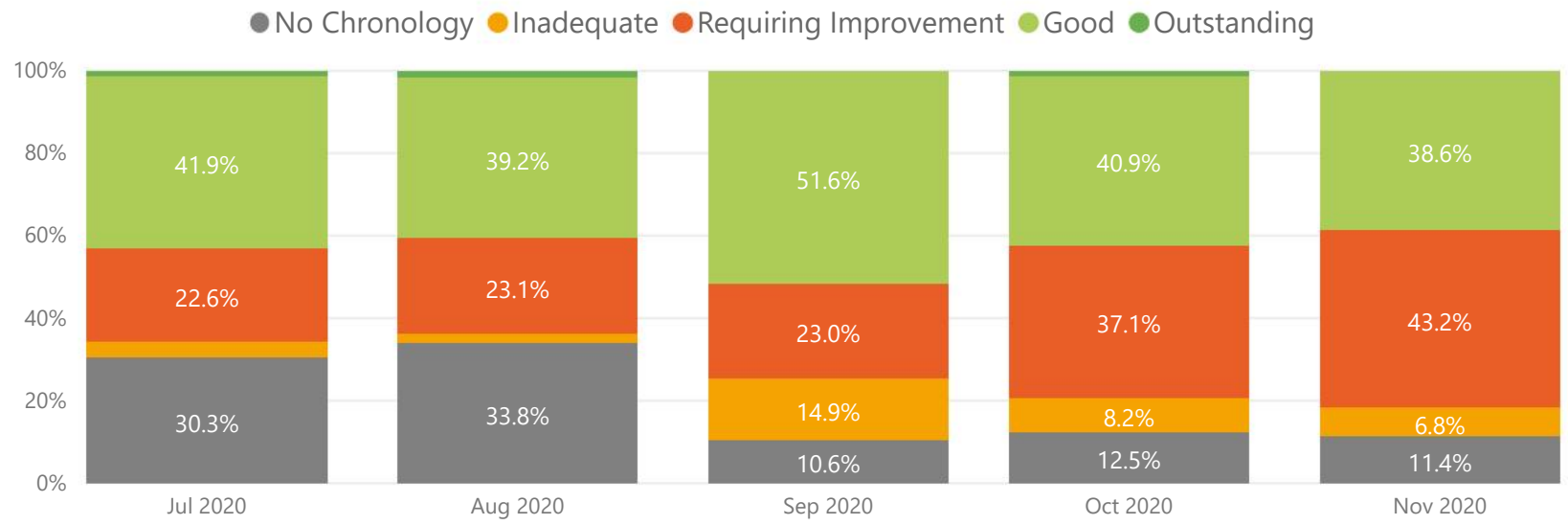
Month/YrCompleted

All

How would you rate the effectiveness of the plan reviewed at the conference?

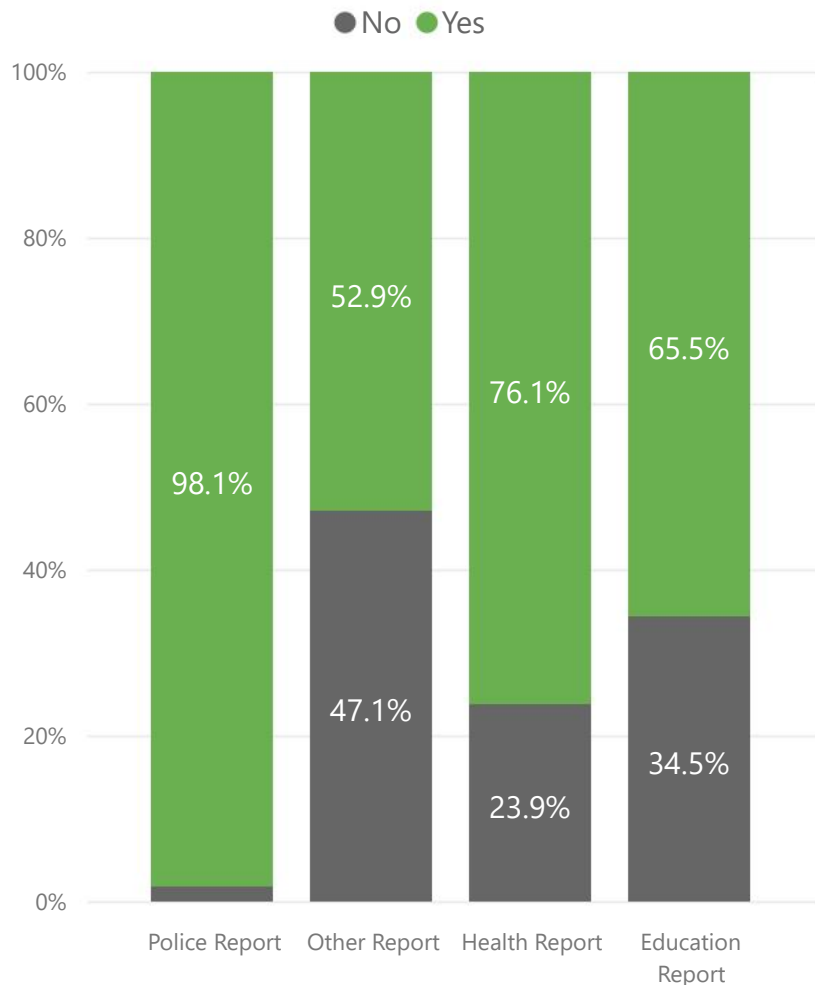


Does the Chronology meet the practice standard requirements?





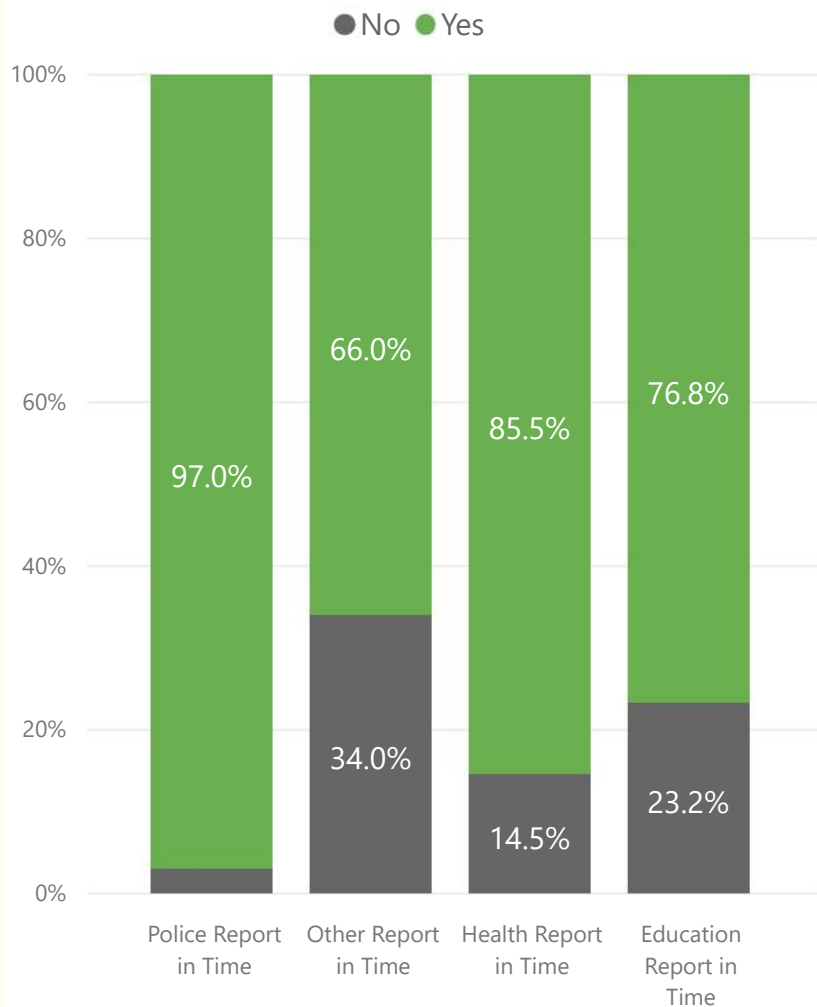
% Conferences where Partner Reports Provided



Month / Yr Completed

All

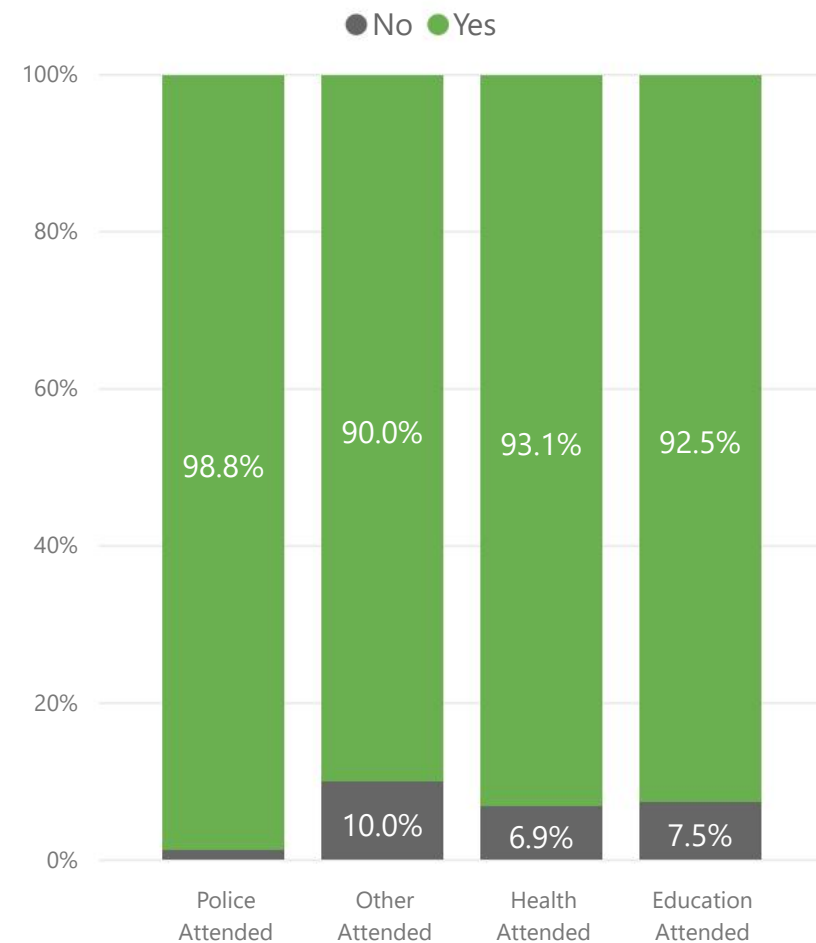
% Conferences where Partner Reports in Time



Month / Yr Completed

All

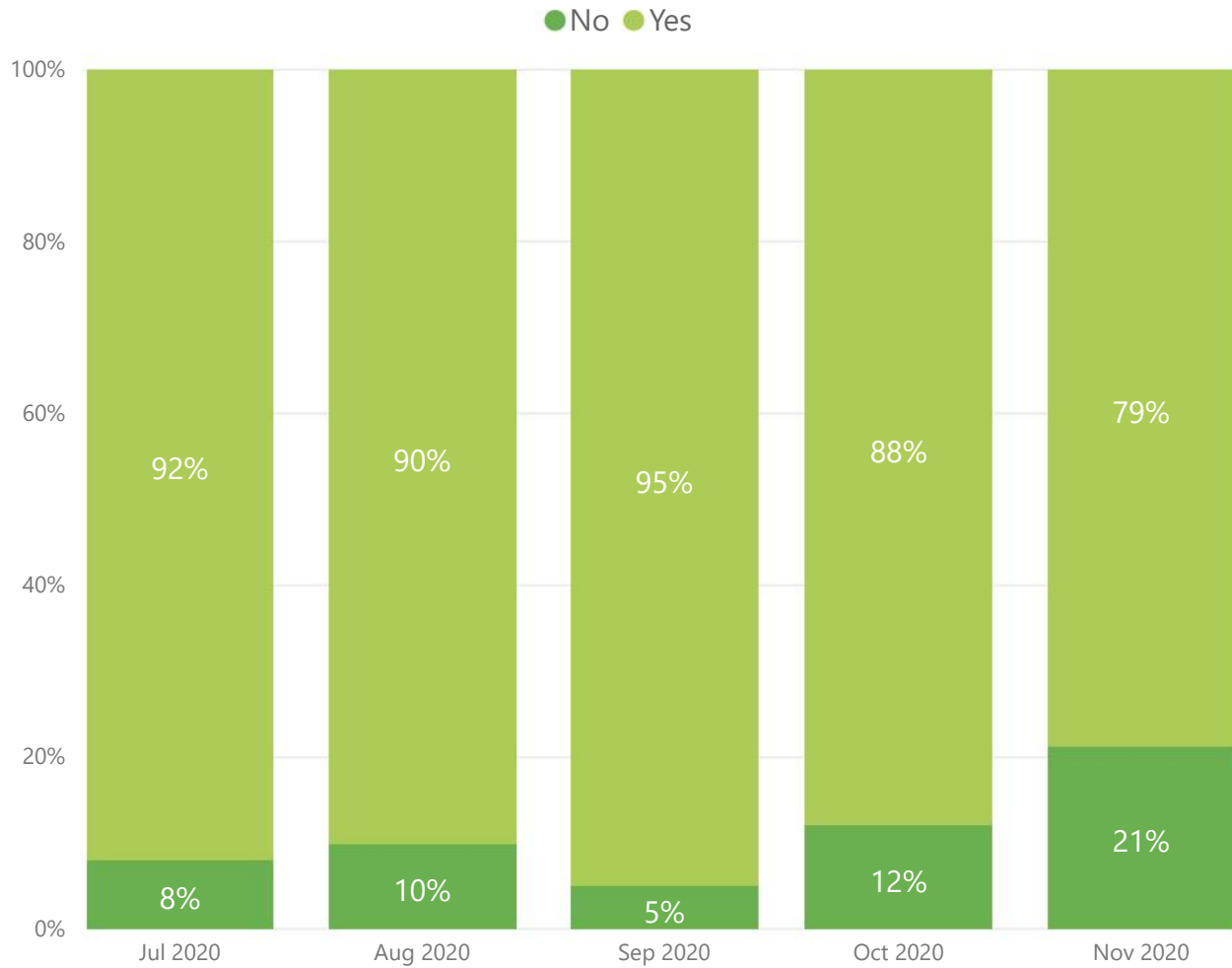
% Conferences where Partner was Required and Attended



Month / Yr Completed

All

% of Conferences Held when Planned



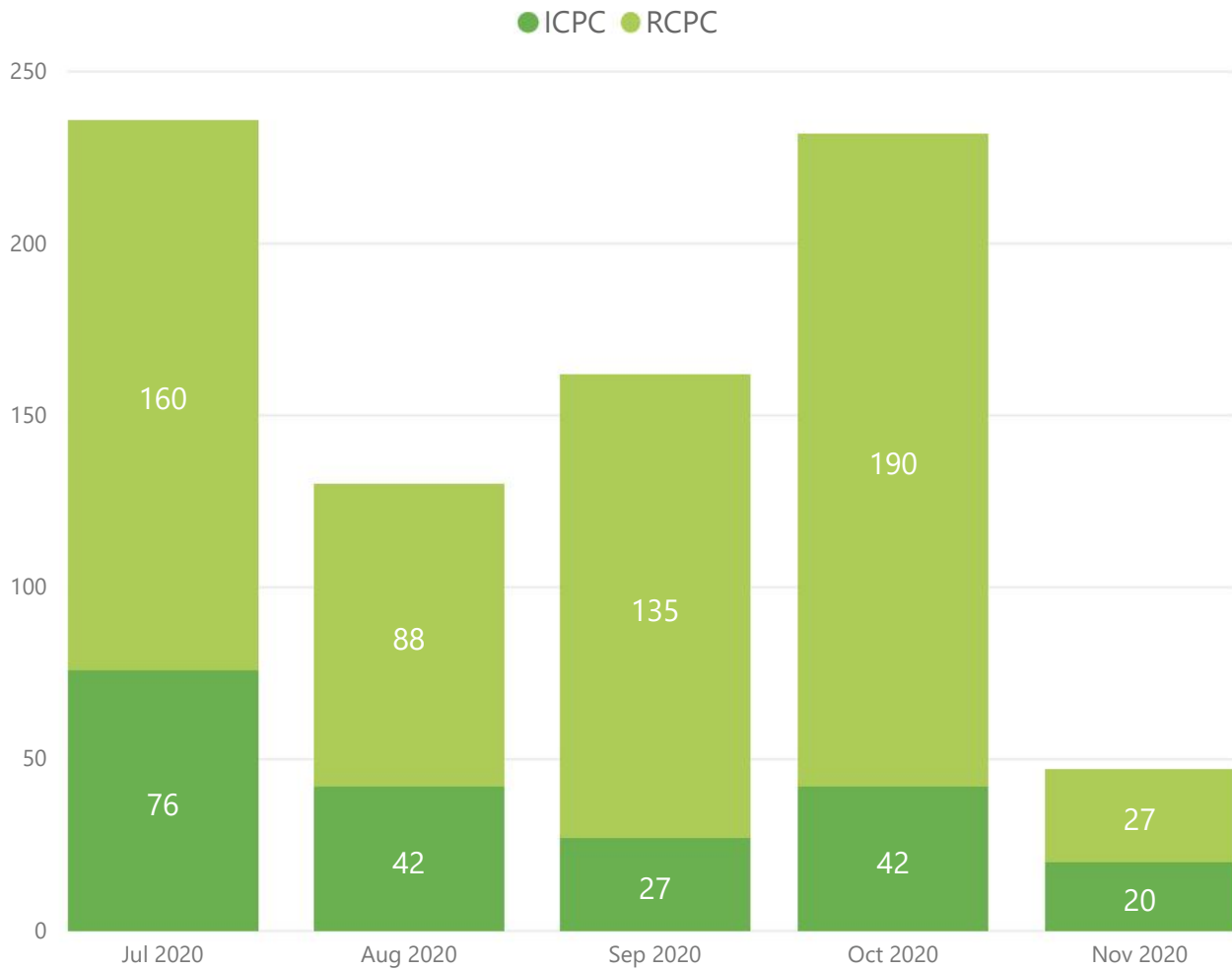
Conference Type
All

Reason why Conference not held when planned



Reason why Conference not held when planned
All

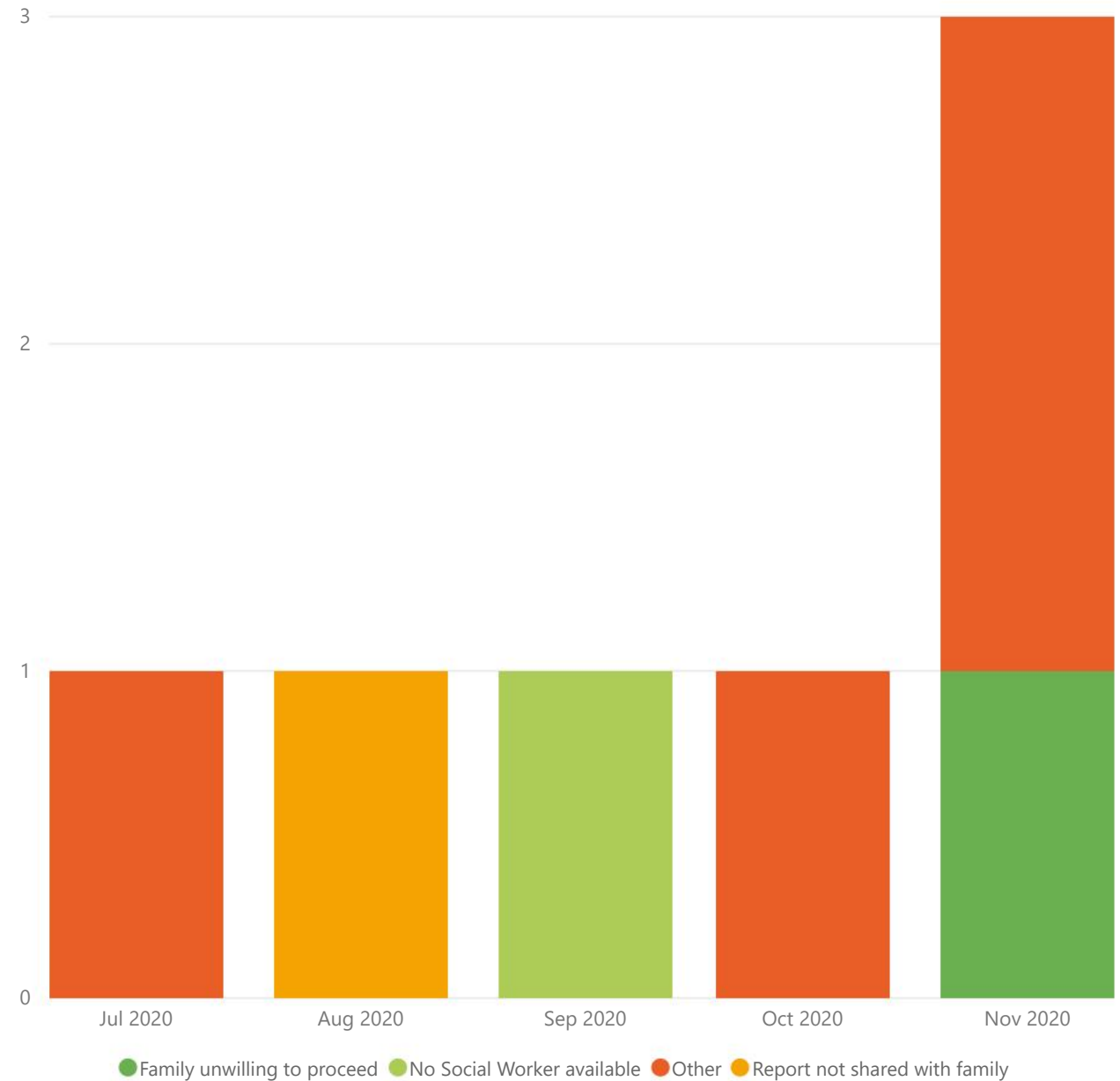
Conference Outcome



Conference Outcome

All

Reason why Cancelled / Postponed





Dispute Resolution

Intelligence & Analytics



Dispute Resolution Forms in the Last 6 Months by Reason

Dispute Resolution Completed - Practice Standard Notification Raised?

Disputes that have been opened and are still on-going - CP or LAC

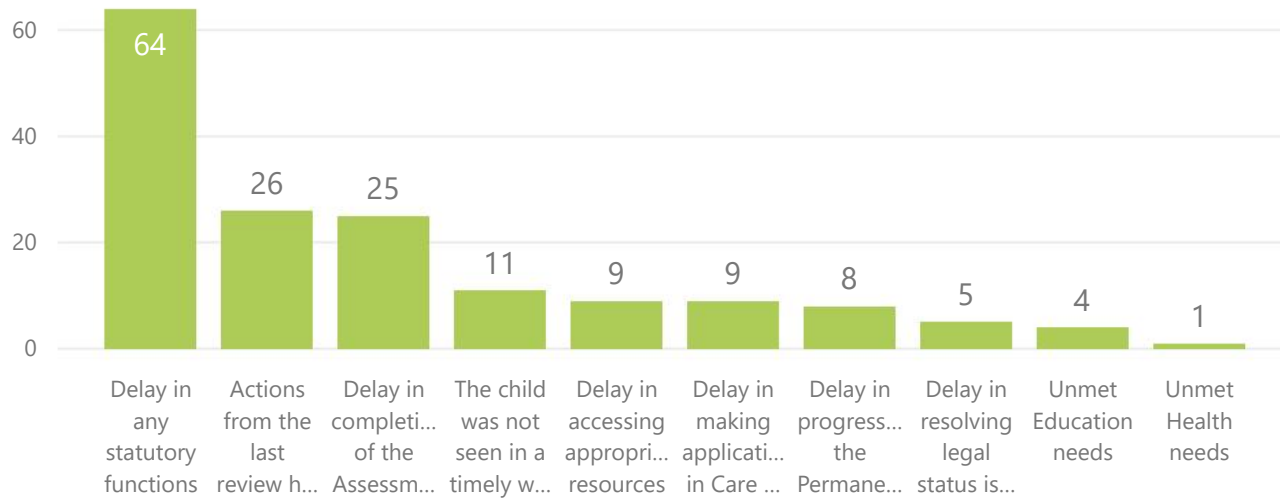
Dispute Resolution Completed - by Stage

Average number of days at each level

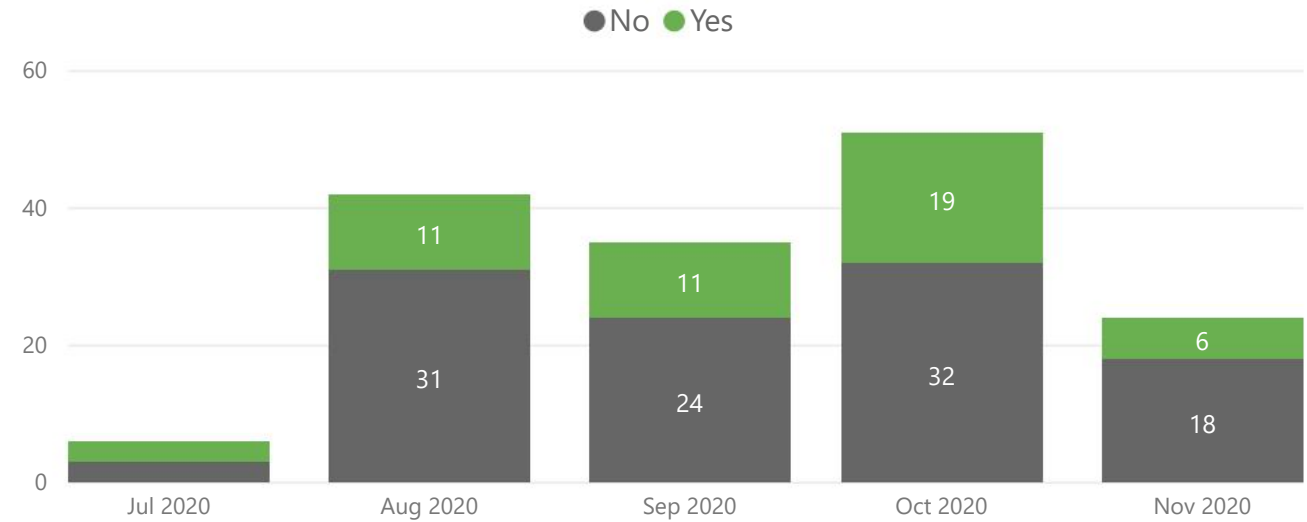
Number of CYP with earlier date created than date raised



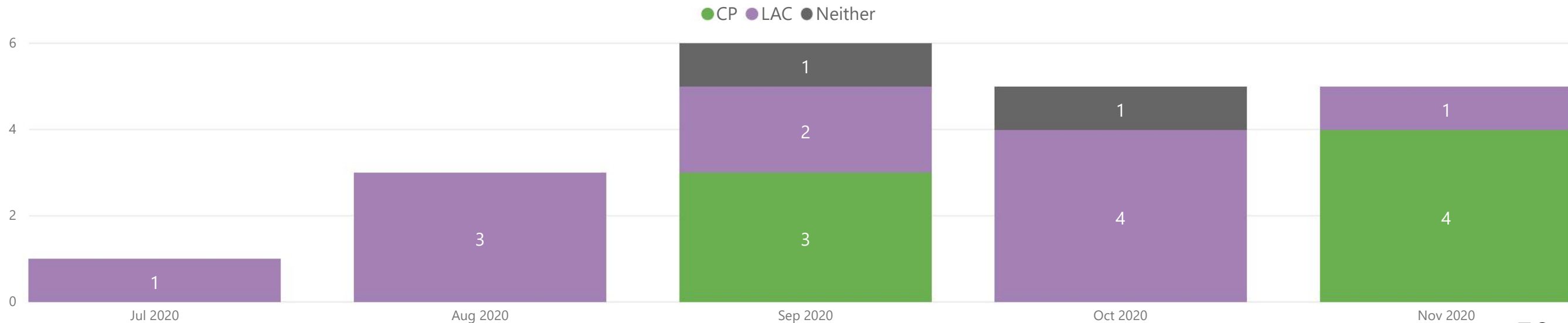
Dispute Resolution Forms in the Last 6 Months by Reason



Dispute Resolution Completed - Practice Standard Notification Raised?

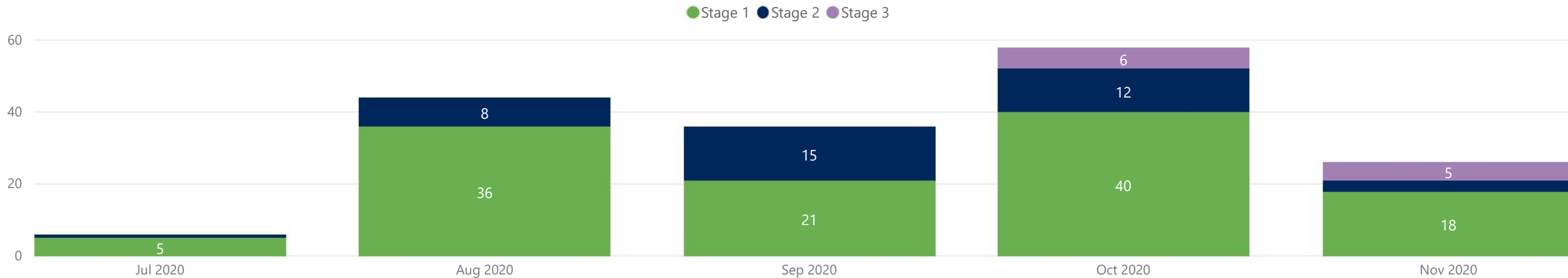


Disputes that have been opened and are still on-going - CP or LAC?

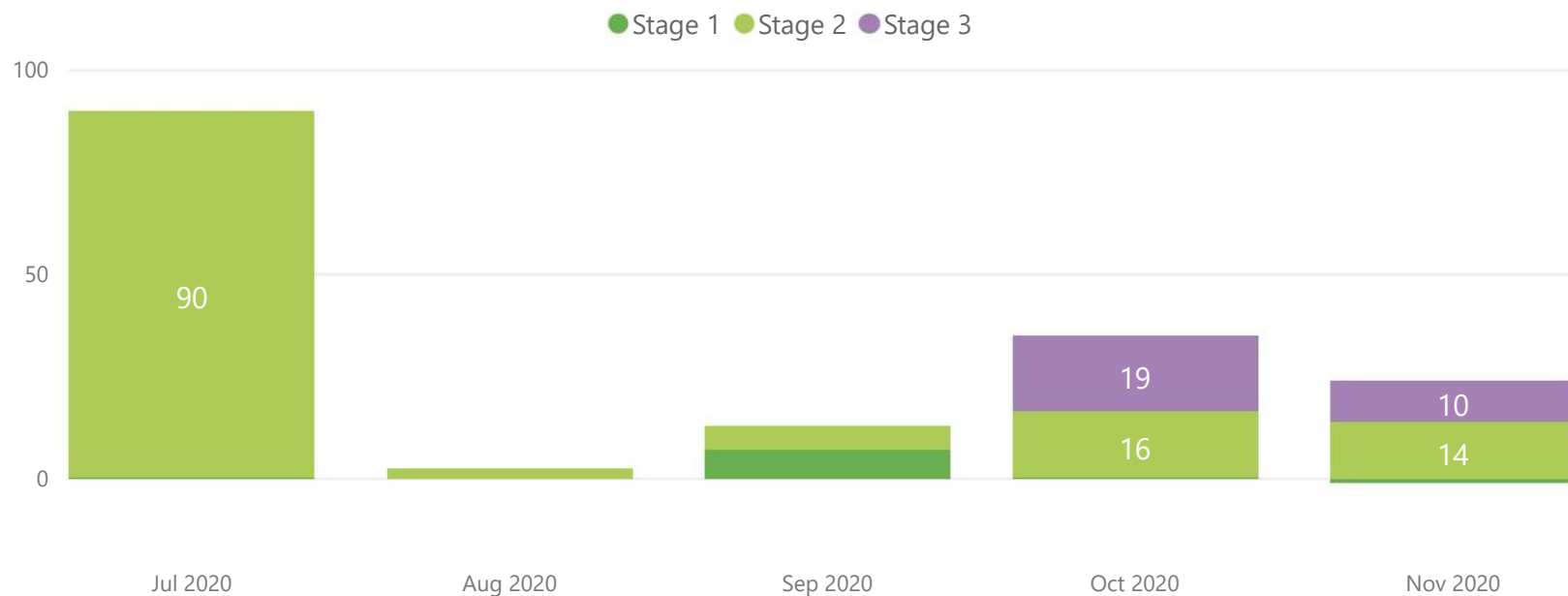




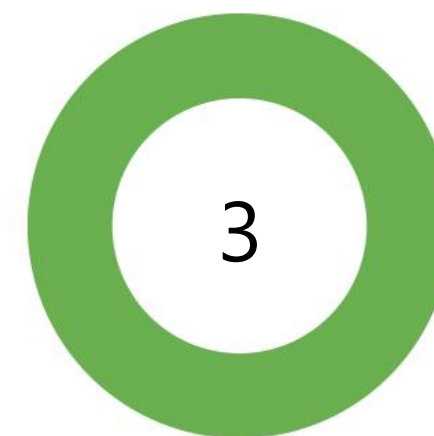
Dispute Resolution Completed - by Stage



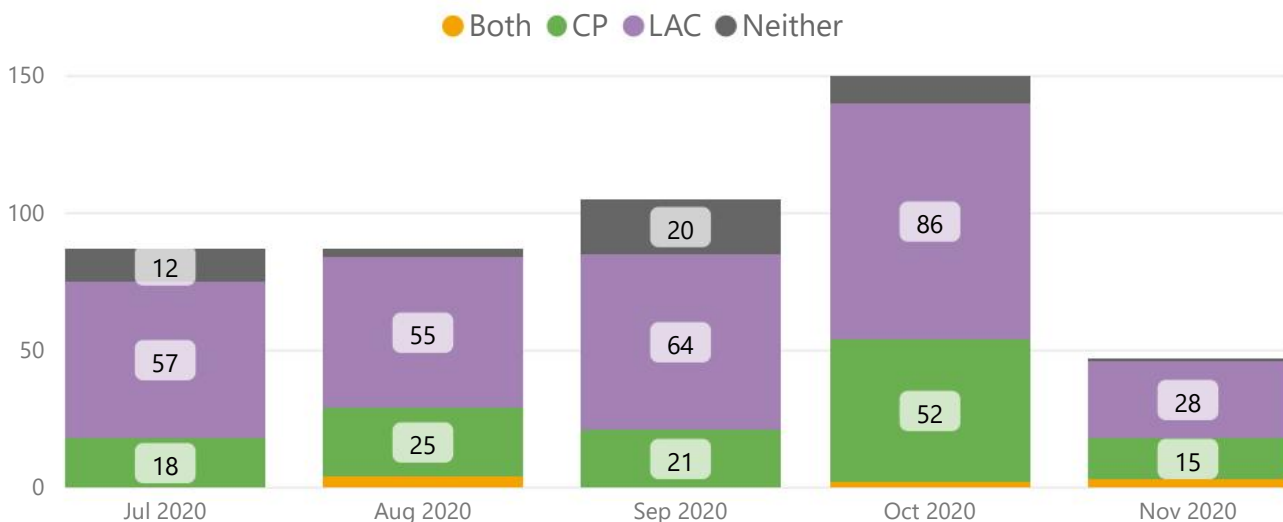
Average number of days at each level



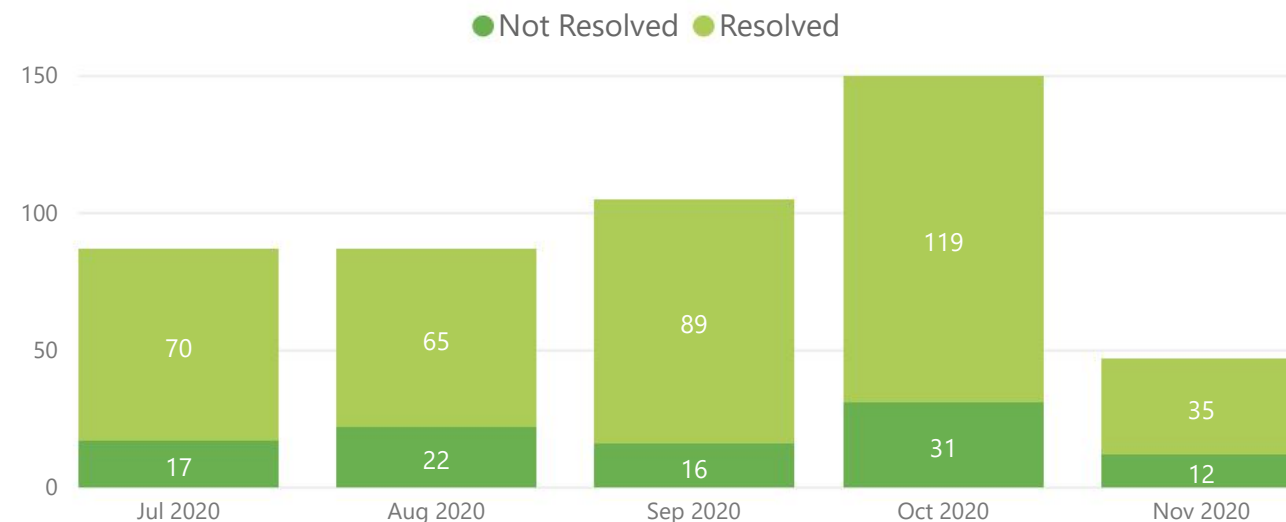
Number of CYP with earlier date created than date raised



PSN Forms Completed by CP or LAC



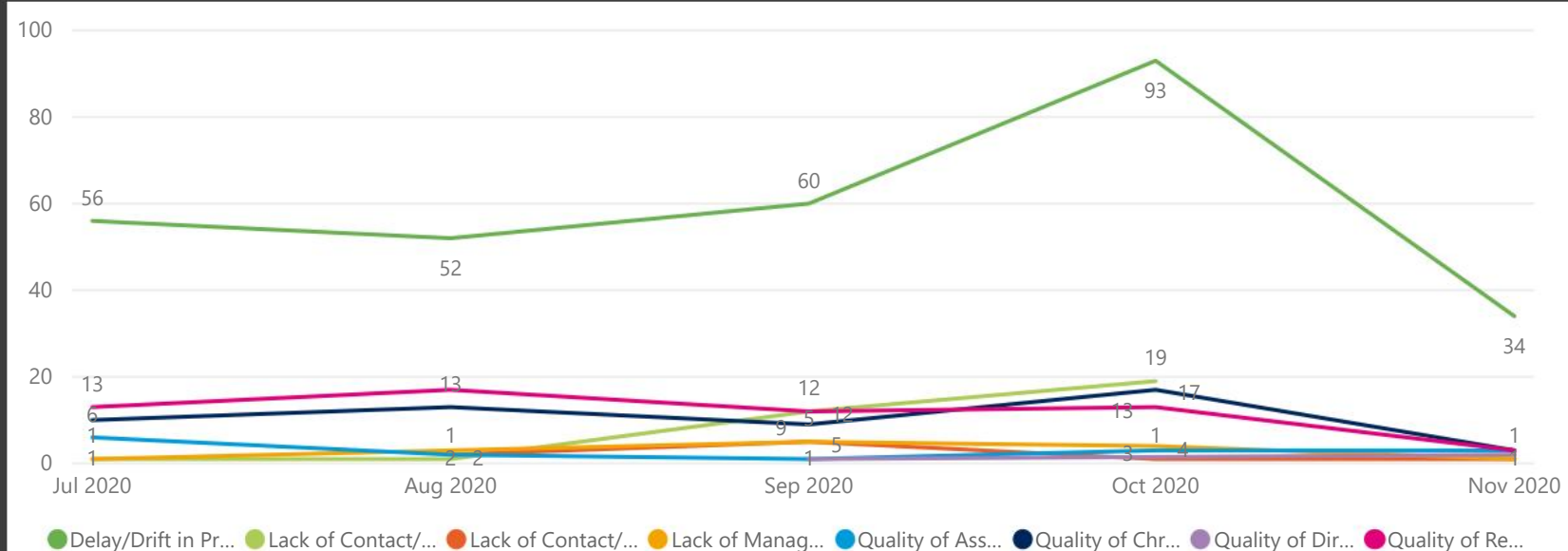
PSN Forms Completed by Resolution Status



Practice Standard Notification Forms Completed in the Month by Area of Practice

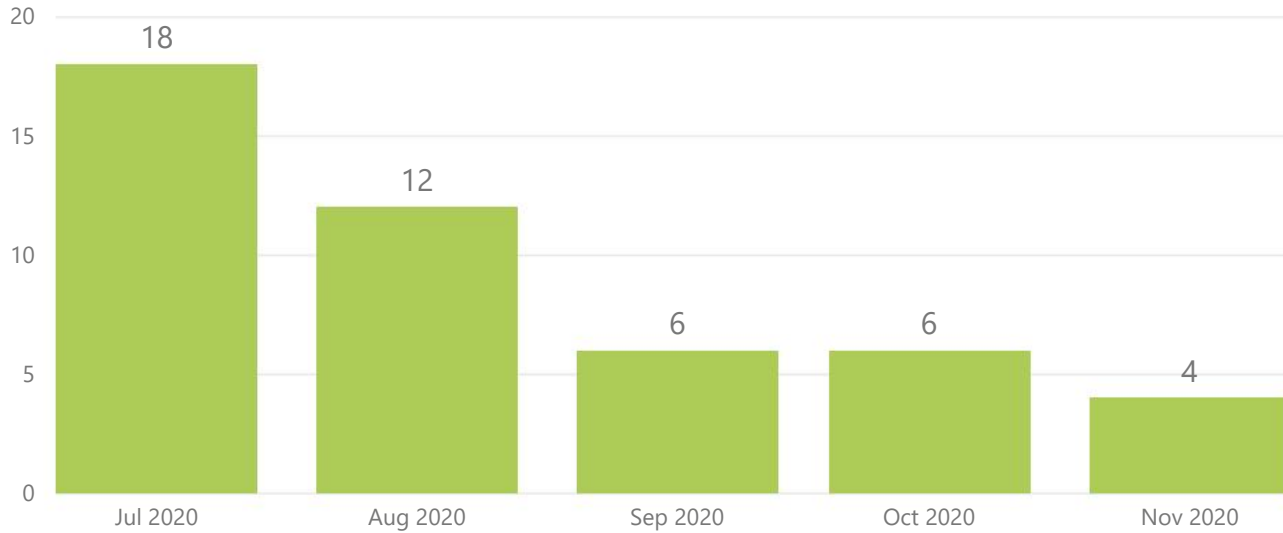
Select from Options

- Select all
- Delay/Drift in Progression of actions and/or plan
- Lack of Contact/Relationship between Social Worker and Child/You...
- Lack of Contact/Relationship between Social Worker and Parent/Ext...
- Lack of Management Oversight
- Quality of Assessment
- Quality of Chronology
- Quality of Direct Work
- Quality of Report Writing

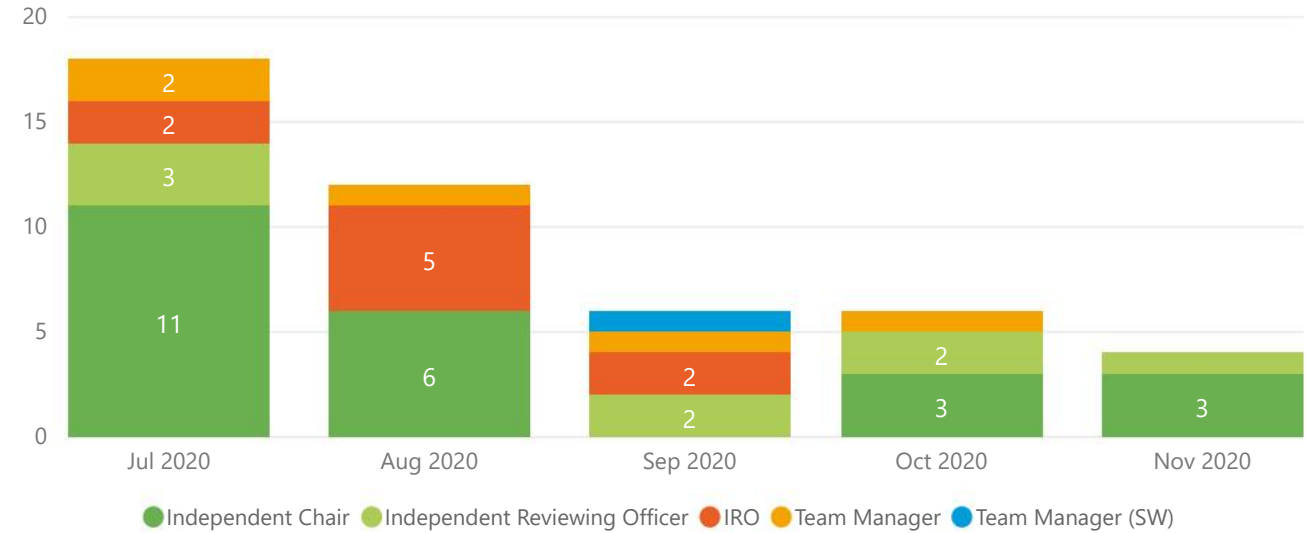




GPN Forms Completed in month - Total



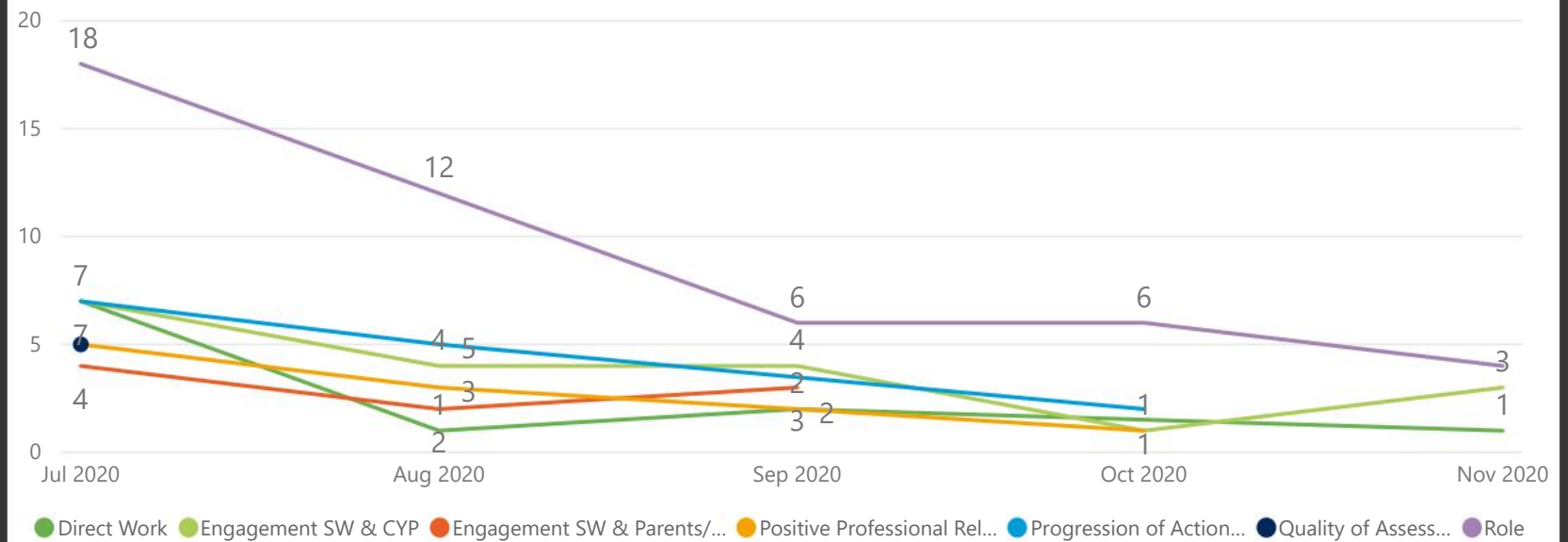
GPN Forms Completed in month by Area of Business



Good Practice Notification Forms Completed in Month by Area of Practice

Select from Options

- Select all
- Direct Work
- Engagement SW & CYP
- Engagement SW & Parents/Family
- Positive Professional Relationships
- Progression of Actions and/or Plan
- Quality of Assessment
- Role



Norfolk County Council

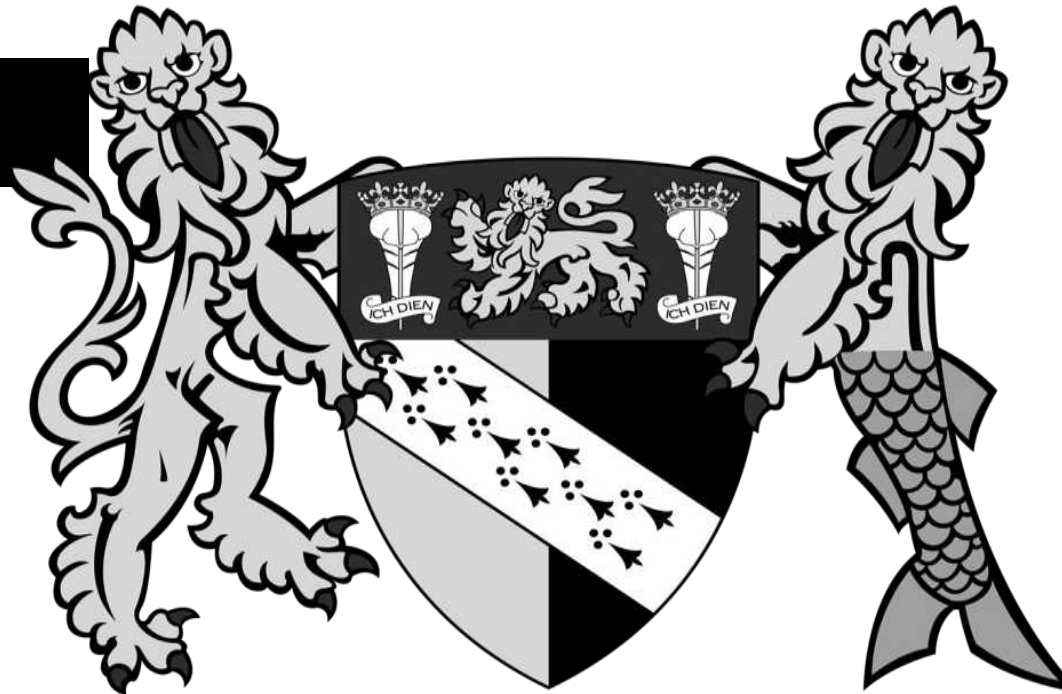
Children's Services

Monthly Performance & Management Information

County Report

December 2020

All data sourced from LiquidLogic.
With the exception of Early Help data which is provided by the EH Teams



Norfolk County Council
Children's Services

Produced by the Children's Services Reporting Team
csreportingteam@norfolk.gov.uk

Monthly Performance & Management Information County Report

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Children's Services' Performance Summary (County)

December 2020

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

Area	Ref	Indicator	Good perf. is	Data note	Last four months				Current year		DOT (Month on Month)	RAG (★☆☆)					Tolerances		Previous YTD	Latest benchmarking																				
					Sep-20	Oct-20	Nov-20	Dec-20	YTD	Target		County	County Breckland	North Norwich	South West	Yarmouth	Red	Green		Stat neigh avg	Best stat neigh	Nat. avg	Nat. top quartile	Eastern region																
Family Support	1.1a	Number of new cases opened to team over the last month	High	Count	220	241	207	226			↑																													
	1.2	No of cases closed to Family Support	High	Count	204	202	188	178			↓																													
	1.2a	% closed due to step up;	High	Percentage	8.8%	9.9%	9.6%	9.6%																																
	1.2b	% closed with needs met (including EDPP's and Step Downs from FS to Universal FSP)	High	Percentage	70.1%	72.8%	70.2%	82.0%																																
	1.2c	No of cases closed due to Step Downs from FS to Universal FSP	High	Percentage	27	16	22	22																																
	1.2d	% closed - declined & not offered service	Low	Percentage	3.9%	2.0%	1.1%	2.2%																																
	1.2e	% closed Disengagement/Consent Withdrawn	Low	Percentage	17.2%	15.3%	19.1%	9.0%																																
	1.3	No of cases active to Family Support	High	Count	825	862	917	960			↑																													
	1.3a	% open for more than 6 months;		Percentage	16.0%	16.4%	13.4%	11.6%																																
	1.3b	% open for more than 12 months;		Percentage	2.9%	2.7%	3.6%	3.5%																																
	1.4	No of children being supported within Family Support cases	High	Count	1844	1915	2035	2136			↑																													
	1.5	No of social work cases supported by Family Support with targeted support	High	Count	7	4	4	4			→																													
1.8	% of new Family Support cases that are re-referrals into early help	Low	Percentage	17.3%	11.6%	16.9%	10.2%			↑																														
1.9	% of new Family Support cases that have stepped down from social care	High	Percentage	22.7%	17.8%	19.3%	22.1%			↑																														
Contact & Referrals	2.1	Contacts - No. (in-month)	Info	Count	3925	3970	3790	3234	31,506		·																													
	2.2	Referrals - No. (in-month)	Info	Count	585	512	512	459	4,392		·																													
	2.3	% Contacts Accepted as Referrals (in-month)	High	Percentage	14.9%	12.9%	13.5%	14.2%	13.9%		↑								15%	25%																				
	2.4	Referrals - Rate per 10k Under-18s (Annualised)	Low	Rate	409.0	357.9	357.9	320.9	2,447		↓																													
	2.5	Referrals with outcome of Social Work Assessment	High	Count	350	302	302	263	2,545		↓																													
	2.5a	Referrals with outcome of Strategy discussion	High	Count	222	184	199	181	1,696		↓																													
	2.5b	Referrals with outcome of Close with Info & Advice	High	Count	0	2	1	5	20		↑																													
	2.5c	Referrals with other outcomes	High	Count	13	24	10	10	131		→																													
2.7	Re-referrals - % (in-month)	Low	Percentage	17.3%	16.8%	18.6%	16.3%	19.4%		↑								30%	20%																					
Assessments	3.1	Assessments authorised - No.	Info	Count	446	515	540	505	4,448		·																													
	3.2	Rate of assessments per 10,000 population aged under 18 - rolling 12 month performance	Low	Rolling rate	412.3	409.7	396.8	381.8			↑																													
	3.3	Assessments auth in 45 WD - %	High	Percentage	87.7%	83.9%	90.0%	88.9%	87.7%		↓								70%	80%																				
	3.4	Open assessments already past 45 working days	Low	Count	31	13	21	24			↓																													
	3.5	Ongoing involvement	High	Count	176	240	248	227	2,154		↓																													
	3.5p	% of completed assessments ending in - Ongoing Involvement	High	Percentage	39.5%	46.6%	45.9%	45.0%	48.4%		↓																													
	3.6	Close with info and advice	Low	Count	213	214	203	220	1,779		↓																													
	3.7	Step down to FSP/TS	Low	Count	57	56	92	71	561		↑																													
S47s	4.3	Number of S47's per 10,000 population aged 0-17 - rolling 12 month performance	Low	Rolling rate	100.0	134.2	130.0	135.6			↓																													
	4.4	Number of S47 investigations Completed	Info	Count	143	192	186	194	1,650		·																													
	4.5	% of S47's with an outcome - Concerns are substantiated and child is judged to be at continuing risk of significant harm	High	Percentage	37.8%	34.9%	30.1%	39.2%	39.3%		↑																													
	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	32.9%	49.0%	52.7%	43.3%	40.8%		↓																													
	4.7	% of S47's with an outcome - Concerns not substantiated	Low	Percentage	29.4%	16.1%	17.2%	17.5%	19.8%		↓																													
CIN	5.1	Section 17 CIN Nos.	Low	Count	1324	1257	1236	1281			↓																													
	5.2	Number of CIN (inc. CPP as per DfE definition)	Low	Count	1854	1773	1728	1734			↓																													
	5.3	Section 17 CIN Rate per 10K Under-18s	Low	Rate	77.1	73.2	72.0	74.6			↓																													
	5.5	S17 CIN with an up to date CIN plan - %	High	Percentage	65.9%	65.3%	70.1%	68.9%			↓																													

Area	Ref	Indicator	Good perf. is	Data note	Last four months				Current year		DOT (Month on Month)	RAG (★) (■) (★)					Tolerances		Previous YTD	Latest benchmarking											
					Sep-20	Oct-20	Nov-20	Dec-20	YTD	Target		County	County	Breckland	North	Norwich	South	West		Yarmouth	Red	Green	Stat neig avg	Best stat neig	Nat. avg	Nat. top quartile	Eastern region				
Child Protection	6.1	No. Children Subject to CP Plans	Low	Count	530	516	492	453			↑																				
	6.2a	Initial CP conferences (no. children) - rolling 12 month performance	Low	Rolling 12	741	696	664	630			↑																				
	6.2b	Initial CP conferences per 10,000 population - rolling 12 month performance	Low	Rolling rate	43.2	40.5	38.7	36.7			↑																				
	6.3	Number of children subject to an ICPC	Info	Count	36	34	44	26	409		·																				
	6.4	% of ICPCs held within 15 days of strategy discussion	High	Percentage	88.9%	100.0%	88.6%	76.9%	93.4%		↓																				
	6.5	Children Subject to CP Plans - Rate per 10K Under-18s	Low	Rate	30.9	30.1	28.7	26.4			↑																				
	6.6	Number of children becoming subject to a CP plan per 10,000 population	Low	Rate	1.8	2.2	2.7	2.1			↑																				
	6.7	Number of discontinuations of a CP plan per 10,000 population	High	Rate	5.8	3.0	4.1	4.3			↑																				
	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	11.7%	11.7%	11.5%	10.1%			↑																				
	6.9a	No. of children becoming the subject of a CP plan for a second or subsequent time, ever	Low	Count	9	6	17	8	109		↑																				
	6.9b	% of children becoming the subject of a CP plan for a second or subsequent time - ever - rolling 12 months	Low	Percentage	23.8%	23.9%	25.1%	24.8%			↑																				
	6.10a	No. children subject to child protection plan for > 18 months	Low	Count	33	33	31	32			↓																				
	6.10n	No. children subject to child protection plan for > 2 years	Low	Count	9	9	6	11			↓																				
	6.10b	% children subject to child protection plan for > 2 years	Low	Percentage	1.7%	1.7%	1.2%	2.4%			↓																				
	6.11a	No. children whose child protection plan ceased this month	High	Count	100	51	70	74	617		↑																				
6.11b	% of CP plans ceased within period that had lasted 2 years or more	High	Percentage	4.0%	2.0%	4.3%	1.4%	3.2%		↓																					
6.12	% RCPCs held in timescale in month	High	Percentage	99.3%	94.6%	93.8%	96.3%	96.7%		↑																					
6.14	% children on child protection plans seen within timescales**	High	Percentage	76.8%	88.7%	86.2%	91.8%	86.5%		↑																					
6.15	% children on child protection plans seen within 20 working day timescales	High	Percentage	93.6%	98.5%	98.0%	100.0%	97.5%		↑																					
LAC	7.1	No. Looked-After Children (Total)	Low	Count	1103	1103	1091	1101			↓																				
	7.1a	No. non UASC Looked-After Children	Low	Count	995	995	989	1004			↓																				
	7.1b	No. UASC Looked-After Children	Low	Count	108	108	102	97			↓																				
	7.2	LAC - Rate per 10K Under-18s	Low	Rate	64.3	64.3	63.6	64.1			↓																				
	7.3	Admissions of Looked After Children	Low	Count	21	21	14	31	194		↓																				
	7.4	Number of children who have ceased to be Looked After Children	High	Count	27	21	19	17	194		↓																				
	7.5	Percentage of LAC who have ceased to be looked after due to permanence (Special Guardianship Order, Residence Order, Adoption) Ⓢ	High	Percentage	37.0%	28.6%	10.5%	17.6%	26.3%		↑																				
	7.6	LAC in residential placements	Low	Count	111	112	114	114			→																				
	7.6a	% LAC in residential placements	Low	Percentage	10.1%	10.2%	10.4%	10.4%			↑																				
	7.7	% LAC cases reviewed within timescales	High	Percentage	90.3%	89.3%	88.1%	88.7%			↑																				
	7.7a	% of LAC reviews in previous month with a Care Plan authorised in 10 working days	High	Percentage	25.7%	33.1%	26.0%	35.5%			↑																				
	7.8	Percentage of children adopted Ⓢ	High	Percentage	22.2%	14.3%	5.3%	5.9%	9.3%		↑																				
	7.9n	# LAC having a health assessment within 20 days of becoming LAC	Info	Count	15	16	15	7	112		·																				
	7.9	% LAC becoming looked after for 20 working days and having a health assessment in that time	High	Percentage	39.5%	32.0%	75.0%	36.8%	52.6%		↓																				
	7.10	LAC with up-to-date Health Assessment - No.	High	Count	761	766	779	766			↓																				
	7.11	LAC with up to date dental check - No.	High	Count	765	769	776	770			↓																				
	7.14	LAC with up-to-date Care Plan - %	High	Percentage	91.6%	84.9%	91.5%	85.7%			↓																				
	7.15	% LAC seen within timescales	High	Percentage	97.5%	98.2%	98.3%	98.8%			↑																				
7.17	LAC Reviews in month - Child Attended - %	High	Percentage	53.4%	67.0%	66.8%	68.3%	65.7%		↑																					
7.18	LAC Reviews in month - Child Participated - %	High	Percentage	98.7%	99.6%	98.0%	97.2%	98.1%		↓																					
Care Leavers	8.1	Number of care leavers (19-21)	High	Count	368	369	367	356			↓																				
	8.1a	Number of Care Leavers (16-24)	High	Count	648	652	650	653			↓																				
	8.3	RCL & FRCL in Suitable Accommodation - %	High	Percentage	90.2%	88.9%	88.3%	87.9%			↓																				
	8.4	RCL & FRCL EET - %	High	Percentage	50.5%	51.5%	50.4%	50.3%			↓																				
	8.5	% Care Leavers in touch with their S/Ws and/or PA over last 2 months	High	Percentage	75.3%	83.7%	82.8%	77.8%			↓																				

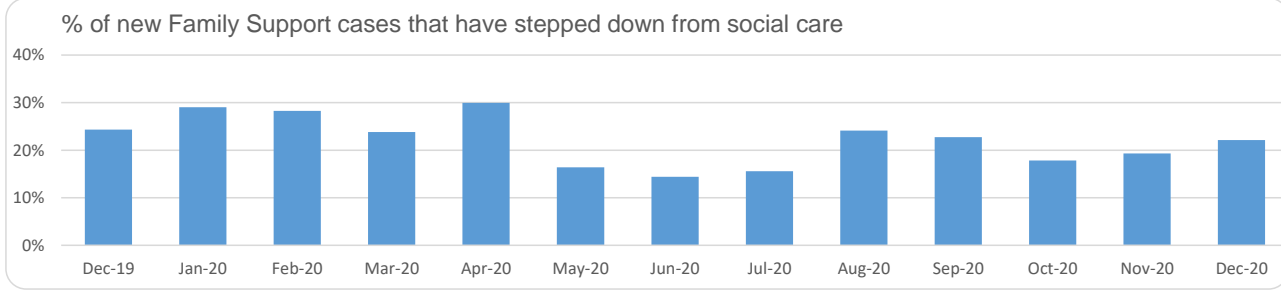
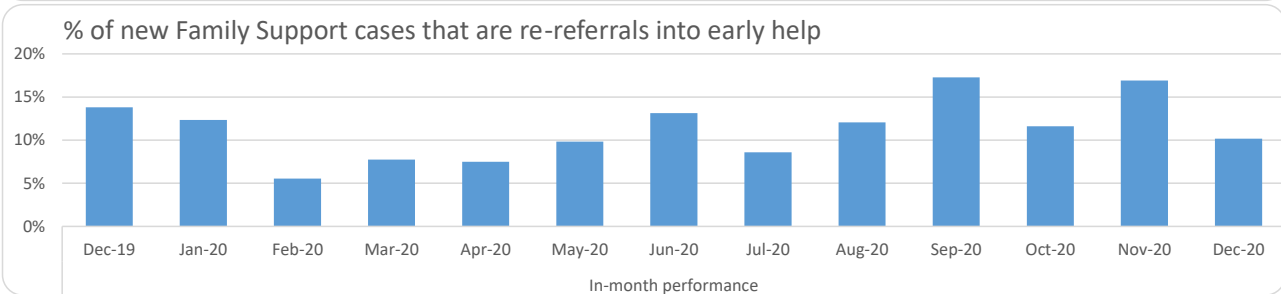
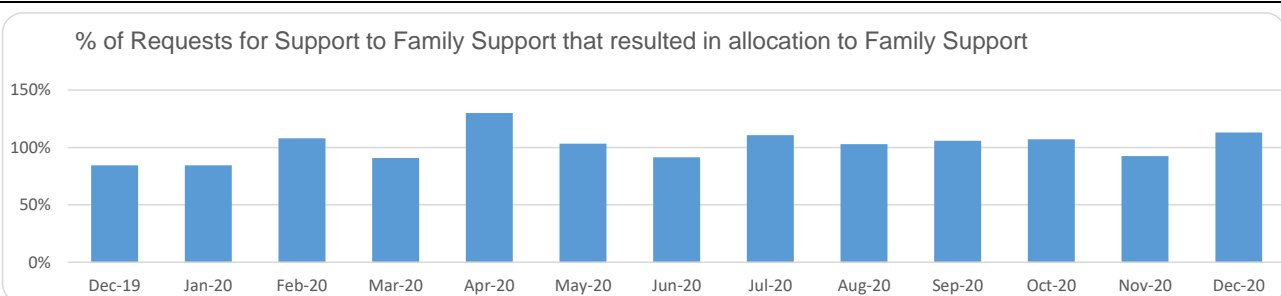
Area	Ref	Indicator	Good perf. is	Data note	Last four months				Current year		DOT (Month on Month)	RAG (★☆☆)						Tolerances		Previous YTD	Latest benchmarking				
					Sep-20	Oct-20	Nov-20	Dec-20	YTD	Target		County	County	Breckland	North	South	West	Fairmouth	Red		Green	Stat neigh avg	Best stat neigh	Nat. avg	Nat. top quartile
Placement	9.1	% of long term LAC in placements which have been stable for at least 2 years	High	Percentage	63.3%	63.2%	62.9%	64.1%			↑										67.1%	73%	68%		
	9.2	LAC with 3 or more placements in any one year - %	Low	Percentage	10.2%	9.6%	9.2%	8.5%			↑						20%	11%			11.3%	8.0%	11.0%		9.2%
Caseload	11.2	Maximum caseload of qualified social workers in LAC Teams	Low	Maximum	24	20	19	19			→														
	11.2a	Average number of cases per qualified social worker in LAC Teams	Low	Average	13	12	11	11			→														
	11.4	Maximum caseload of qualified social workers in FAST Teams	Low	Maximum	32	34	28	28			→														
	11.4a	Average number of cases per qualified social worker in FAST Teams	Low	Average	18	16	16	15			↑														
	11.5	Maximum caseload of qualified social worker in CWD Teams	Low	Maximum	20	19	21	26			↓														
	11.5a	Average number of cases per qualified social worker in CWD Teams	Low	Average	13	12	13	13			→														
	11.6	Maximum caseload of social workers currently undertaking their ASYE	Low	Maximum		20	19	19			→														
11.6a	Average caseload of social workers currently undertaking their ASYE	Low	Average		8	8	9			↓															

Definition The data in this section relates to requests for support to the Family Support Teams

Performance analysis There were 226 new cases opened to Family Support in December 2020 which is 19 higher than the previous month. The split across localities ranged from 17 more cases in South to 10 fewer in North. South received the highest number of new cases and at 62 received more than a quarter of the total new cases for the county. Breckland and West were the only 2 localities to receive fewer new cases than in November. The percentage of new cases that are Step Downs from SW teams increased this month from 19.3% to 22.1%. The percentage of re-referrals decreased this month down to 10.2% from last month's 16.9% with North seeing the highest number of re-referrals for the third month in a row. The number of cases closing to Family Support decreased in December down 10 from November to 178. South & North saw the most cases closing (42 and 36 respectively), whilst Norwich closed the fewest with 14. There is a 29% decrease in the Family Support cross-locality manager audits graded Good in December compared with the previous month and a 13% increase in the number of Inadequate audits. Norwich and South saw a 33% decrease in the number of audits graded as Good this month and a 23% increase in the number of cases graded as Inadequate. West and Breckland saw an improvement in quality in their audits in December with 66% audits graded as Requiring Improvement and 17% graded as Good. West and Breckland also saw a decrease in the number of Inadequate audits (-11%). North and GY saw a 19% increase in the number of audits graded Requires Improvement (although none were graded as Good) and a 19% increase in the number of cases graded as Inadequate. Family networking, management oversight and supervision is generally good quality although improvements can be made to further evidence the impact of risk on families.

Good perf. is:	1.6	1.7	1.8	1.9
	% of requests for Support to Family Support that resulted in allocation to Family Support	% of new cases open under s47 previously open to Family Support	% of new Family Support cases that are re-referrals into early help	% of new Family Support cases that have stepped down from social care
	High	High	Low	High
Dec-19	84.4%	-	13.8%	24.3%
Jan-20	84.4%	-	12.3%	29.0%
Feb-20	108.0%	-	5.6%	28.2%
Mar-20	90.8%	-	7.7%	23.8%
Apr-20	130.1%	-	7.5%	29.9%
May-20	103.4%	-	9.8%	16.4%
Jun-20	91.4%	-	13.1%	14.4%
Jul-20	110.7%	-	8.6%	15.6%
Aug-20	102.9%	-	12.1%	24.1%
Sep-20	105.8%	-	17.3%	22.7%
Oct-20	107.1%	-	11.6%	17.8%
Nov-20	92.4%	-	16.9%	19.3%
Dec-20	113.0%	-	10.2%	22.1%

In-month performance



Note:

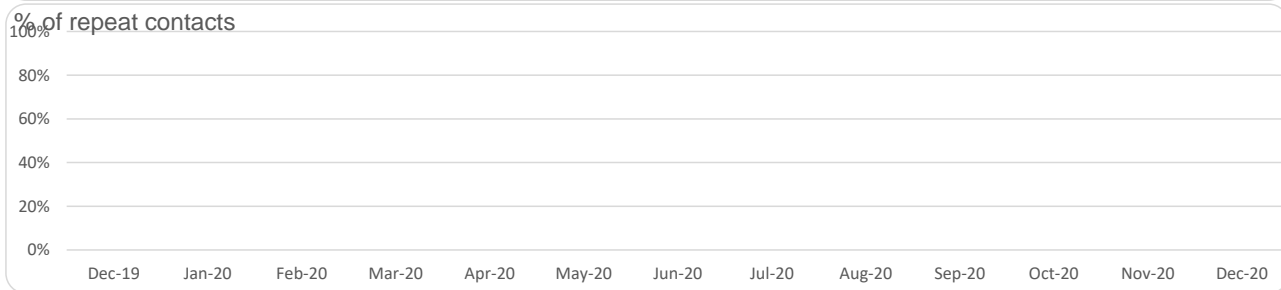
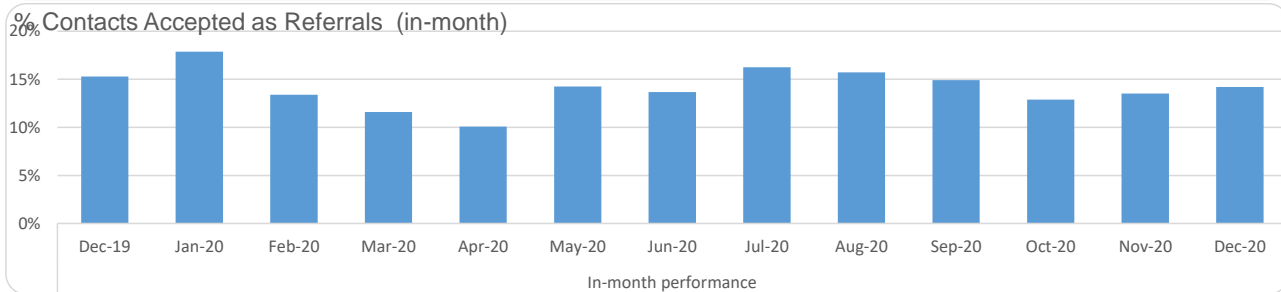
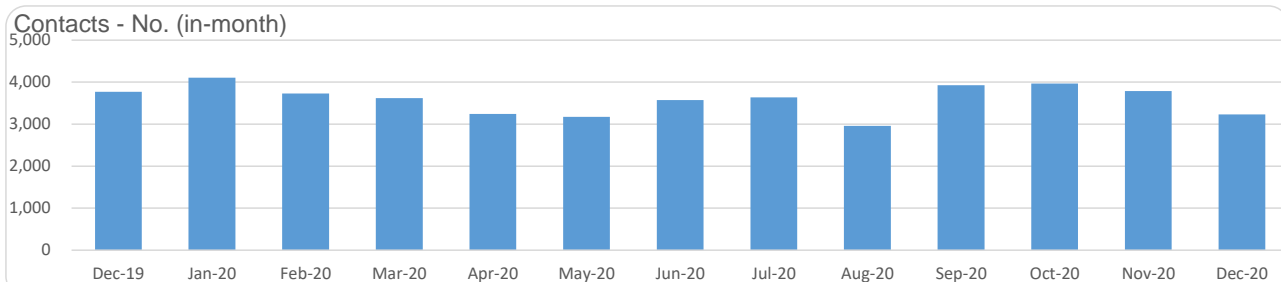
Requests for Support and allocations are counted for the calendar month, but some of the allocated cases may be as a result of a Request for Support received at the end the previous month, as we have 5 days to allocate cases in Early Help. This may result in more cases being allocated than there are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

Definition All contacts received via CADS are screened against an agreed multi-agency threshold criteria. Where a decision-maker in CADS agrees the threshold for social work intervention 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 a referral. Please note - locality for contacts and referrals is determined by the postcode of the child's home address.

Performance analysis In December 2020 the number of Contacts received decreased significantly compared to November, down 556 to 3234, but that is typical for this time of year. All localities experienced a decrease in Contacts ranging from 145 fewer in Breckland to 19 fewer in South. The biggest percentage change was in Breckland (21.2% lower than previous month) whilst South saw the smallest change 4.3% down on November. Despite the reduction in Contacts the percentage accepted as Referrals in December 2020 is up 0.7% on November's figure but is 1.1% lower than the same time last year.

		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:		<i>Info</i>	<i>High</i>	<i>Low</i>	<i>Low</i>
In-month performance	Dec-19	3,773	15.3%	-	-
	Jan-20	4,109	17.9%	-	-
	Feb-20	3,732	13.4%	-	-
	Mar-20	3,620	11.6%	-	-
	Apr-20	3,242	10.1%	-	-
	May-20	3,172	14.2%	-	-
	Jun-20	3,576	13.7%	-	-
	Jul-20	3,639	16.2%	-	-
	Aug-20	2,958	15.7%	-	-
	Sep-20	3,925	14.9%	-	-
	Oct-20	3,970	12.9%	-	-
	Nov-20	3,790	13.5%	-	-
Dec-20	3,234	14.2%	-	-	

These are over a rolling 3 month period.



Contacts by source

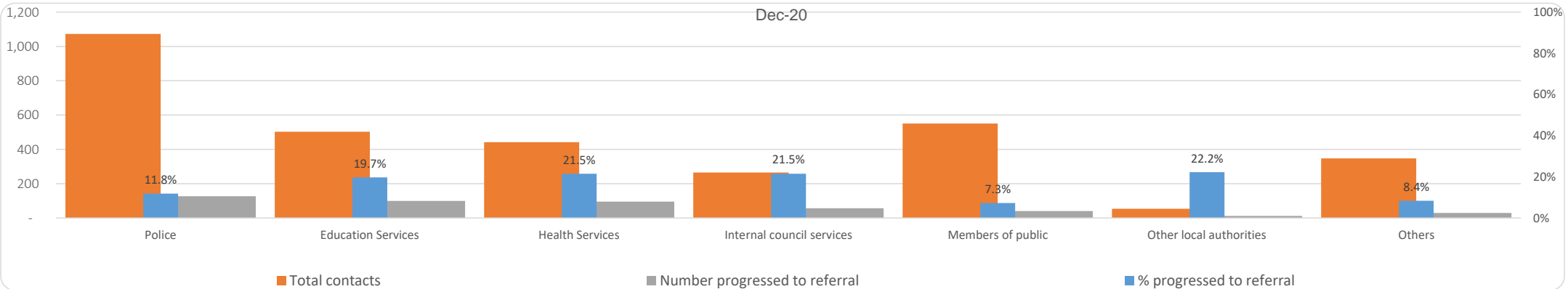
(County - December 2020)

Definition All contacts received by the LA via CADs are screened against an agreed multi-agency threshold criteria. Where a decision-maker in CADs 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 The number of Contacts from Education Services in December is significantly lower than last month (-305) and 81 lower than the same month last year. Despite this decrease in contacts the percentage progressing to a Referral increased, but is still lower than the previous year (19.7% in 2020 compared to 24.0% in 2019). Contacts from the Police have decreased slightly from November to 1073 in December (down 118) which is significantly lower than the same month last year.

		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	Dec-19	1,675	195	11.6%	584	140	24.0%	419	62	14.8%	258	92	35.7%	476	33	6.9%	49	13	26.5%	312	42	13.5%
	Jan-20	1,498	218	14.6%	694	178	25.6%	484	86	17.8%	329	83	25.2%	608	42	6.9%	85	36	42.4%	411	91	22.1%
	Feb-20	1,426	163	11.4%	597	125	20.9%	457	73	16.0%	295	52	17.6%	643	49	7.6%	31	7	22.6%	283	31	11.0%
	Mar-20	1,538	142	9.2%	625	103	16.5%	362	51	14.1%	234	47	20.1%	506	31	6.1%	60	8	13.3%	295	38	12.9%
	Apr-20	1,545	146	9.4%	246	29	11.8%	319	50	15.7%	325	29	8.9%	484	40	8.3%	42	1	2.4%	290	31	10.7%
	May-20	1,479	200	13.5%	241	18	7.5%	384	85	22.1%	243	50	20.6%	479	42	8.8%	56	19	33.9%	290	38	13.1%
	Jun-20	1,025	152	14.8%	378	73	19.3%	501	94	18.8%	572	52	9.1%	663	45	6.8%	65	20	30.8%	372	53	14.2%
	Jul-20	1,236	210	17.0%	350	42	12.0%	454	100	22.0%	246	71	28.9%	757	77	10.2%	76	7	9.2%	520	84	16.2%
	Aug-20	1,054	189	17.9%	9	4	44.4%	405	74	18.3%	260	61	23.5%	731	70	9.6%	57	15	26.3%	442	52	11.8%
	Sep-20	1,397	180	12.9%	616	116	18.8%	467	93	19.9%	303	82	27.1%	679	44	6.5%	77	16	20.8%	386	54	14.0%
	Oct-20	1,120	157	14.0%	589	94	16.0%	528	78	14.8%	264	69	26.1%	615	49	8.0%	65	21	32.3%	789	44	5.6%
	Nov-20	1,191	132	11.1%	808	125	15.5%	475	65	13.7%	298	73	24.5%	565	61	10.8%	49	9	18.4%	404	47	11.6%
Dec-20	1,073	127	11.8%	503	99	19.7%	442	95	21.5%	265	57	21.5%	550	40	7.3%	54	12	22.2%	347	29	8.4%	

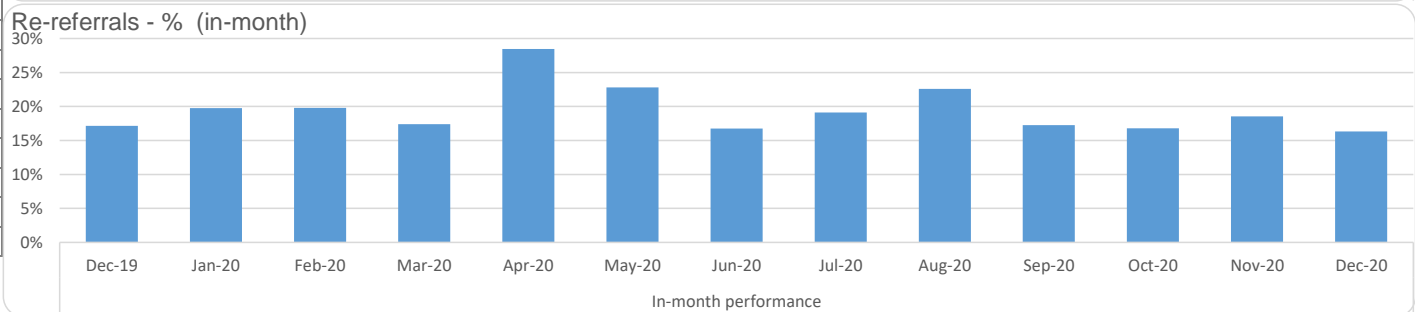
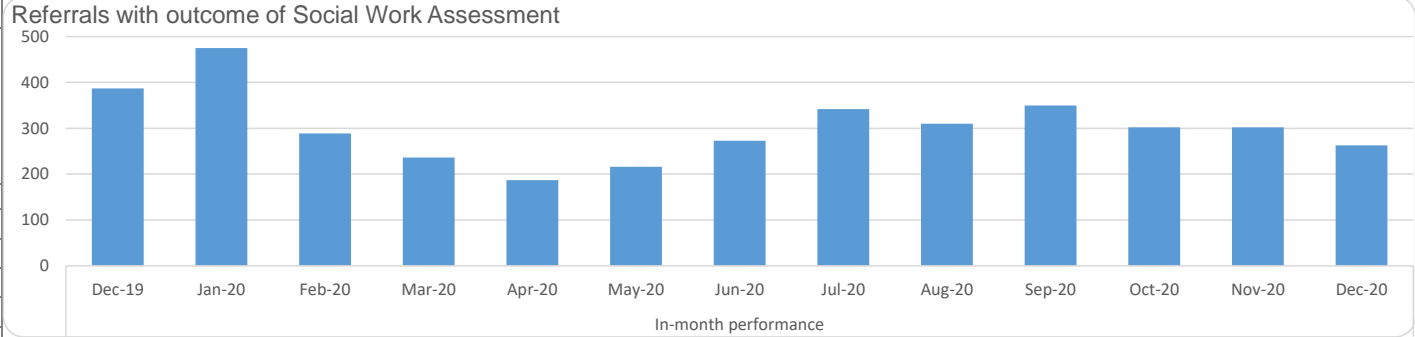
Dec-20	Total contacts in month		14.2%							
				Police	Edu.	Health	Internal	Public	Other LA	Other
	% of total contacts			33.2%	15.6%	13.7%	8.2%	17.0%	1.7%	10.7%
Total progressed to referral		459								
			Police	Edu.	Health	Internal	Public	Other LA	Other	
% of total referred			27.7%	21.6%	20.7%	12.4%	8.7%	2.6%	6.3%	



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

Performance analysis The number of Contacts that progressed to a Referral during December was down 53 from November to 459 which is over 100 more than the same month last year. During December three localities saw an increase in referrals: Great Yarmouth (+21), Norwich (+6) and South (+8). West saw the biggest percentage reduction month on month with 45% fewer referrals in December than November. Re-referral rates have reduced in December down 2.2% from November to 16.3%. The highest re-referral rate was in North at 29.8%, whilst the lowest was in Breckland at 2.7%

		2.2	2.5	2.7	2.8
		Referrals - No. (in-month)	Referrals with outcome of Social Work Assessment	Re-referrals - % (in-month)	% re-referral rate in the last 12 months (rolling year)
Good perf. is:		Info	Info	Info	Info
In-month performance	Dec-19	577	387	17.2%	-
	Jan-20	734	475	19.8%	-
	Feb-20	500	289	19.8%	-
	Mar-20	420	236	17.4%	-
	Apr-20	327	187	28.4%	-
	May-20	452	216	22.8%	-
	Jun-20	489	273	16.8%	-
	Jul-20	591	342	19.1%	-
	Aug-20	465	310	22.6%	19.2%
	Sep-20	585	350	17.3%	19.1%
	Oct-20	512	302	16.8%	19.0%
	Nov-20	512	302	18.6%	19.4%
Dec-20	459	263	16.3%	19.4%	

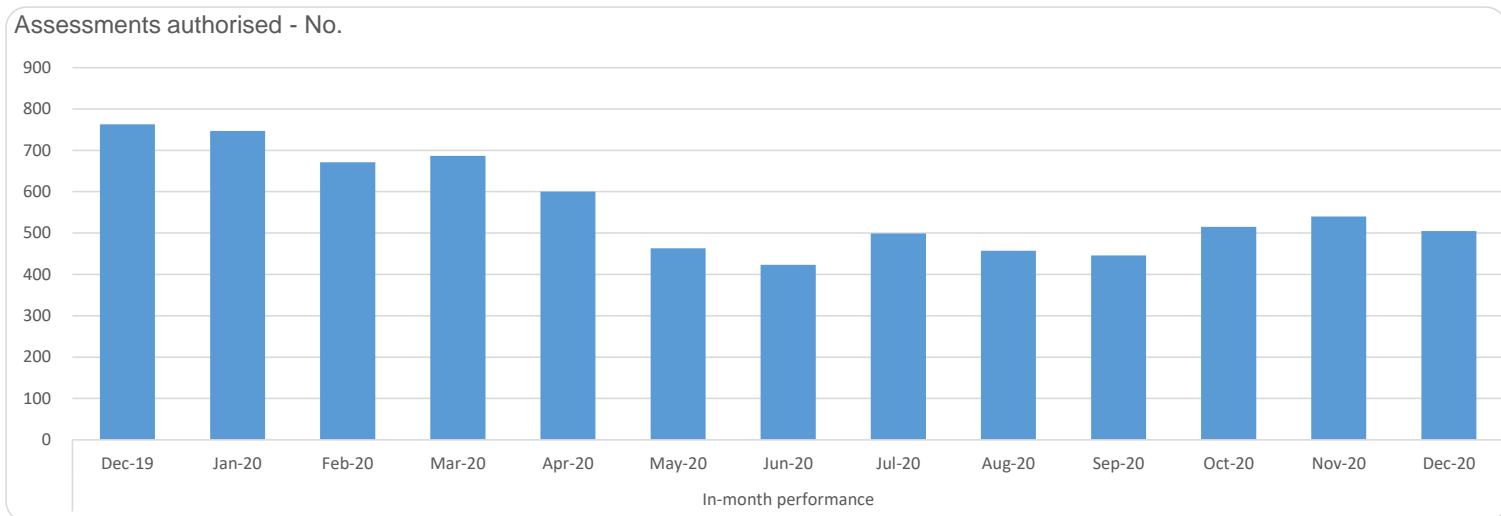


Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Re-referrals - % (in-month)	16.3%				
% re-referral rate in the last 12 months (rolling year)	19.4%				21.0%

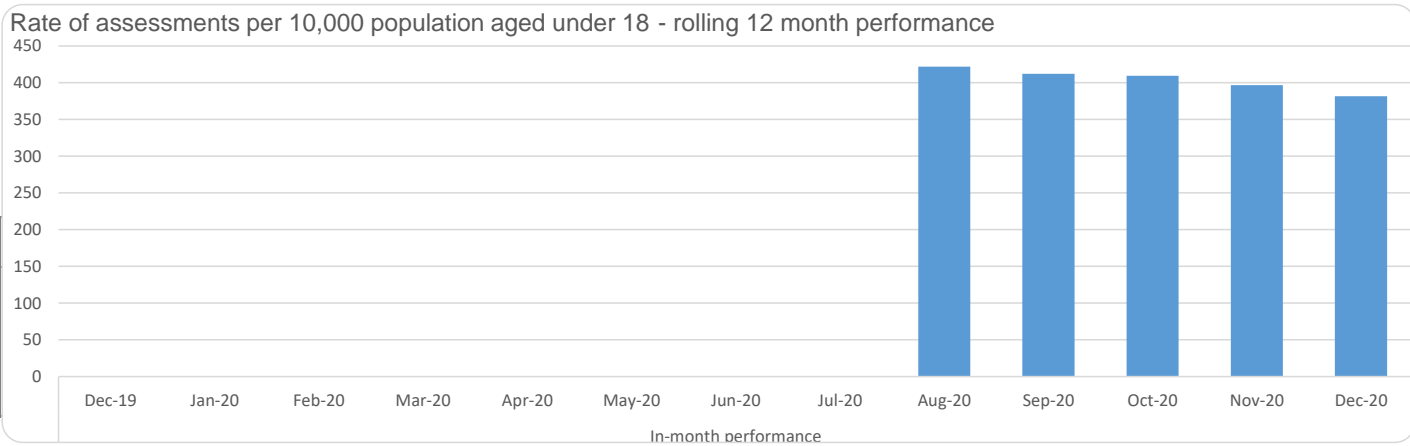
Definition If a child meets the Children's Act definition of 'Child in Need', or is likely to be at risk of significant harm, authorisation will be given for an assessment of need to be started to determine which services to provide and what action needs to be taken.

Performance analysis The total number of Social Work Assessments completed in December was 505 which is 35 fewer than the previous month and 258 fewer than the same month in 2019. Three localities completed more SW Assessments than the previous month: West (+43), Breckland (+28) and South (+1), whilst North (-66) Norwich (-35) and Great Yarmouth (-2) all completed fewer than the previous month. West completed the largest number of SWAs with 116 whilst Norwich completed the fewest number with 47.

Good perf. is:	3.1	3.2	
	Assessments authorised - No.	Rate of assessments per 10,000 population aged under 18 - rolling 12 month performance	
	<i>Info</i>	<i>Low</i>	
In-month performance	Dec-19	763	-
	Jan-20	747	-
	Feb-20	671	-
	Mar-20	687	-
	Apr-20	600	-
	May-20	463	-
	Jun-20	423	-
	Jul-20	499	-
	Aug-20	457	422.0
	Sep-20	446	412.3
	Oct-20	515	409.7
	Nov-20	540	396.8
Dec-20	505	381.8	



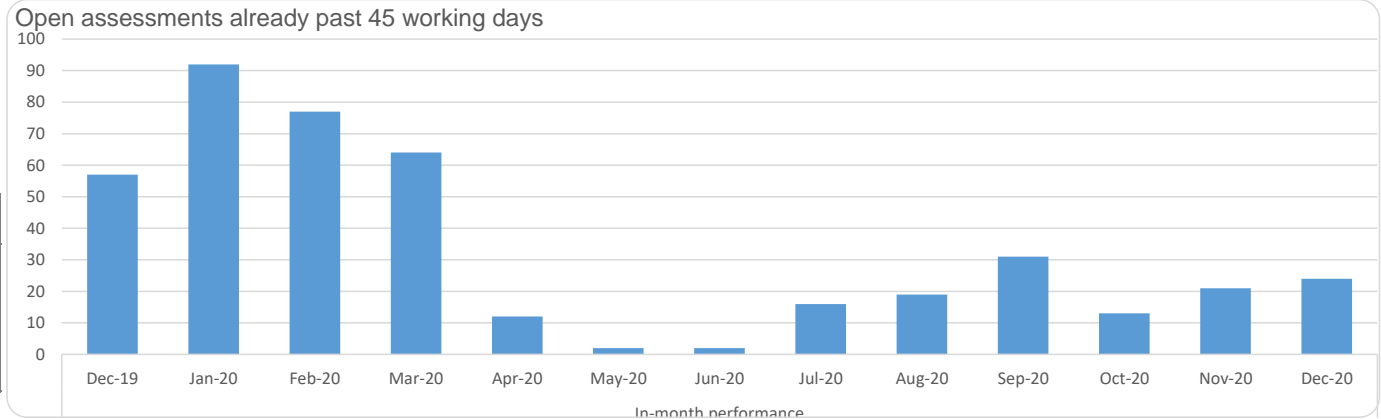
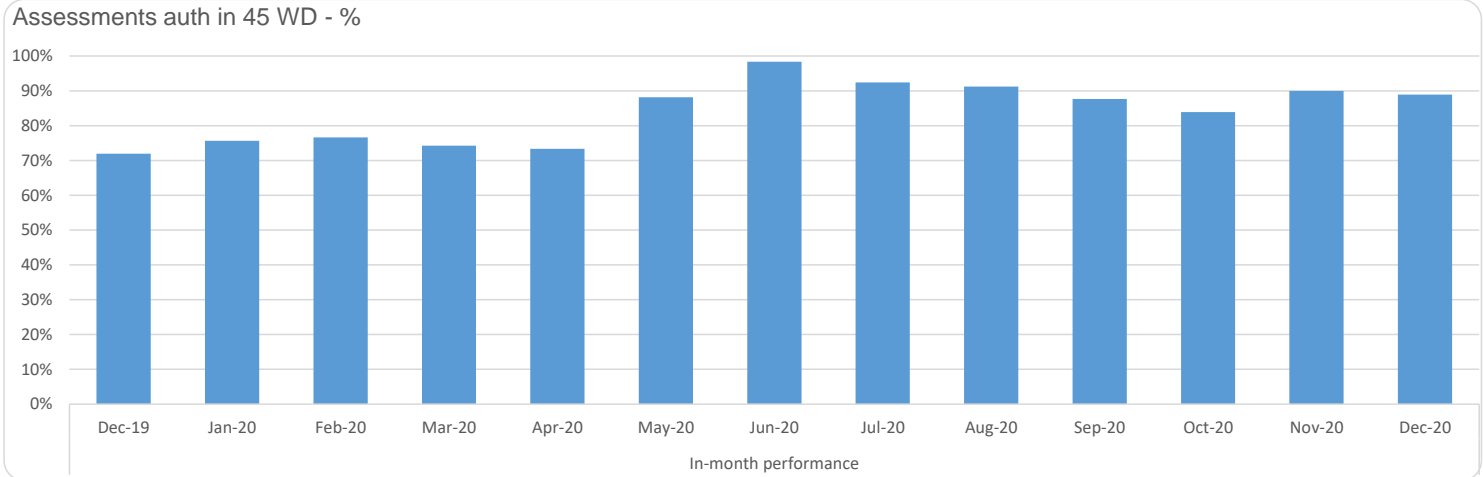
Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Rate of assessments per 10,000 population aged under 18 - rolling 12 month performance	381.8	496.3	539.3		363.1



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 percentage of Social Work Assessments completed in 45 working days decreased in December 2020 down 1.1% to 88.9%, however that is nearly 17% higher than the same month last year and sits above Norfolk's comparators regionally and statistically. South (+8.8%) & Great Yarmouth (+2.2%) saw improvements in this measure compared to last month. Great Yarmouth saw the best performance across the county at 98.8% whilst North are the lowest at 75%. The number of Social Work Assessments open at the end of December 2020 for longer than 45 days is 24 which is up 3 on November's data but less than half the number in the same month last year. South has the largest number of these with 14 assessments open past 45 days. Breckland has 7, Great Yarmouth has 2, North has 1 whilst Norwich West both have none.

		3.3	3.4
		Assessments auth in 45 WD - %	Open assessments already past 45 working days
Good perf. is:		High	Low
In-month performance	Dec-19	72.0%	57
	Jan-20	75.6%	92
	Feb-20	76.6%	77
	Mar-20	74.2%	64
	Apr-20	73.3%	12
	May-20	88.1%	2
	Jun-20	98.3%	2
	Jul-20	92.4%	16
	Aug-20	91.2%	19
	Sep-20	87.7%	31
	Oct-20	83.9%	13
	Nov-20	90.0%	21
Dec-20	88.9%	24	



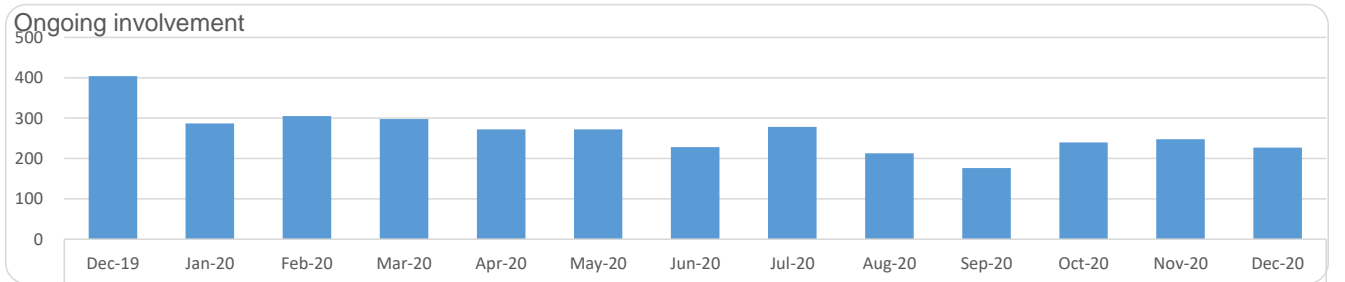
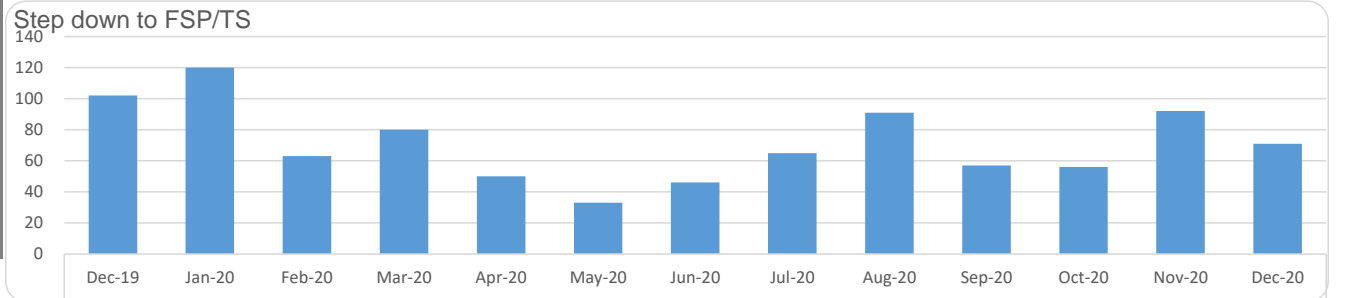
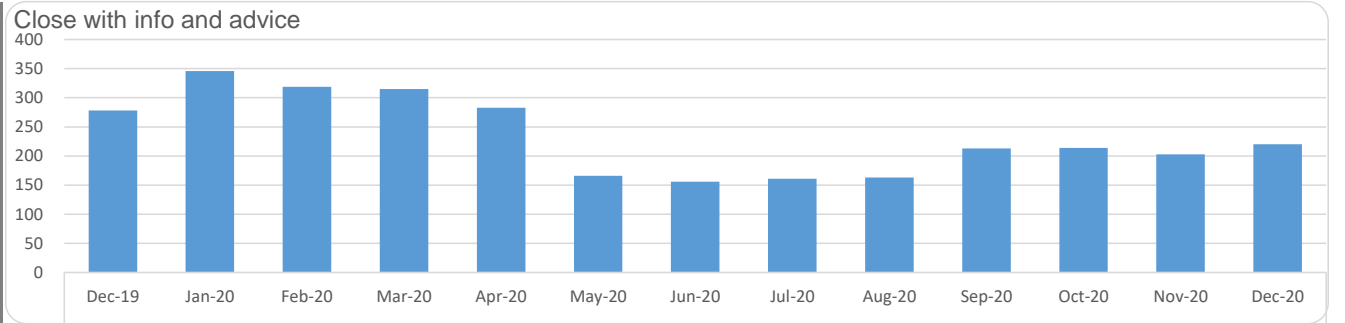
Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Assessments auth in 45 WD - %	88.9%	82.6%	83.1%		81.2%

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

Performance analysis The percentage of assessments closing in December with the outcome of Info & Advice increased to 42.5% which is nearly 5% higher than last month. West saw the biggest increase this month with 24 more SWAs with this outcome during December compared to November, whilst North saw the biggest decrease down 42. The percentage of SWAs with an outcome of Ongoing Involvement decreased slightly (-1%) in November with a total of 227 SWAs having this outcome. This is still significantly lower than the same month last year. The biggest monthly change was seen in North who had 31% more than the previous month. There is overall a 2% increase in the cross-locality audits graded Good in FAST and CWD Teams in December compared to November and an 8% decrease the number of cases graded Inadequate. FAST West and FAST North saw an increase in the number of audits graded as Good in December (50% and 7% respectively) and a decrease in Inadequate audits compared to November (41% and 36% respectively). All teams would benefit from SMARTer management oversight and challenge and updated Case Summaries, Chronologies and Genograms.

Good perf. is:	3.6		3.7		3.5	
	Close with info and advice		Step down to FSP/TS		Ongoing involvement	
	Low	High	Low	High	Low	High
Dec-19	278	35.5%	102	13.0%	404	51.5%
Jan-20	346	45.9%	120	15.9%	287	38.1%
Feb-20	319	46.4%	63	9.2%	305	44.4%
Mar-20	315	45.5%	80	11.5%	298	43.0%
Apr-20	283	46.8%	50	8.3%	272	45.0%
May-20	166	35.2%	33	7.0%	272	57.7%
Jun-20	156	36.3%	46	10.7%	228	53.0%
Jul-20	161	31.9%	65	12.9%	278	55.2%
Aug-20	163	34.9%	91	19.5%	213	45.6%
Sep-20	213	47.8%	57	12.8%	176	39.5%
Oct-20	214	42.0%	56	11.0%	240	47.1%
Nov-20	203	37.4%	92	16.9%	248	45.7%
Dec-20	220	42.5%	71	13.7%	227	43.8%

In-month performance



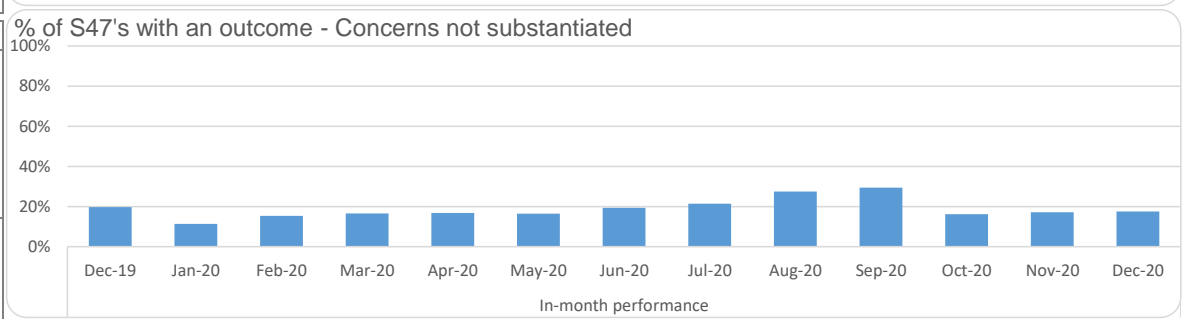
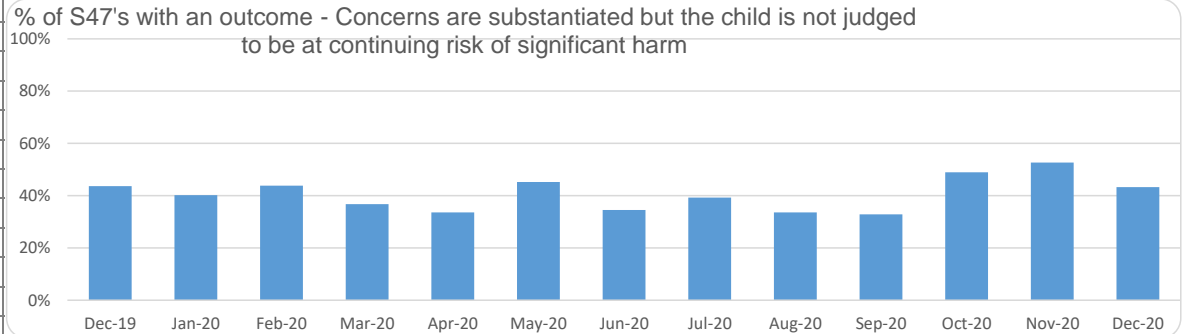
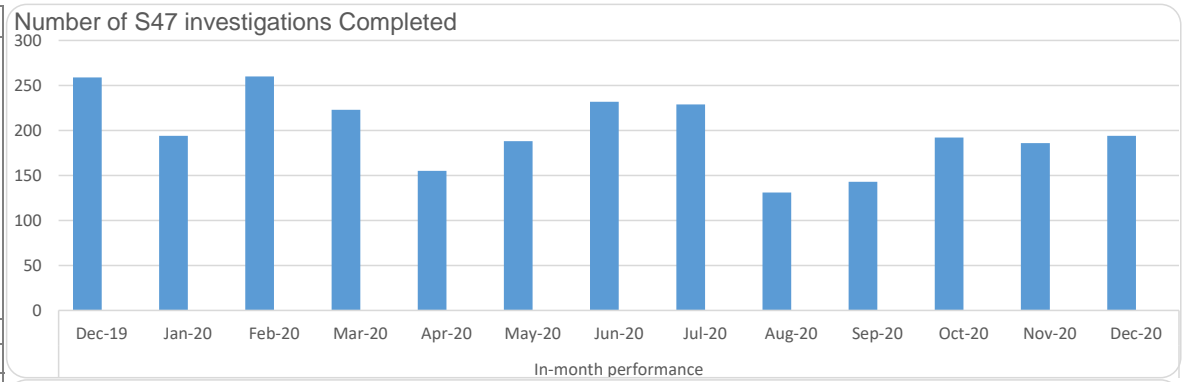
Section 47 Investigations

(County - December 2020)

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 The number of S47 investigations completed increased slightly during December 2020 up 8 to 194, an increase of 4.3%. Norwich completed the most (40) whilst West completed the fewest (10). The percentage of S47 Investigations with an outcome of Concerns not substantiated saw a slight increase up 0.3% to 17.5% but that is lower than the same month last year. West had 25.6% of S47 investigations completed with this outcome in December which was the highest across the county, whilst South had the lowest with zero.

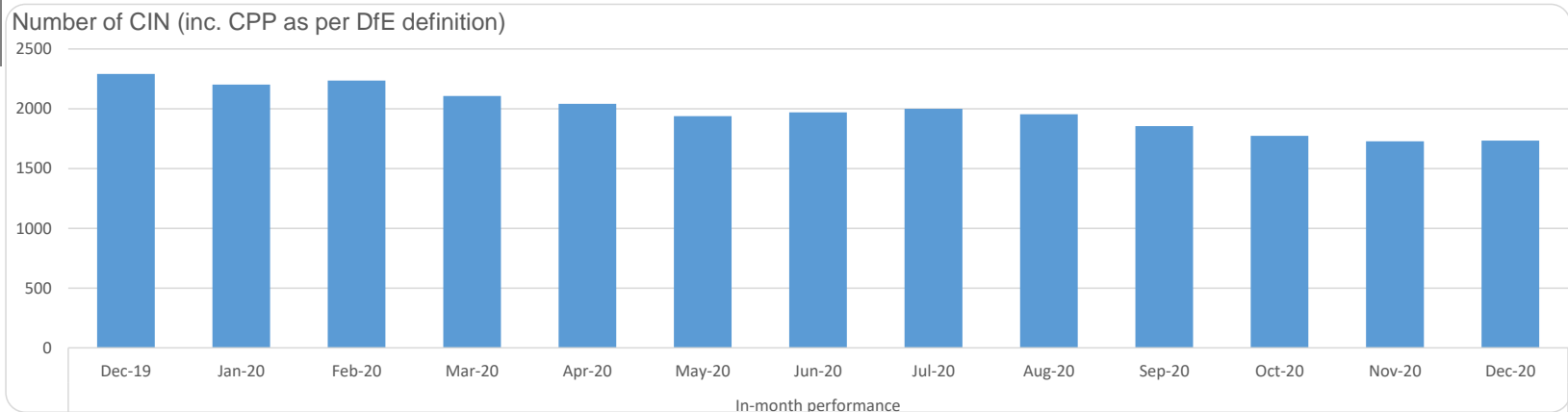
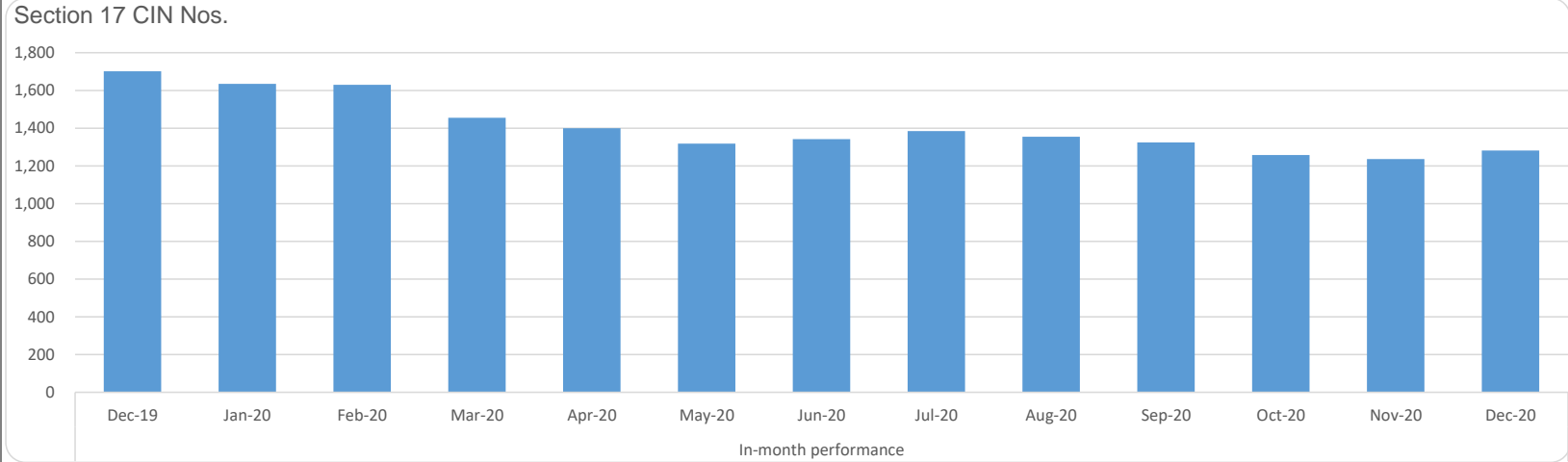
		4.3	4.4	4.5n	4.5	4.6n	4.6	4.7n	4.7
		Number of S47's per 10,000 population aged 0-17 - rolling 12 month performance	Number of S47 investigations Completed	% of S47's with an outcome - Concerns are substantiated and child is judged to be at continuing risk of significant harm		% of S47's with an outcome - Concerns are substantiated but the child is not judged to be at continuing risk of significant harm		% of S47's with an outcome - Concerns not substantiated	
Good perf. is:		Low	Info	High		High		Low	
In-month performance	Dec-19	182.8	259	95	36.7%	113	43.6%	51	19.7%
	Jan-20	136.9	194	94	48.5%	78	40.2%	22	11.3%
	Feb-20	183.5	260	106	40.8%	114	43.8%	40	15.4%
	Mar-20	157.4	223	104	46.6%	82	36.8%	37	16.6%
	Apr-20	109.4	155	76	49.0%	52	33.5%	26	16.8%
	May-20	132.7	188	72	38.3%	85	45.2%	31	16.5%
	Jun-20	163.7	232	107	46.1%	80	34.5%	45	19.4%
	Jul-20	160.1	229	90	39.3%	90	39.3%	49	21.4%
	Aug-20	91.6	131	50	38.2%	44	33.6%	36	27.5%
	Sep-20	100.0	143	54	37.8%	47	32.9%	42	29.4%
	Oct-20	134.2	192	67	34.9%	94	49.0%	31	16.1%
	Nov-20	130.0	186	56	30.1%	98	52.7%	32	17.2%
Dec-20	135.6	194	76	39.2%	84	43.3%	34	17.5%	
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		135.6	140.1	168.3				88.6	
% of S47's with an outcome - Concerns not substantiated								44.8%	



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

Performance analysis The number of Children in Need increased in December for the first time in 6 months up 45 to 1281, however it is 421 fewer than the same month last year. Great Yarmouth saw the largest decrease with 18 fewer CIN compared to November 2020, whilst Breckland saw the biggest increase with 51 more than November. West (+23) and South (+5) also saw an increase compared to November, whilst Norwich (-11) and North (-7) both saw a reduction. December cross locality manager audits saw an 8% decrease in the number of cases graded Good in the CWD service compared with the previous month and a 20% increase in Inadequate audits. Following a recent dip-sample the management of risk and progressing plans, remains the focus. The service is working to an action plan and additional support is being progressed in the area of Group Supervision.

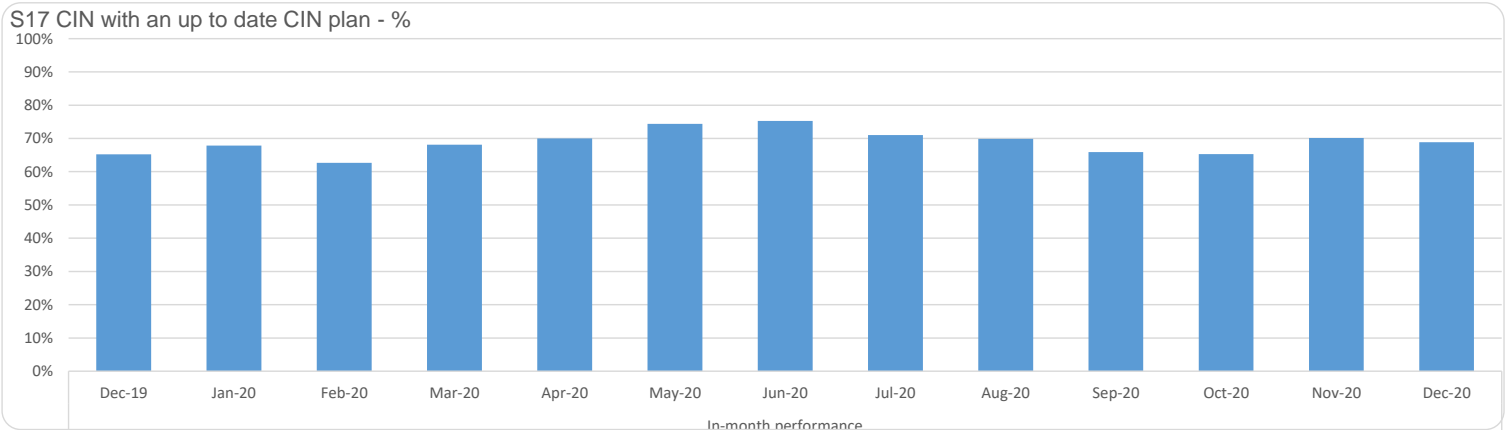
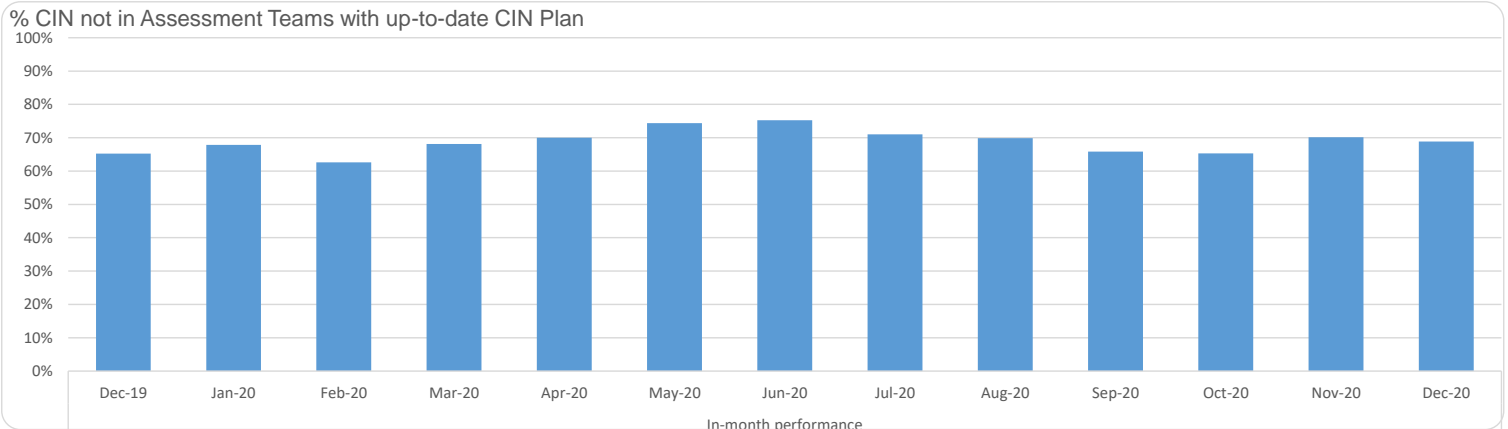
Good perf. is:	5.1	5.2
	Section 17 CIN Nos.	Number of CIN (inc. CPP as per DfE definition)
	Low	Low
In-month performance	Dec-19	2,291
	Jan-20	2,202
	Feb-20	2,235
	Mar-20	2,107
	Apr-20	2,041
	May-20	1,938
	Jun-20	1,970
	Jul-20	1,999
	Aug-20	1,954
	Sep-20	1,854
	Oct-20	1,773
	Nov-20	1,728
Dec-20	1,734	



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

Performance analysis The percentage of CIN with an up to date Plan decreased slightly in December from 70.1% to 68.9%. Three localities saw an improvement in December: North (+7.7%), Norwich (+2.0%) and South (0.2%) whilst Breckland (-9.3%), West (-8.7%) and Great Yarmouth (-2.6) all saw a decrease. Despite their reduction Great Yarmouth remain the highest performing locality with 88.6% of CIN with an up to date plan. Breckland are the lowest at 68.6%.

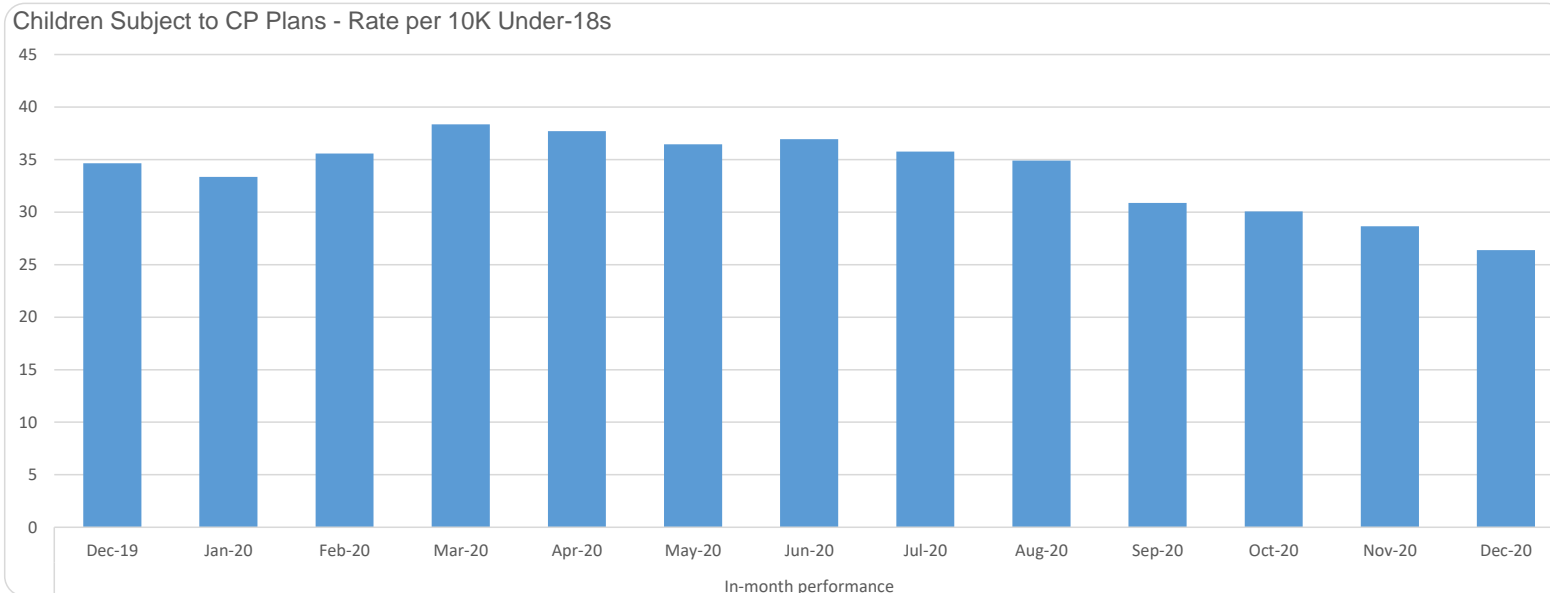
		5.4	5.5
		% CIN not in Assessment Teams with up-to-date CIN Plan	S17 CIN with an up to date CIN plan - %
Good perf. is:		High	High
In-month performance	Dec-19	65.2%	65.2%
	Jan-20	67.8%	67.8%
	Feb-20	62.6%	62.6%
	Mar-20	68.1%	68.1%
	Apr-20	70.0%	70.0%
	May-20	74.4%	74.4%
	Jun-20	75.3%	75.3%
	Jul-20	71.0%	71.0%
	Aug-20	69.9%	69.9%
	Sep-20	65.9%	65.9%
	Oct-20	65.3%	65.3%
	Nov-20	70.1%	70.1%
Dec-20	68.9%	68.9%	



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

Performance analysis The number of children subject to a CP Plan decreased for the seventh consecutive month in December, down 39 compared to November 2020. At 453 it is the lowest in over 12 months. 4 out of the 6 localities saw a decrease in the number of children subject to a CP Plan, with Breckland seeing the biggest reduction (-24) on the previous month. North and Great Yarmouth both saw an increase up 8 and 3 respectively. Norwich and South have the largest CP cohorts in the county which together account for over 49% of the total County number.

In-month performance	6.1		6.5	
	No. Children Subject to CP Plans		Children Subject to CP Plans - Rate per 10K Under-18s	
	Low		Low	
Good perf. is:				
Dec-19	589	34.6		
Jan-20	567	33.3		
Feb-20	605	35.6		
Mar-20	652	38.3		
Apr-20	641	37.7		
May-20	620	36.5		
Jun-20	628	36.9		
Jul-20	614	35.8		
Aug-20	599	34.9		
Sep-20	530	30.9		
Oct-20	516	30.1		
Nov-20	492	28.7		
Dec-20	453	26.4		



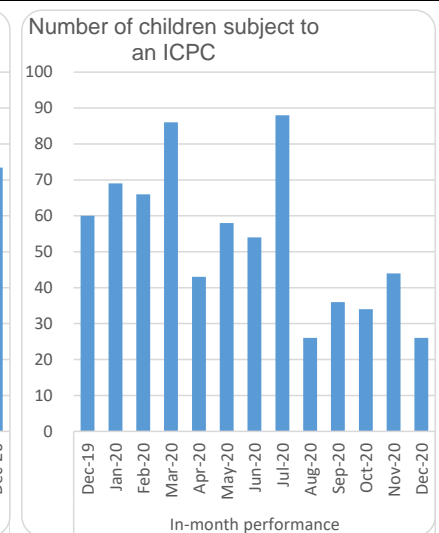
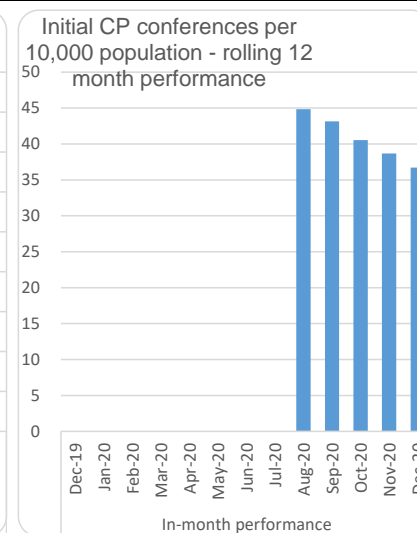
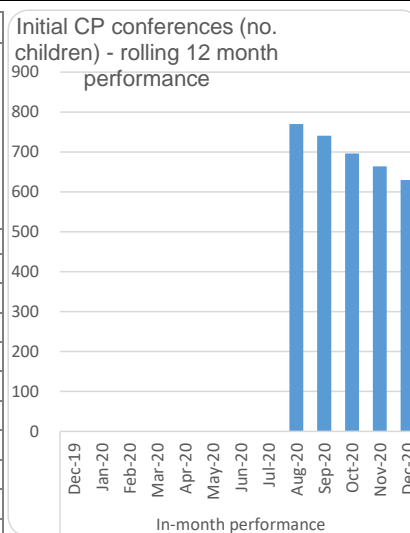
Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Children Subject to CP Plans - Rate per 10K Under-18s	26.4	57.6	64.8		27.4



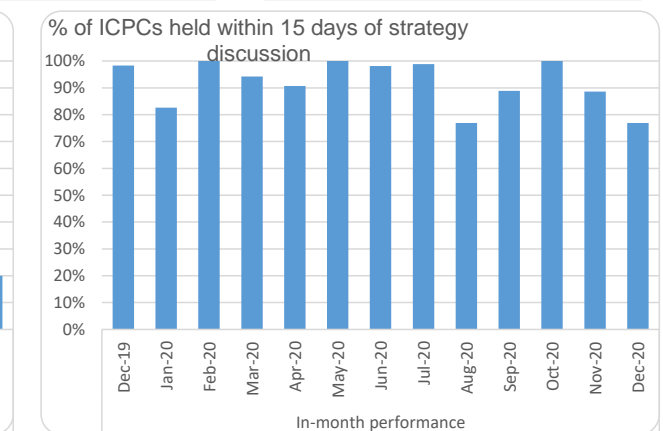
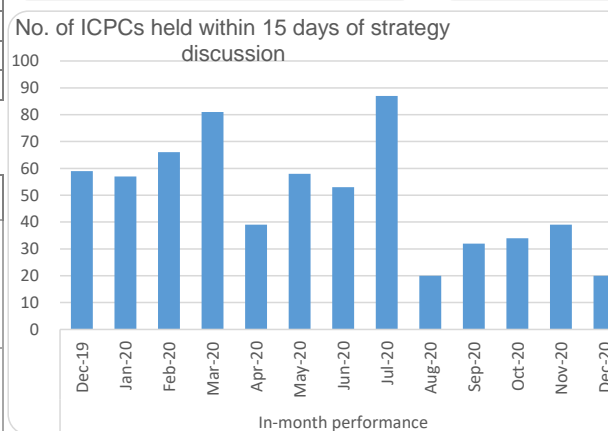
Definition Following a Section 47 investigation a child protection conference may be convened to consider all the information gained and determine the next course of action. The conference will decide if the child needs to be made subject to a child protection plan. The aim of the plan is to ensure the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

Performance analysis The number of children subject to an ICPC in December 2020 was 18 lower than the previous month, and at 26 is significantly lower than the same point last year. 9 (35%) of these were in Great Yarmouth and 8 (31%) were in Breckland whilst there was just 1 in Norwich. The percentage of ICPC's in December held within 15 working days of the Strategy Discussion dropped again this month down to 76.9% from November's 88.6%. December's figure is 21% lower than the same month in 2019.

		6.2a	6.2b	6.3	6.4n	6.4
		Initial CP conferences (no. children) - rolling 12 month performance	Initial CP conferences per 10,000 population - rolling 12 month performance	Number of children subject to an ICPC	No. of ICPCs held within 15 days of strategy discussion	% of ICPCs held within 15 days of strategy discussion
Good perf. is:		Low	Low	Info	High	High
In-month performance	Dec-19	-	-	60	59	98.3%
	Jan-20	-	-	69	57	82.6%
	Feb-20	-	-	66	66	100.0%
	Mar-20	-	-	86	81	94.2%
	Apr-20	-	-	43	39	90.7%
	May-20	-	-	58	58	100.0%
	Jun-20	-	-	54	53	98.1%
	Jul-20	-	-	88	87	98.9%
	Aug-20	770	45	26	20	76.9%
	Sep-20	741	43	36	32	88.6%
	Oct-20	696	41	34	34	100.0%
	Nov-20	664	39	44	39	88.6%
Dec-20	630	37	26	20	76.9%	



Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Initial CP conferences per 10,000 population - rolling 12 month performance	36.7	57.6	64.8		36.7
% of ICPCs held within 15 days of strategy discussion	76.9%	80.8%	78.7%		81.6%



Child Protection Time Periods

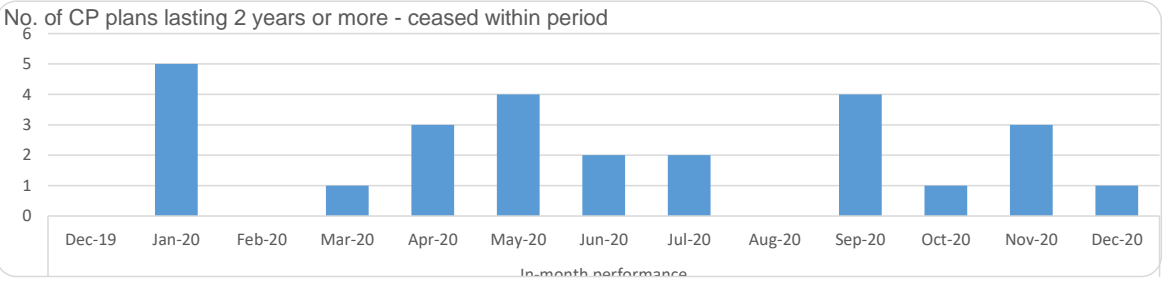
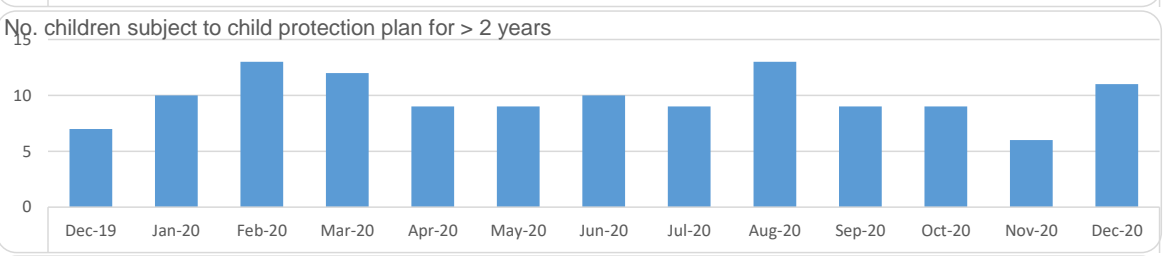
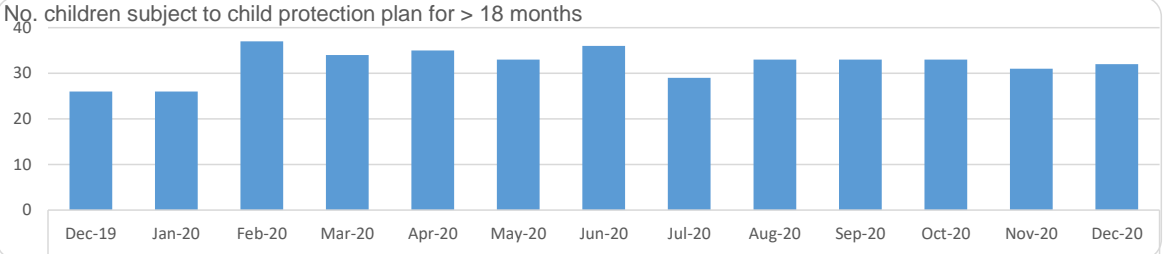
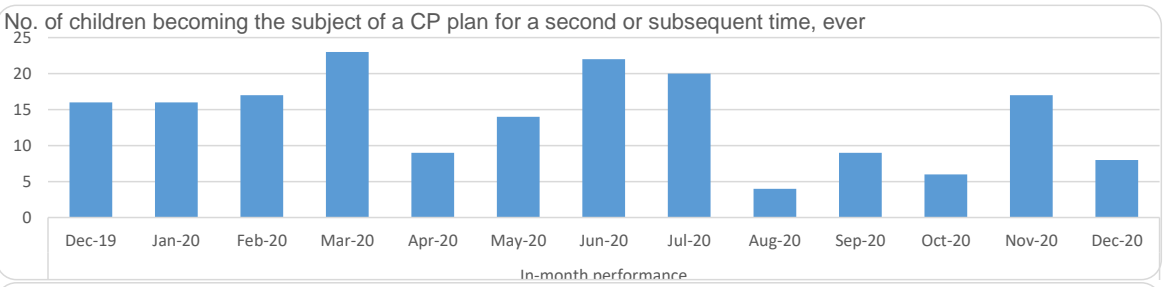
(County - December 2020)

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 36 children became subject to a CP Plan in December 2020 whilst 74 children ceased to be subject to a CP plan. Of the 36 new CP Plans, 8 (22%) had been subject of a plan before. The rolling 12 month average in this measure shows a 4% increase from 12 months ago. The number of children subject to child protection plan for 18 months and over has increased by 1 to 32 in December. South have the largest number of these with 14 which is 1 more than last month. Norwich has 8, Great Yarmouth has 6, North have 2, and West and Breckland have 1 each. The number of children who have been subject to a CP plan for more than 2 years also increased, up 5 from last month to 11, and at 2.4% is the highest it has been in over 12 months.

	6.9a	6.9b	6.10a	6.10n	6.10b	6.11n	6.11b
	No. of children becoming the subject of a CP plan for a second or subsequent time, ever	% of children becoming the subject of a CP plan for a second or subsequent time - ever - rolling 12 months	No. children subject to child protection plan for > 18 months	No. children subject to child protection plan for > 2 years	% children subject to child protection plan for > 2 years	No. of CP plans lasting 2 years or more - ceased within period	% of CP plans ceased within period that had lasted 2 years or more
Good perf. is:	Low	Low	Low	Low	Low	-	High
In-month performance							
Dec-19	16	20.7%	26	7	1.2%	0	0.0%
Jan-20	16	20.8%	26	10	1.8%	5	5.2%
Feb-20	17	20.7%	37	13	2.1%	0	0.0%
Mar-20	23	20.6%	34	12	1.8%	1	2.0%
Apr-20	9	21.9%	35	9	1.4%	3	5.5%
May-20	14	22.1%	33	9	1.5%	4	5.4%
Jun-20	22	22.8%	36	10	1.6%	2	3.2%
Jul-20	20	23.1%	29	9	1.5%	2	2.1%
Aug-20	4	22.9%	33	13	2.2%	0	0.0%
Sep-20	9	23.8%	33	9	1.7%	4	4.0%
Oct-20	6	23.9%	33	9	1.7%	1	2.0%
Nov-20	17	25.1%	31	6	1.2%	3	4.3%
Dec-20	8	24.8%	32	11	2.4%	1	1.4%

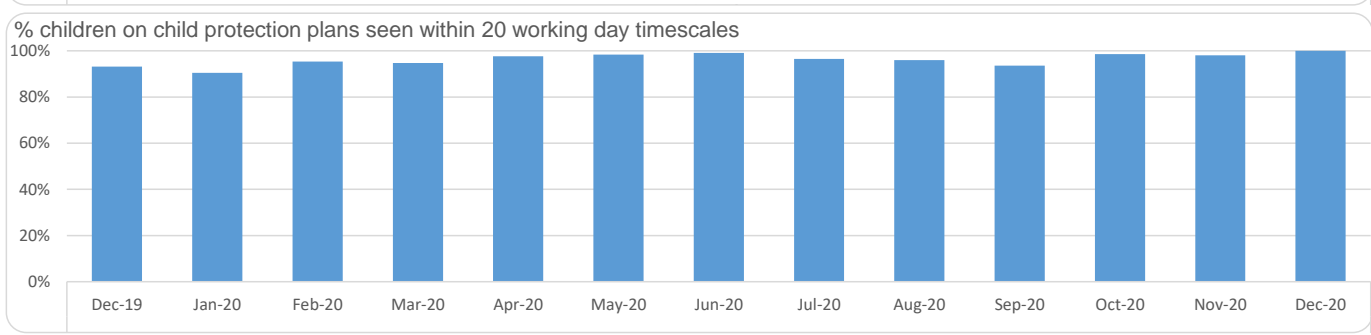
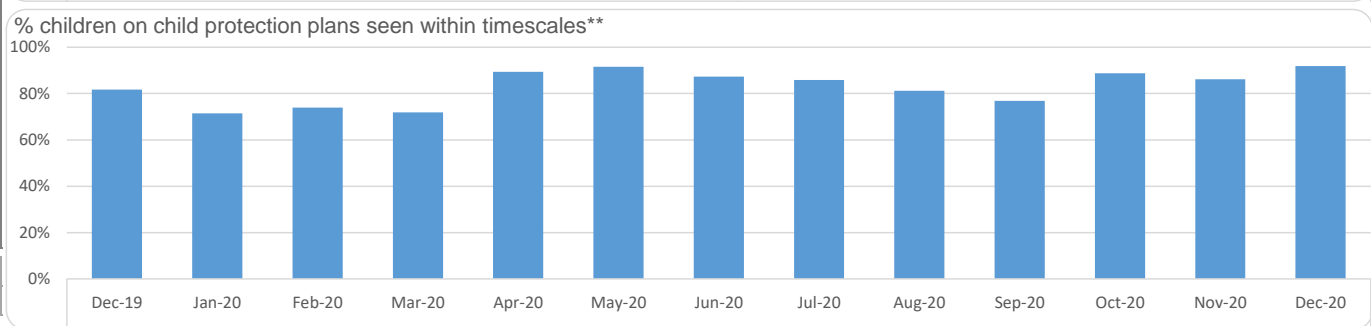
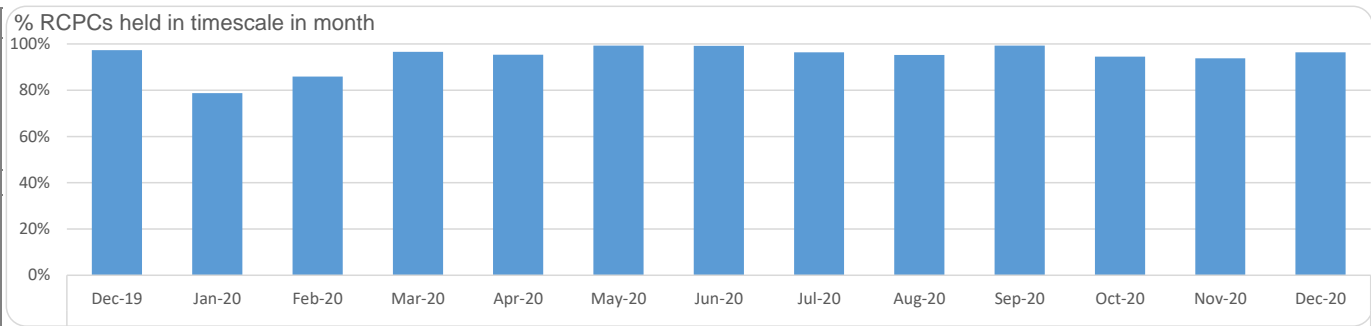
Benchmarking						
Norfolk		24.8%			2.4%	1.4%
Stat neigh avg		21.6%			2.4%	
Nat. avg		20.8%			2.1%	
Nat. top quartile						
Eastern region		19.8%			1.4%	3.0%



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 who have been seen within 10 working days increased during December up 5.6% to 91.8%. This remains higher than our Eastern Region and significantly higher than the same month last year. All localities saw increases this month ranging from +0.3% in West to +11.3% in Breckland. Great Yarmouth remain the highest performers with 98.4% of children being seen within 10 days. The percentage of children seen within 20 working days increased by 2% in December with all localities achieving 100%. The percentage of RCPCs held in timescale in December increased 2.6% to 96.3% which is slightly lower than the same month last year. Five localities achieved 100% with South achieving 76.9%.

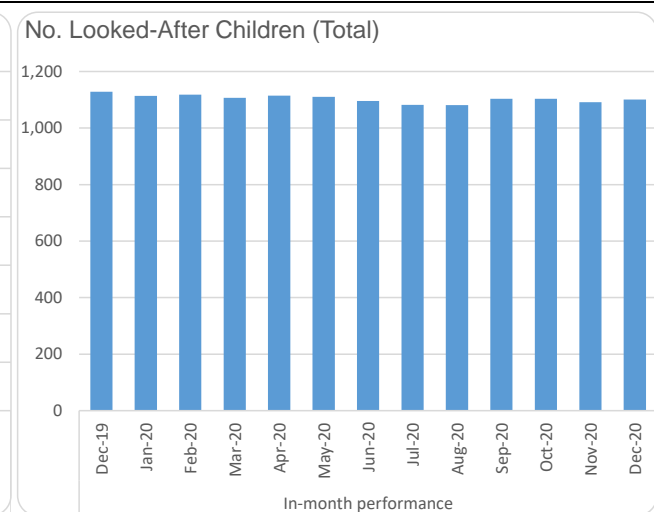
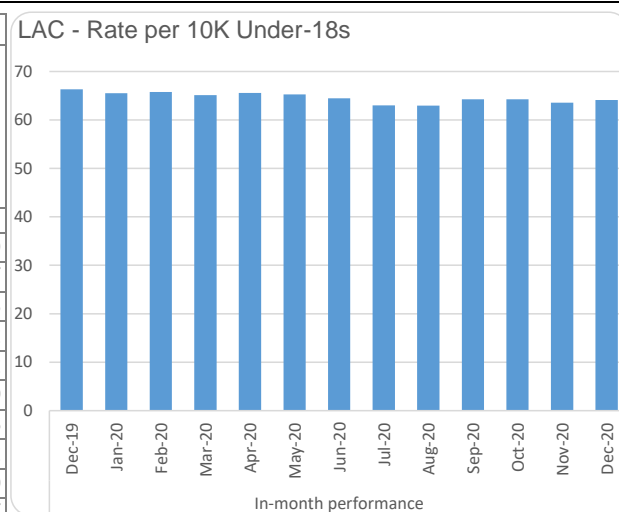
		6.12	6.14	6.15
		% RCPCs held in timescale in month	% children on child protection plans seen within timescales**	% children on child protection plans seen within 20 working day timescales
Good perf. is:		High	High	High
In-month performance	Dec-19	97.4%	81.7%	93.1%
	Jan-20	78.7%	71.4%	90.5%
	Feb-20	85.9%	74.0%	95.3%
	Mar-20	96.6%	71.8%	94.8%
	Apr-20	95.4%	89.3%	97.6%
	May-20	99.3%	91.5%	98.4%
	Jun-20	99.2%	87.3%	99.1%
	Jul-20	96.4%	85.9%	96.5%
	Aug-20	95.2%	81.2%	96.0%
	Sep-20	99.3%	76.8%	93.6%
	Oct-20	94.6%	88.7%	98.5%
	Nov-20	93.8%	86.2%	98.0%
Dec-20	96.3%	91.8%	100.0%	
Benchmarking				
Eastern region			77.5%	



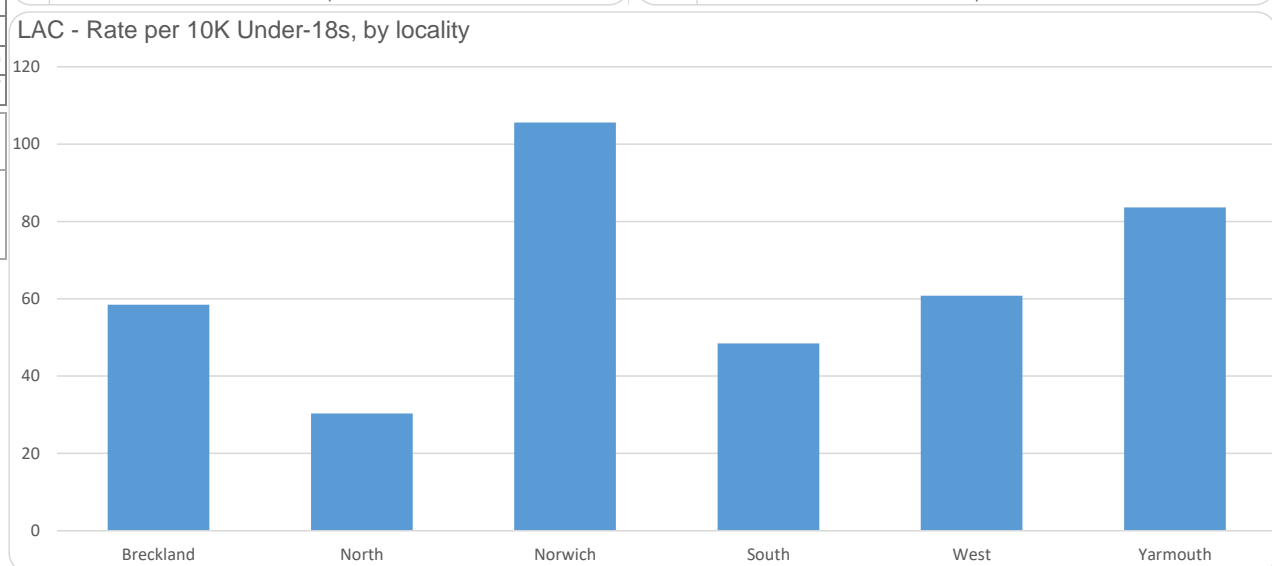
Definition Looked After Children are those children who have become the responsibility of the Local Authority. This can happen voluntarily by parents (section 20) or through Care Proceedings.

Performance analysis The number of looked after children in Norfolk increased in December to 1101 which is 10 more than the previous month but 27 lower than the same point last year. South saw the largest nett increase in LAC up 8 from November. Great Yarmouth were the only locality to see a nett decrease down 8 from the previous month. 31 children started to be looked after in December which is the highest in 4 months, 17 more than the previous month and 7 more than the number starting to be looked after in December 2019. There is a 3% decrease in the number of cross locality manager audits in both LAC and Leaving Care services, graded Good in December compared to November, however there has been a 3% decrease in the number of audits graded Inadequate. LAC/LC Norwich and South saw an increase of 17% in the number of audits graded Good in December compared to November and LAC/LC North and GY did not have any audits graded as Inadequate this month. Family networking is present as is management grip but the impact of Covid could be more explicit. Case summaries, permanency, the quality planning and contingencies remain the main areas in need of focus in both LAC and LC services and increasing the number of young people who are EET is an area of improvement in LC service.

		7.2	7.1	7.3	7.4
		LAC - Rate per 10K Under-18s	No. Looked-After Children (Total)	Admissions of Looked After Children	Number of children who have ceased to be Looked After Children
Good perf. is:		Low	Low	Low	High
In-month performance	Dec-19	66.3	1,128	24	19
	Jan-20	65.5	1,114	29	27
	Feb-20	65.8	1,118	26	25
	Mar-20	65.1	1,107	18	22
	Apr-20	65.6	1,115	24	12
	May-20	65.3	1,110	16	20
	Jun-20	64.5	1,096	17	26
	Jul-20	63.0	1,082	17	22
	Aug-20	63.0	1,081	33	30
	Sep-20	64.3	1,103	21	27
	Oct-20	64.3	1,103	21	21
	Nov-20	63.6	1,091	14	19
Dec-20	64.1	1,101	31	17	



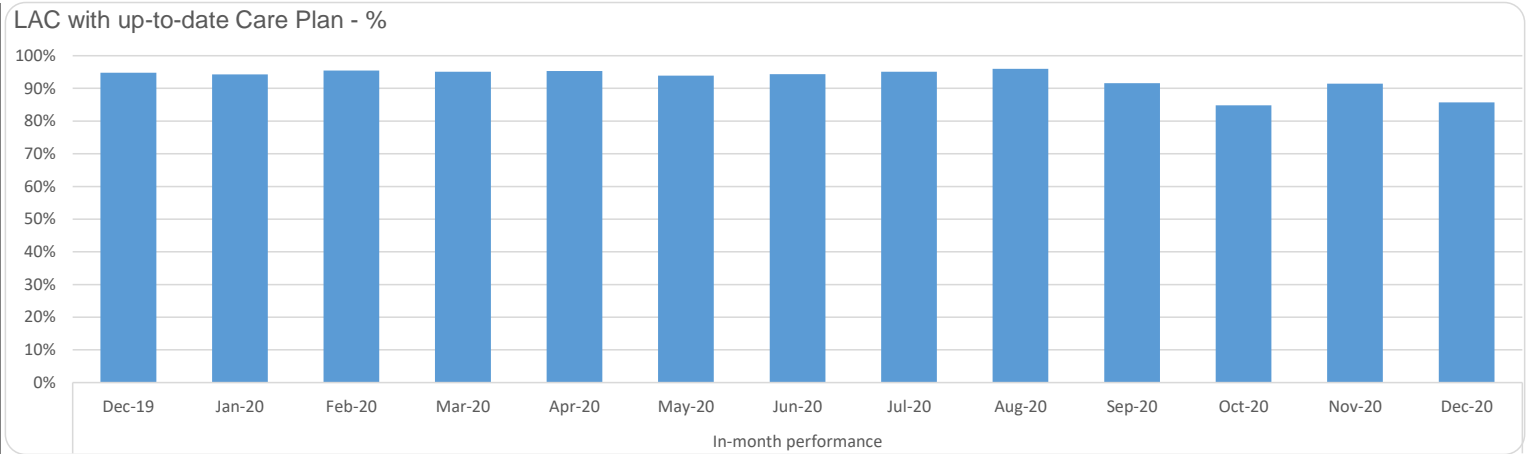
Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
LAC - Rate per 10K Under-18s	64.1	56.0	67.0		50.5



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 The number of children with an up to date LAC Care Plan decreased in December down 5.7% to 85.7%. Only South (+0.5%) and Great Yarmouth (+1.2%) improved this month with South achieving the highest performance with 89.4%. Norwich saw the largest decrease down 12.8% to 78.3% which was the lowest performance across the county. There continues to be scrutiny in all localities to ensure that practitioners are supported to complete good quality LAC plans in a timely way following a LAC review.

Good perf. is:	7.14		8.2	
	LAC with up-to-date Care Plan - %		% Relevant / Former Relevant Care Leavers with a Pathway Plan	
	High		High	
In-month performance	Dec-19	94.8%	0.0%	0.0%
	Jan-20	94.3%	0.0%	0.0%
	Feb-20	95.4%	0.0%	0.0%
	Mar-20	95.1%	0.0%	0.0%
	Apr-20	95.3%	0.0%	0.0%
	May-20	93.9%	0.0%	0.0%
	Jun-20	94.3%	0.0%	0.0%
	Jul-20	95.1%	0.0%	0.0%
	Aug-20	96.0%	0.0%	0.0%
	Sep-20	91.6%	0.0%	0.0%
	Oct-20	84.9%	0.0%	0.0%
	Nov-20	91.5%	0.0%	0.0%
	Dec-20	85.7%	0.0%	0.0%



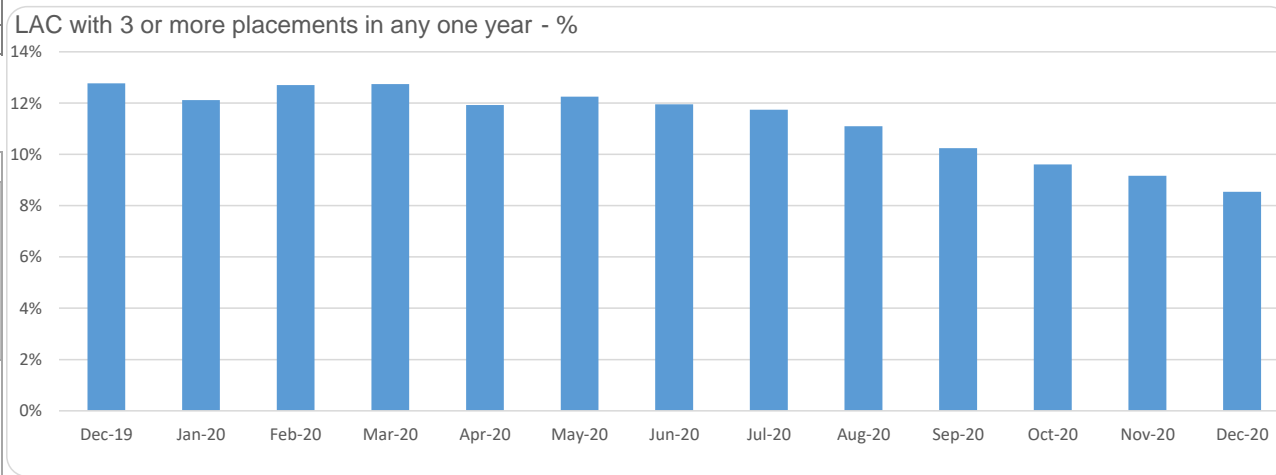
Definition A LAC placement is where a child has become looked after by the Local Authority and is placed with foster carers, in a residential home or with parents or other relatives.

Performance analysis The percentage of children who had been in the same placement for over 2 years at the end of December 2020 increased by 2% to 64.1%. This is the first increase in six months but remains slightly lower than December 2019 and lower than our statistical neighbour and national comparators. North have the highest percentage of LAC in stable placements at 71.6%, whilst South have the lowest at 55.4%. The percentage of LAC with 3 or more placements in the last 12 months has fallen for the seventh consecutive month and is now at 8.5% remaining below statistical neighbour and national comparators. Great Yarmouth remain the lowest across the county at 2.4%, and Norwich are the highest at 11.6%.

		9.1	9.2n	9.2
		% of long term LAC in placements which have been stable for at least 2 years	LAC with 3 or more placements in any one year - No.	LAC with 3 or more placements in any one year - %
Good perf. is:		High	-	Low
In-month performance	Dec-19	65%	144	12.8%
	Jan-20	65%	135	12.1%
	Feb-20	64%	142	12.7%
	Mar-20	63%	141	12.7%
	Apr-20	63%	133	11.9%
	May-20	63%	136	12.3%
	Jun-20	62%	131	12.0%
	Jul-20	63%	127	11.7%
	Aug-20	63%	120	11.1%
	Sep-20	63%	113	10.2%
	Oct-20	63%	106	9.6%
	Nov-20	63%	100	9.2%
Dec-20	64%	94	8.5%	



Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Eastern region
% of long term LAC in placements which have been stable for at least 2 years	64.1%	67.1%	68.0%	
LAC with 3 or more placements in any one year - %	8.5%	11.3%	11.0%	9.2%

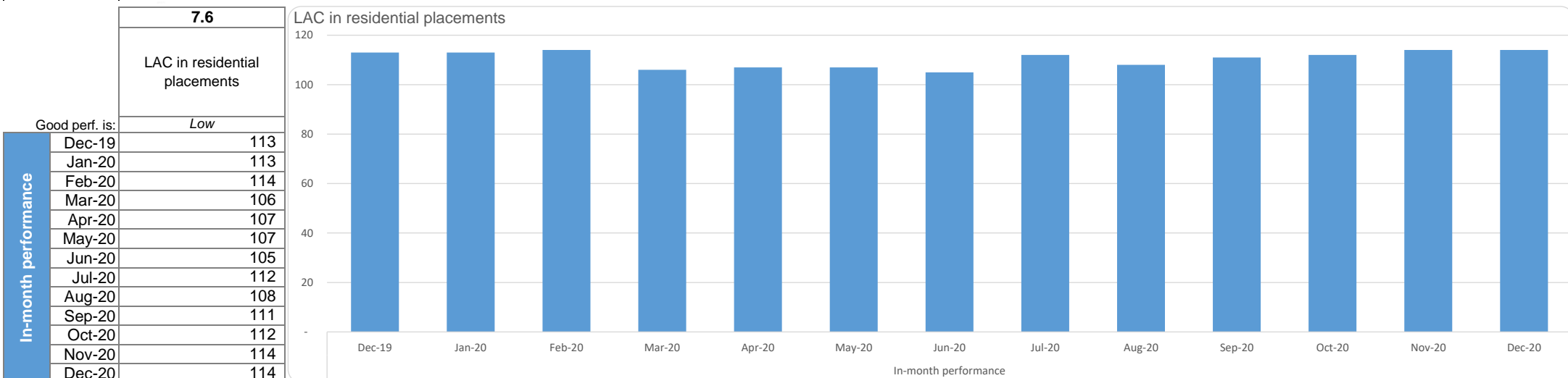


Looked After Children in residential placements

(County - December 2020)

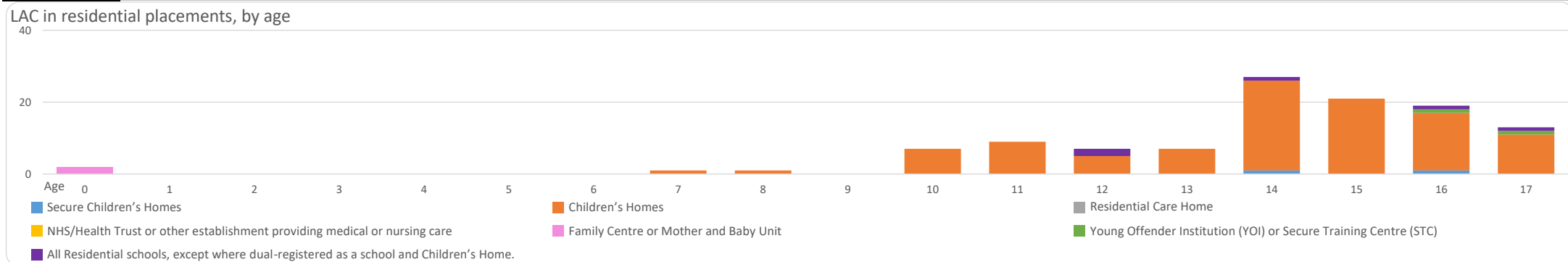
Definition A LAC placement is where a child has become looked after by the Local Authority and is placed with foster carers, in a residential home or with parents or other relatives.

Performance analysis The number of looked after children who are in residential placements at the end of December 2020 remained the same at 114 which is one higher than December 2019. South have the highest number of children in Residential placements with 26 (18%), whilst Great Yarmouth has the lowest at 12 (10.5%) a decrease of 3 from last month. Breckland saw the biggest increase in children in residential placements with 2 more in December than November.



By age and placement:

	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Secure Children's Homes	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0
Children's Homes	0	0	0	0	0	0	0	1	1	0	7	9	5	7	25	21	16	11
Residential Care Home	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NHS/Health Trust or other establishment providing medical or nursing care	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Family Centre or Mother and Baby Unit	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Young Offender Institution (YOI) or Secure Training Centre (STC)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
All Residential schools, except where dual-registered as a school and Children's Home.	0	0	0	0	0	0	0	0	0	0	0	0	2	0	1	0	1	1



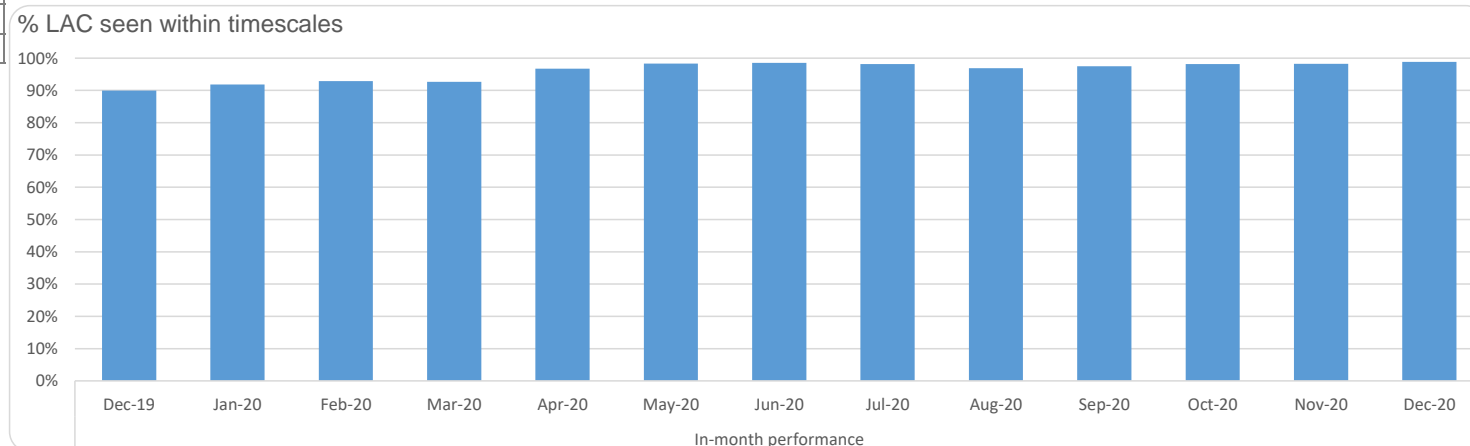
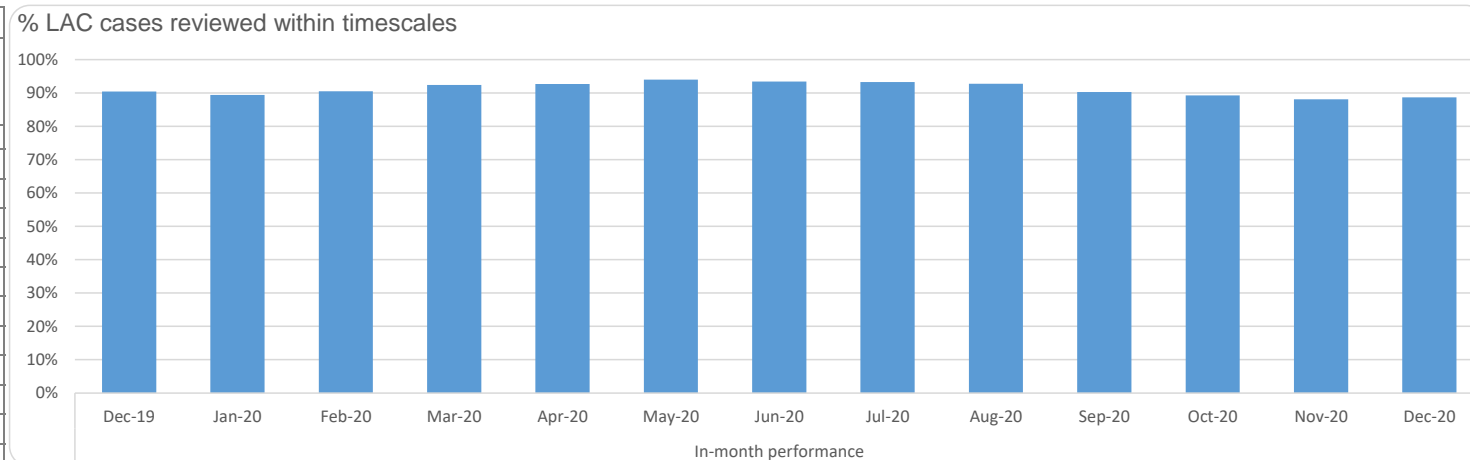
Looked After Children Reviews and Visits

(County - December 2020)

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 The percentage of looked after children seen within timescales has increased slightly in December 2020, up 0.6% to 98.9%, which is 8.5% higher than the same month last year. West were the only locality to achieve 100% of children seen in timescale. North saw the lowest performance at 96.7% but that is a 2.4% increase on the same month last year. The percentage of children looked after reviewed within timescales increased slightly this month to 88.7% which is 1.7% lower than the same time last year. South achieved the highest performance with 92.9% of LAC cases reviewed in timescale, whilst Norwich are the lowest at 82.7%.

		7.7	7.15
		% LAC cases reviewed within timescales	% LAC seen within timescales
Good perf. is:		High	High
In-month performance	Dec-19	90.4%	90.0%
	Jan-20	89.4%	91.8%
	Feb-20	90.5%	92.9%
	Mar-20	92.4%	92.7%
	Apr-20	92.7%	96.8%
	May-20	94.0%	98.3%
	Jun-20	93.4%	98.5%
	Jul-20	93.3%	98.2%
	Aug-20	92.8%	96.9%
	Sep-20	90.3%	97.5%
	Oct-20	89.3%	98.2%
	Nov-20	88.1%	98.3%
Dec-20	88.7%	98.8%	



Looked After Children Health

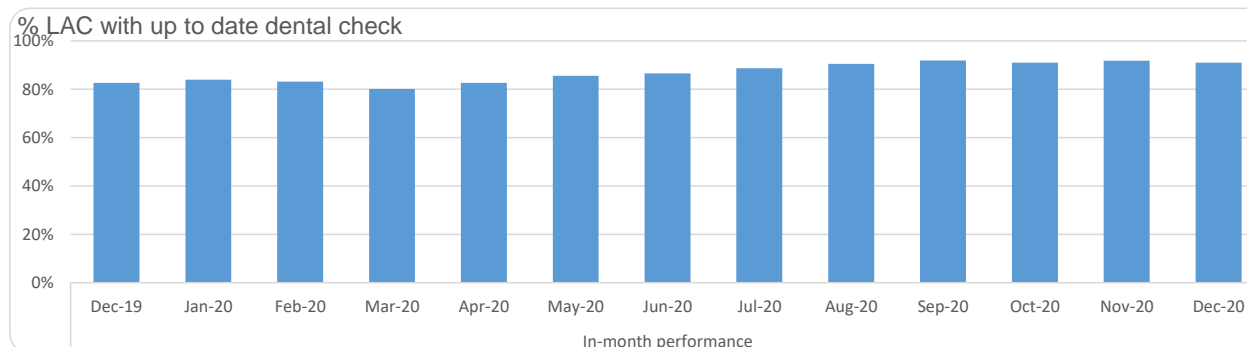
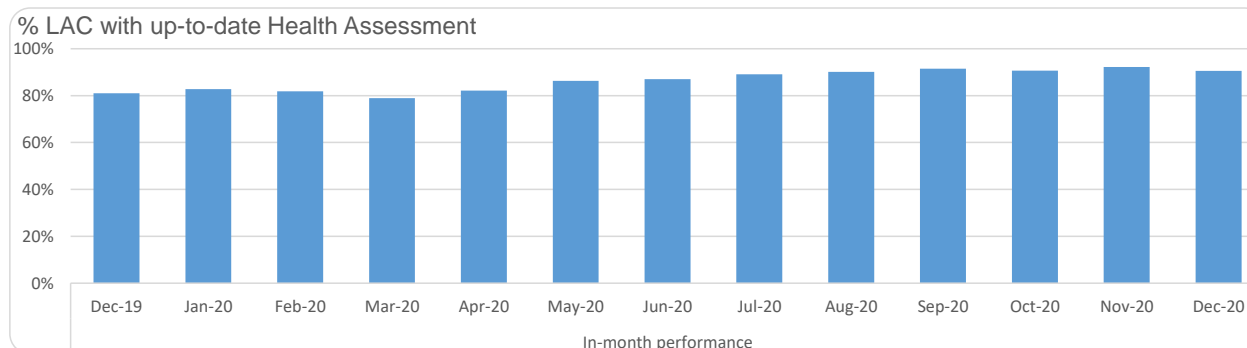
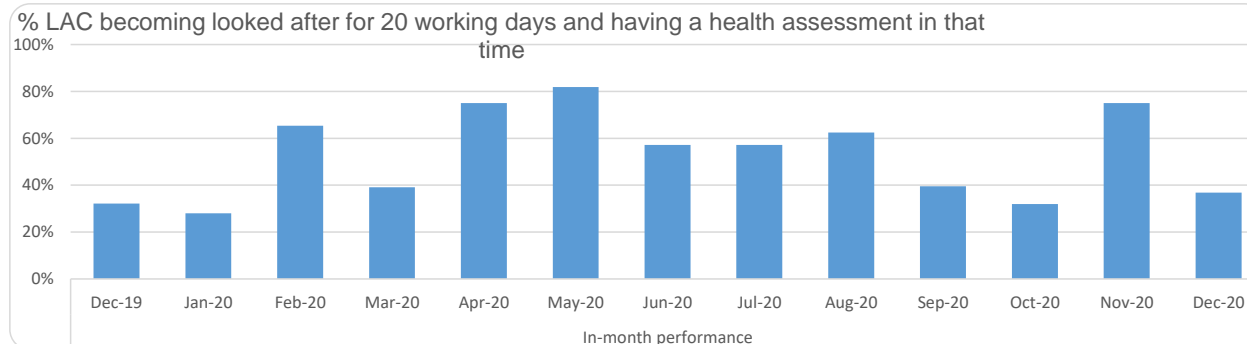
(County - December 2020)

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 number of children receiving their initial Health Assessment within 20 days of becoming looked after decreased in December, down 8 on the previous month to 7 which equates to 36.8%. This is significantly down on last month's high performance but remains higher than the same month last year. It is lower than our Eastern Region neighbours. Great Yarmouth achieved the highest at 60% whilst Breckland & South achieved the lowest at 0%. The timeliness of Review Health Assessments has reduced slightly this month but remains higher than the same month last year.

	7.9n	7.9	7.10	7.10p	7.11	7.11p	
	# LAC having a health assessment within 20 days of becoming LAC	% LAC becoming looked after for 20 working days and having a health assessment in that time	LAC with up-to-date Health Assessment No.	% LAC with up-to-date Health Assessment	LAC with up to date dental check - No.	% LAC with up to date dental check	
Good perf. is:	Info	High	High	High	High	High	
In-month performance	Dec-19	9	32.1%	688	81.0%	702	82.7%
	Jan-20	7	28.0%	709	82.7%	720	84.0%
	Feb-20	17	65.4%	697	81.8%	709	83.2%
	Mar-20	9	39.1%	664	79.0%	674	80.1%
	Apr-20	15	75.0%	697	82.2%	701	82.7%
	May-20	18	81.8%	740	86.2%	734	85.5%
	Jun-20	8	57.1%	739	87.0%	735	86.6%
	Jul-20	8	57.1%	751	89.1%	748	88.7%
	Aug-20	10	62.5%	758	90.1%	761	90.5%
	Sep-20	15	39.5%	761	91.5%	765	91.9%
	Oct-20	16	32.0%	766	90.7%	769	91.0%
	Nov-20	15	75.0%	779	92.2%	776	91.8%
	Dec-20	7	36.8%	766	90.5%	770	91.0%

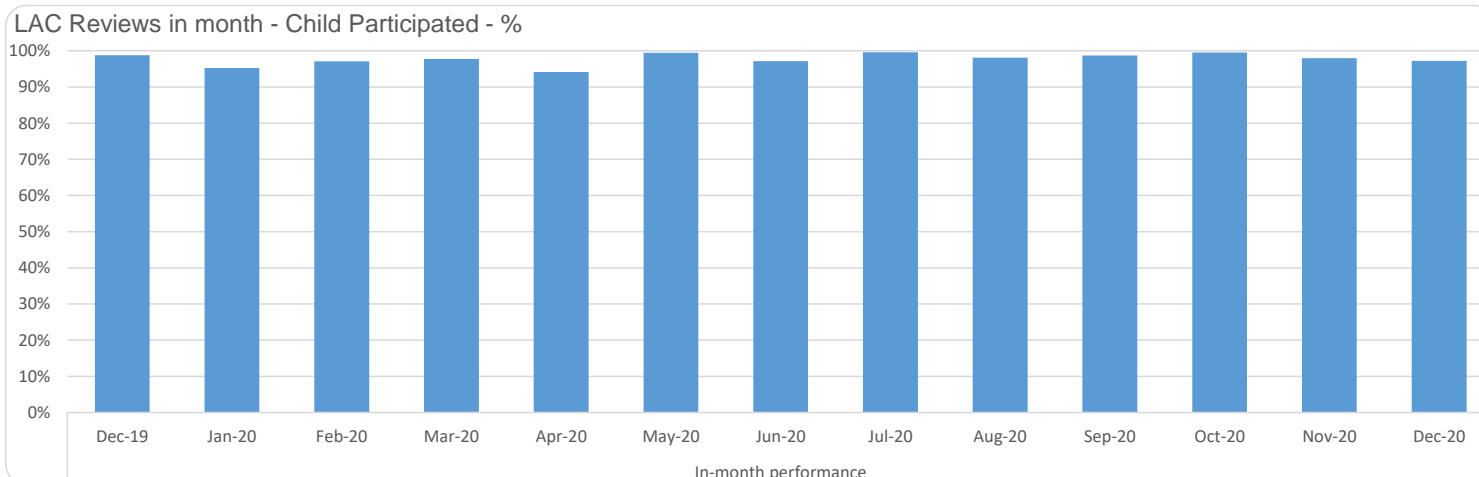
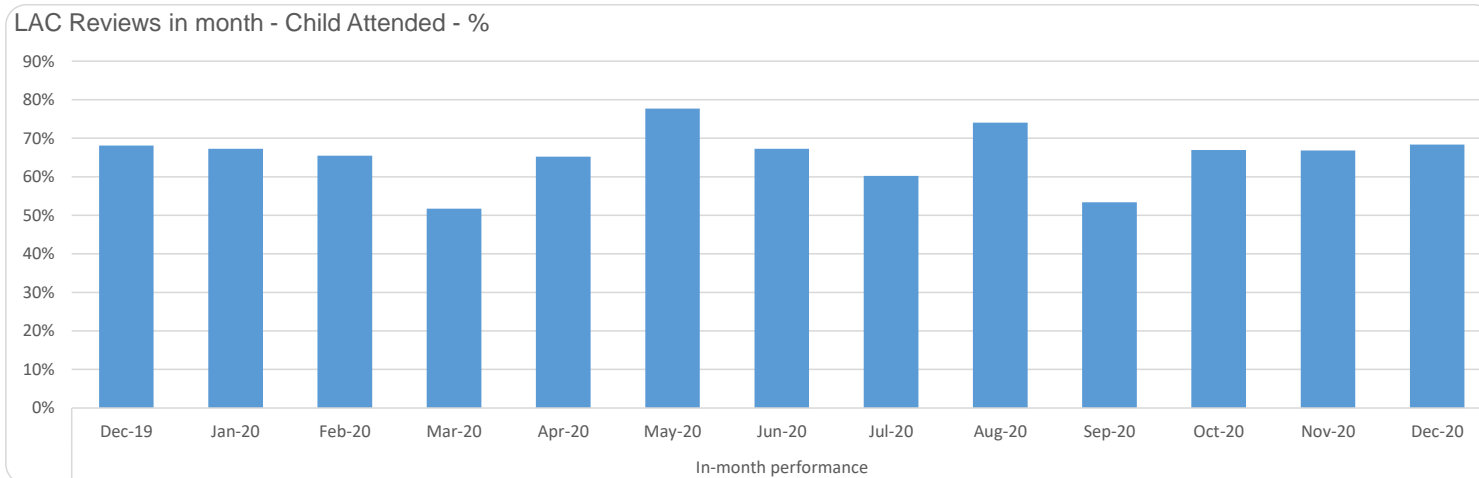
Benchmarking						
Eastern region		44.2%				



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

Performance analysis The number of children attending their LAC Review increased during December 2020 to 68.3% which is slightly higher than the same month last year. This continues to be monitored and all SW's are encouraged to help children attend Reviews. The proportion of looked after children participating in their reviews fell slightly, down 0.7% from last month to 97.2% in December which is lower than the same point last year. North, Norwich and West all achieved 100% of participation at reviews and all localities achiever over 95%. These figures are notable considering the challenges during the COVID19 lockdown period.

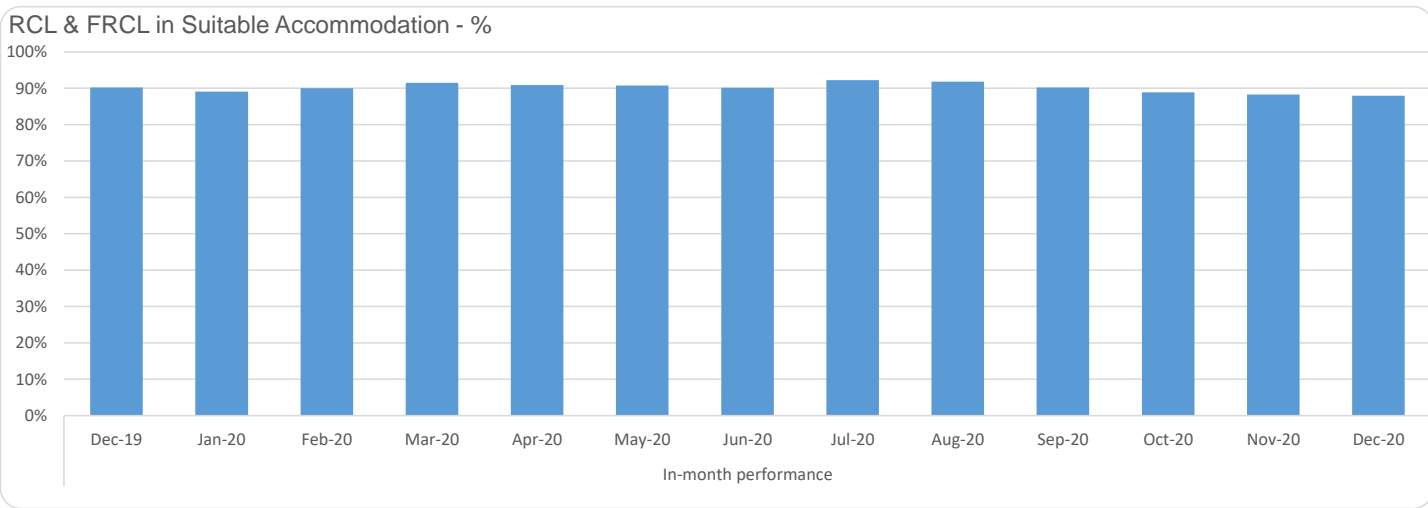
		7.17	7.18
		LAC Reviews in month - Child Attended - %	LAC Reviews in month - Child Participated - %
Good perf. is:		High	High
In-month performance	Dec-19	68.1%	98.8%
	Jan-20	67.3%	95.3%
	Feb-20	65.5%	97.1%
	Mar-20	51.7%	97.7%
	Apr-20	65.2%	94.1%
	May-20	77.7%	99.4%
	Jun-20	67.2%	97.1%
	Jul-20	60.3%	99.6%
	Aug-20	74.0%	98.1%
	Sep-20	53.4%	98.7%
	Oct-20	67.0%	99.6%
	Nov-20	66.8%	98.0%
Dec-20	68.3%	97.2%	



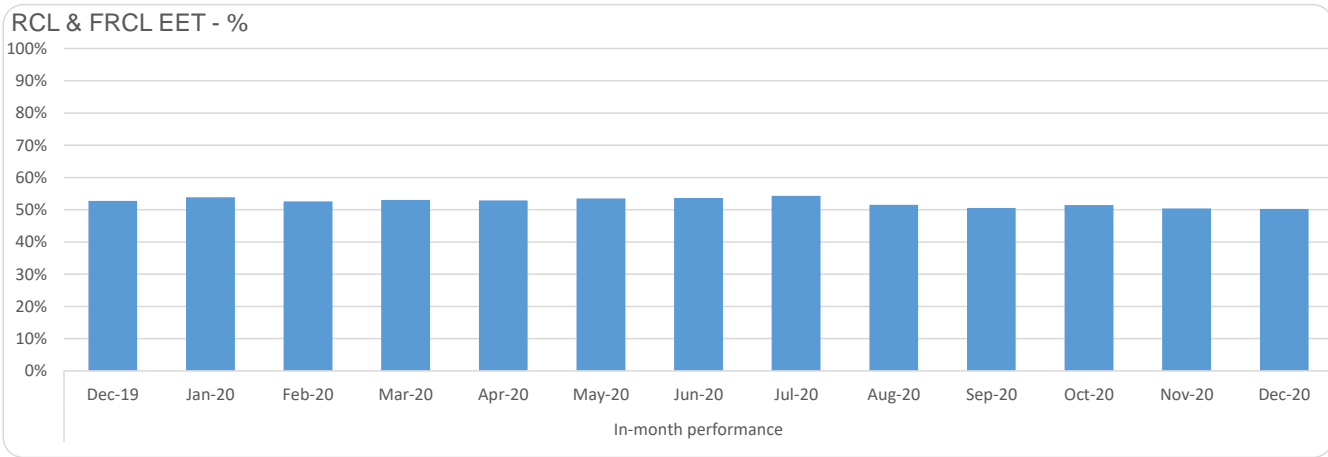
Definition A Care Leaver is defined as a person aged 25 or under who has been looked after away from home by a local authority for at least 13 weeks since the age of 14, and who was looked after away from home by the local authority at school leaving age or after that date.

Performance analysis The county figure for Care Leavers in Suitable Accommodation has fallen slightly for the fifth month in a row, however at 87.9% it is only slightly less than the same month last year and remains higher than our statistical comparators. The percentage of Care Leavers in Suitable Accommodation fell in three out of six localities whilst Breckland saw the biggest increase up 6.7% to 93.6% which was the highest across the county. North were the lowest performing locality with 78.6% which was a drop of 2.5% from the previous month. Care Leavers in Education, Employment or Training has fallen marginally in December 2020 and is now at 50.3%. Norwich locality is lower than other localities with 38.9% which was a 5% decrease from November whilst Great Yarmouth remains the highest at 69.4% which was a 3.2% increase from November.

		8.1	8.3	8.4
		Number of care leavers (19-21)	RCL & FRCL in Suitable Accommodation - %	RCL & FRCL EET - %
Good perf. is:		High	High	High
In-month performance	Dec-19	347	90.2%	52.7%
	Jan-20	349	89.1%	53.9%
	Feb-20	352	90.1%	52.6%
	Mar-20	366	91.5%	53.0%
	Apr-20	363	90.9%	52.9%
	May-20	357	90.8%	53.5%
	Jun-20	356	90.2%	53.7%
	Jul-20	361	92.2%	54.3%
	Aug-20	367	91.8%	51.5%
	Sep-20	368	90.2%	50.5%
	Oct-20	369	88.9%	51.5%
	Nov-20	367	88.3%	50.4%
Dec-20	356	87.9%	50.3%	



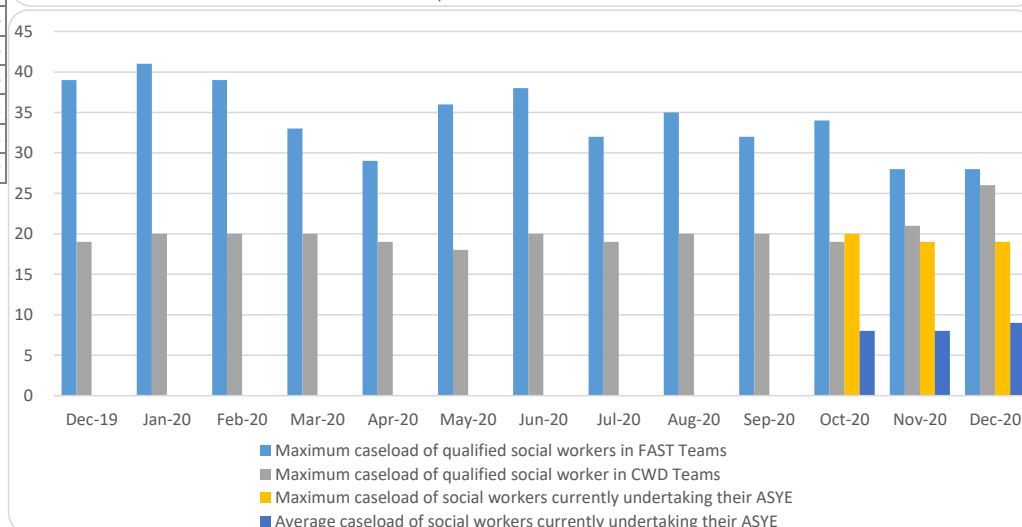
Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
RCL & FRCL in Suitable Accommodation - %	87.9%	87.0%	85.0%		
RCL & FRCL EET - %	50.3%	50.9%	53.2%		55.4%



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

Performance analysis The maximum caseload in FAST teams in December 2020 has remained at 28 in Norwich. Great Yarmouth & Breckland have the lowest maximum FAST caseload at 22. Maximum caseloads in LAC decreased by 1 in November to 20 for Great Yarmouth whilst West have the lowest at 15. CWD teams saw their maximum caseload increase to 26 (Breckland).

		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 FAST Teams	Maximum caseload of qualified social worker in CWD Teams	Maximum caseload of social workers currently undertaking their ASYE	Average caseload of social workers currently undertaking their ASYE
Good perf. is:		Low	Low	Low	Low	Low	Low	Low
In-month performance	Dec-19	-	23	-	39	19	-	-
	Jan-20	-	23	-	41	20	-	-
	Feb-20	-	22	-	39	20	-	-
	Mar-20	-	23	-	33	20	-	-
	Apr-20	-	23	-	29	19	-	-
	May-20	-	23	-	36	18	-	-
	Jun-20	-	23	-	38	20	-	-
	Jul-20	-	21	-	32	19	-	-
	Aug-20	-	21	-	35	20	-	-
	Sep-20	-	24	-	32	20	-	-
	Oct-20	-	20	-	34	19	20	8
	Nov-20	-	19	-	28	21	19	8
Dec-20	-	19	-	28	26	19	9	



EASTERN REGION PEER CHALLENGE BENCHMARKING DATA COLLECTION FORM (PROTOTYPE)

Feb-18

1. Introduction

The Eastern Region's Peer Challenge & Self Assessment Process includes the collection of benchmarking data. In order to ensure this process is useful and proportionate, it has been agreed that the 6 month review take the form of a data return.

The purpose of the data review is to allow the DCS Peer Challenge Board to compare in-year key data in order to provide early identification of any common changes in performance across local areas (such as an increase in CP, LAC), to identify where performance has 'bucked the trend', or to identify emerging performance challenges within a particular area. The data will also assist individual authorities in their own performance management and can be used by Performance & QA Networks as the basis for discussions with others what may account for that change.

2. Method for collection

A manual/excel format is being used. LAs are asked to complete the data entry form overleaf (sheet East Data 16-17) for collation.

The format of the sheet has been changed to make it easier to incorporate the data into the tartan rug and other benchmarking tools. This format includes numerator and denominator columns. Please see definitions for an details of the format required.

The template should be submitted to Farah.dudley-mallick@hertfordshire.gov.uk by 26th October 2020

Final double checking completed by 4th November 2020

Finalised 13th November 2020

Paul to circulate before meeting on 27th November 2020

1. Activity Data: Numbers of Children and Young People Supported per 10,000 0-17 population

Year	Quarter	Names	Type	1.1 CAFs (EHAs) completed (per 10,000) (annualised in formula)	1.2 Contacts per 10,000 (annualised in formula)	1.3 Referrals to children's social care (per 10,000) (annualised in formula)	1.4 Section 47 enquiries (per 10,000) (annualised in formula)	1.5 ICPCs per 10,000 (annualised in formula)	1.6 Children who are the subject of a child protection plan at period end per 10,000 0-17 population	1.6a Children with a CPP starting in the period Rate per 10,000 (annualised in formula)	1.6b Children with a CPP ceasing in the period Rate per 10,000 (annualised in formula)	1.7c Assessments completed in the period (annualised in formula)	1.8 Children looked after at period end	1.8a Children who are Looked After starting in the period Rate per 10,000 (annualised in formula)	1.8b Children who are Looked After ceasing in the period Rate per 10,000 (annualised in formula)	1.9 Number of children in need at point in time (excluding lac and children subject to CP plan)	1.10 Children in Need at the end of the period (31/03) Rate per 10,000
2020/21	Q2	Bedford (B)	Actual	88.5	2137.2	251.7	92.4	27.0	30.7	27.5	40.8	355.9	68.8	35.9	22.6	208.9	308.4
2020/21	Q2		Numerator	180	4,348	512	188	55	125	56	83	724	280	73	46	850	1,255
2020/21	Q2		Denominator	0.24577	0.24577	0.24577	0.24577	0.24577	0.24577	0.24577	0.24577	0.24577	0.24577	0.24577	0.24577	0.24577	0.24577
2020/21	Q2	Cambridgeshire County	Actual	343.2	1772.8	329.8	91.5	48.4	28.7	42.8	32.7	322.5	50.9	10.8	12.6	107.2	186.8
2020/21	Q2		Numerator	2341	12,093	2,250	624	330	391	292	223	2200	695	74	86	1463	2549
2020/21	Q2		Denominator	0.07330	0.07330	0.07330	0.07330	0.07330	0.07330	0.07330	0.07330	0.07330	0.07330	0.07330	0.07330	0.07330	0.07330
2020/21	Q2	Central Bedfordshire	Actual	142.6	2436.2	228.1	100.2	36.1	28.4	30.8	22.9	275.8	50.4	13.5	11.3	113.9	192.6
2020/21	Q2		Numerator	454	7,755	726	319	115	181	98	73	878	321	43	36	725	1226
2020/21	Q2		Denominator	0.157072	0.157072	0.157072	0.157072	0.157072	0.157072	0.157072	0.157072	0.157072	0.157072	0.157072	0.157072	0.157072	0.157072
2020/21	Q2	Essex County	Actual	90.6	341.0	236.2	40.4	29.4	21.1	25.3	20.7	222.9	35.2	18.8	20.4	133.0	189.2
2020/21	Q2		Numerator	1423	5,357	3,710	634	462	662	397	325	3502	1105	295	320	4178	5945
2020/21	Q2		Denominator	0.031831	0.031831	0.031831	0.031831	0.031831	0.031831	0.031831	0.031831	0.031831	0.031831	0.031831	0.031831	0.031831	0.031831
2020/21	Q2	Hertfordshire County	Actual	255.7	1180.3	171.5	50.9	23.4	16.3	20.3	20.9	171.0	35.9	13.3	10.9	69.8	185.4
2020/21	Q2		Numerator	6970	16,085	2,337	694	319	443	277	285	2330	978	181	149	1902	5052
2020/21	Q2		Denominator	0.036689	0.036689	0.036689	0.036689	0.036689	0.036689	0.036689	0.036689	0.036689	0.036689	0.036689	0.036689	0.036689	0.036689
2020/21	Q2	Luton (B)	Actual	183.0	2795.4	689.9	230.7	56.0	50.8	53.9	37.9	719.5	64.0	18.8	23.7	266.3	381.1
2020/21	Q2		Numerator	526	8,035	1,983	663	161	292	155	109	2068	368	54	68	1531	2191
2020/21	Q2		Denominator	0.173952	0.173952	0.173952	0.173952	0.173952	0.173952	0.173952	0.173952	0.173952	0.173952	0.173952	0.173952	0.173952	0.173952
2020/21	Q2	Norfolk County	Actual	98.1	2389.9	338.9	125.6	35.5	30.9	34.5	49.2	336.5	64.3	14.9	16.0	78.9	253.4
2020/21	Q2		Numerator	842	20,512	2,909	1078	305	530	296	422	2888	1103	128	137	1355	4349
2020/21	Q2		Denominator	0.058256	0.058256	0.058256	0.058256	0.058256	0.058256	0.058256	0.058256	0.058256	0.058256	0.058256	0.058256	0.058256	0.058256
2020/21	Q2	Peterborough (B)	Actual	192.9	2459.8	497.8	116.9	51.3	41.1	57.9	48.2	388.6	76.4	28.6	19.7	185.2	302.7
2020/21	Q2		Numerator	500	6,375	1,290	303	133	213	150	125	1007	396	74	51	960	1569
2020/21	Q2		Denominator	0.192927	0.192927	0.192927	0.192927	0.192927	0.192927	0.192927	0.192927	0.192927	0.192927	0.192927	0.192927	0.192927	0.192927
2020/21	Q2	Southend-on-Sea (B)	Actual	138.4	2389.7	540.0	123.3	63.4	44.5	57.4	49.8	509.8	77.8	20.6	21.1	180.2	302.0
2020/21	Q2		Numerator	275	4,748	1,073	245	126	177	114	99	1013	309	41	42	716	1200
2020/21	Q2		Denominator	0.251648	0.251648	0.251648	0.251648	0.251648	0.251648	0.251648	0.251648	0.251648	0.251648	0.251648	0.251648	0.251648	0.251648
2020/21	Q2	Suffolk County	Actual	256.5	2021.7	356.1	122.3	43.8	33.3	43.6	36.6	401.6	61.2	20.1	18.9	117.8	212.7
2020/21	Q2		Numerator	1970	15,526	2,735	939	336	512	335	281	3084	940	154	145	1809	3267
2020/21	Q2		Denominator	0.065108	0.065108	0.065108	0.065108	0.065108	0.065108	0.065108	0.065108	0.065108	0.065108	0.065108	0.065108	0.065108	0.065108
2020/21	Q2	Thurrock (B)	Actual	171.6	1170.9	508.0	173.8	28.7	30.0	27.8	44.3	924.5	65.2	32.7	34.5	136.6	373.8
2020/21	Q2		Numerator	383	2,614	1,134	388	64	134	62	99	2064	291	73	77	610	1669
2020/21	Q2		Denominator	0.223964	0.223964	0.223964	0.223964	0.223964	0.223964	0.223964	0.223964	0.223964	0.223964	0.223964	0.223964	0.223964	0.223964
2020/21	Q2	Eastern Region	Actual	235.6	1536.6	306.9	90.2	35.7	27.2	33.2	31.5	323.2	50.4	17.7	17.2	119.6	224.8
2020/21	Q2		Numerator	15864	103448	20659	6075	2406	3660	2232	2124	21758	6786	1190	1157	16099	30272
2020/21	Q2		Denominator	0.007427	0.007427	0.007427	0.007427	0.007427	0.007427	0.007427	0.007427	0.007427	0.007427	0.007427	0.007427	0.007427	0.007427

2. Quality of Practice and Timeliness

3. Planning Is Effective

4. Looked After Children and Care Leavers

How do you measure and understand the quality and timeliness of professional decision making for vulnerable children and young people?

How do you know that the services you are providing are making a difference?

2.1 % of referrals which are repeat referrals	2.2 % referrals which are NFA (N10)	2.3 % S47s which are NFA	2.4 % assessments which are NFA	2.5c % of single assessments completed in 45 days	2.6 ICPCs completed within 15 days of S47	2.7 % LAC who had an initial health assessment within 20 working days/28 calendar days of coming into care	3.1 % of children subject to CPP for 2 years +	3.2 % of children ceasing a CPP who were subject for 2 years +	3.3 % children subject to CPP for 2nd or subsequent time within 2 years of previous plan (N18)	3.3a % of Children starting CPP in period who have previously been subject to CPP (ever) Repeat CPPs (calculated)	3.4 % of children who started to be LAC who had been LAC within the previous 12 months	4.1 Children who had three or more placement changes in the year [Definition: old N162] (Annualised in formula)	4.2 % of LAC that are UASC	4.3 % of under 18 population that are UASC	4.4 LAC attendance – need to agree definition	4.5 % Care Leavers in EET	5.1 Avg. days between child entering care and moving in with a adoptive family	5.1a Avg. time between a child entering care and moving in with its adoptive family adjusted for foster carer adoptions, for children who have been adopted (days) (A10)
20.70%	0.00%	70.74%	29.70%	91.57%	80.00%	82.81%	0.00%	0.00%	3.57%	7.14%	1.37%	4.29%	8.21%	0.06%	81.63%	55.00%		360
106	0	133	215	663	44	53	0	0	2	4	1	6	23	23	120	88		2,880
512	512	188	724	724	55	64	125	83	56	56	73	280	280	40689	147	160		8
25.96%	15.91%	10.26%	37.14%	85.86%	86.97%	41.67%	0.77%	4.48%	11.30%	23.29%	10.81%	2.59%	9.35%	0.05%	79.90%	36.96%		522
584	386	64	817	1889	287.0	25	3	10	33	68	8.0	9	65	65	314	85		12,006
2250	2426	624	2200	2200	330.0	60	391	223	292	292	74.0	695	695	136427	393	230		23
21.49%	0.00%	53.61%	37.02%	98.41%	81.74%	75.47%	3.87%	8.22%	16.33%	20.41%	4.65%	8.72%	12.46%	0.06%	88.40%	51.43%		103
156	0	171	325	864	94.0	40	7	6	16	20	2	14	40	40	160	36		206
726	726	319	878	878	115.0	53	181	73	98	98	43	321	321	63665	181	70		2
21.26%	4.76%	41.78%	5.33%	83.48%	87.50%	66.67%	1.21%	2.76%	7.61%	22.92%	10.96%	21.72%	10.23%	0.04%	82.91%	59.74%		422
841	176	328	201	3148	91.0	44.0	8	10	63	91	25.0	120	113	113	519	325		10979
3956	3698	785	3771	3771	104.0	66.0	662	362	828	397	228.0	1105	1105	314163	626	544		26
13.52%	0.00%	40.92%	0.30%	96.14%	88.71%	74.29%	0.68%	0.00%	9.03%	19.86%	4.97%	5.73%	9.41%	0.03%	77.86%	55.35%		245
316	0	284	7	2240	283.0	104.0	3	0	25	55	9.0	28	92	92	436	367		1,957
2337	2337	694	2330	2330	319.0	140.0	443	285	277	277	181.0	978	978	272558	560	663		8
33.15%	3.94%	8.32%	N/A	87.38%	79.50%	64.58%	0.00%	3.67%	4.52%	18.71%	3.70%	5.43%	7.61%	0.05%	93.17%	29.86%		400
717	78	56	N/A	1807	128	31.0	0	4	7	29	2.0	10	28	28	191	43		2,002
2163	1982	673	N/A	2068	161	48.0	292	109	155	155	54.0	368	368	57487	205	144		5
20.52%	0.41%	21.24%	51.39%	87.71%	94.75%	59.68%	1.70%	3.55%	7.55%	14.72%	6.25%	2.72%	9.79%	0.06%	70.61%	51.92%		451
597	12	229	1484	2533	289.0	74.0	9	15	40	78	8	15	108	108	442	270		10377
2909	2909	1078	2888	2888	305.0	124.0	530	422	530	530	128	1103	1103	171656	626	520		23
24.03%	24.11%	10.56%	34.66%	77.16%	91.22%	64.15%	0.47%	4.80%	4.67%	11.33%	5.41%	15.15%	5.05%	0.04%	N/A	52.63%		373
310	311	32	349	777	135.0	34.0	1	6	7	17	4.0	30	20	20	N/A	100		1,492
1290	1290	303	1007	1007	148.0	53.0	213	125	150	150	74.0	396	396	51833	N/A	190		4
27.36%	5.23%	9.80%	45.01%	95.95%	90.48%	10.81%	3.39%	4.04%	4.39%	12.28%	9.76%	7.77%	3.56%	0.03%	79.66%	73.86%		406
293	56	24	456	972	114.0	4.0	6	4	5	14	4.0	12	11	11	141	65		406
1071	1071	245	1013	1013	126.0	37.0	177	99	114	114	41.0	309	309	39738	177	88		1
22.03%	0.00%	65.23%	45.13%	83.53%	87.20%	50.93%	0.58%	2.55%	5.37%	17.31%	4.97%	11.06%	7.13%	0.04%	77.06%	58.95%		433
613	0	606	1,396	2576	293	82	3	7	18	58	8.0	52	67	67	403	1795		4,330
2,782	2,782	929	3093	3084	336	161	518	275	335	335	161	940	940	153591	523	3045		10
20.28%	3.35%	81.96%	51.99%	93.70%	92.19%	41.54%	2.24%	3.03%	5.22%	5.22%	13.70%	NA	6.19%	0.04%	NA	29.33%		487
230	38	318	561	1934	59.0	27	3	3	7	7	10	NA	18	18	NA	66		974
1134	1134	388	1079	2064	64.0	65	134	99	134	134	73.0	NA	291	44650	NA	225		2
22.54%	5.07%	36.06%	30.61%	88.09%	88.08%	59.47%	1.17%	3.02%	7.51%	17.38%	7.17%	9.11%	8.62%	0.04%	79.29%	55.11%	#DIV/0!	425
4763	1057	2245	5811	19403	1817	518	43	65	223	441	81	296	585	585	2726	3240	0	47609
21130	20867	6226	18983	22027	2063	871	3666	2155	2969	2538	1130	6495	6786	1346457	3438	5879	0	112

5. Adoption				6. Virtual School		7. Voluntary	1. Activity Data: Numbers of Children and Young People Supported per 10,000 0-17 population COMMENTS										
5.2 Avg. days between court agreeing adoption and LA approving a match	5.3 % leaving care who are adopted	5.4 % LAC adopted in year placed within 12 months of decision	5.5 % of children who wait less than 14 months between entering care and moving in with their adoptive family (no.) (calculated)	6.1 % of school age LAC with a PEP in the last 6 months	6.2 % of school age LAC attending a Good/Outstanding School	7.1 Rate of children identified as being at risk of CSE per 10,000 aged 0 – 17 years old	1.1 CAFs (EHAs) completed (per 10,000) C	1.2 Contacts per 10,000 C	1.3 Referrals to children's social care (per 10,000) C	1.4 Section 47 enquiries (per 10,000) C	1.5 ICPC's per 10,000 C	1.6 Children who are the subject of a child protection plan at period end per 10,000 0-17 population C	1.6a Children with a CPP starting in the period Rate per 10,000 (annualised in formula) C	1.6b Children with a CPP ceasing in the period Rate per 10,000 (annualised in formula) C	1.7c Assessments completed in the period C	1.8 Children looked after at period end C	1.8a Children who are Looked After starting in the period Rate per 10,000 (annualised in formula) C
207	17.39%	75.00%	24.39%	97.52%	92.25%	8.6											
1,656	8	6	10	157	131	35											
8	46	8	41	161	142	0.245767											
215	26.74%	65.22%	39.13%	100.00%	82.75%	4.3											
4,939	23	15	9	393	259	58											
23	86	23	23	393	313	0.073299											
65	8.57%	100.00%	100.00%	82.02%	92.23%	4.2											
129	3	3	3	187	178	27											
2	35	3	3	228	193	0.157072											
224	12.37%	73.08%	80.77%	68.58%	78.19%	6.1											
5836	24	19	21	443	484	192											
26	194	26	26	646	619	0.031831											
249	5.37%	100.00%	75.00%	92.32%	85.95%	2.8											
1,995	8	8	6	517	422	75											
8	149	8	8	560	491	0.036689											
237	7.35%	80.00%	47.37%	97.14%	88.78%	5.9		Data is for 0-17								Number of	Children
946	5	4	9	204	182	34											
4	68	5	19	210	205	0.173952											
133	14.02%	86.96%	49.19%	96.65%	83.76%	N/A											
3048	23	20	61	605	495	N/A											
23	164	23	124	626	591	0.058256											
206	7.84%	100.00%	75.00%	97.86%	84.19%	7.3											
825	4	4	3	229	197	38											
4	51	4	4	234	234	0.192927											
38	2.38%	100.00%	26.09%	100.00%	77.40%	14.8											
38	1	1	6	171	137	59											
1	42	1	23	171	177	0.251648											
196	13.10%	80.00%	60.00%	88.34%	79.05%	N/A											
1,955	19	8	6	462	400	N/A											
10	145	10	10	523	506	0.065108											
253	2.60%	100.00%	52.94%	98.80%	83.13%	N/A											
505	2	1	9	164	138	N/A											
2	77	1	17	166	166	0.223964											
197	11.35%	79.46%	47.99%	90.15%	83.12%	5.3											
21872	120	89	143	3532	3023	518											
111	1057	112	298	3918	3637	0.010240											

2. Quality of Practice and Timeliness COMMENTS

How do you measure and understand the quality and timeliness of professional decision making for vulnerable children and young people?

3. Planning Is Effective COMMENTS

How do you know that the services you are providing are making a difference?

1.8b Children who are Looked After ceasing in the period Rate per 10,000 (annualised in formula) C	1.9 Number of children in need at point in time (excluding lac and children subject to CP plan) C	1.10 Children in Need at the end of the period (31/03) Rate per 10,000 C	2.1 % of referrals which are repeat referrals C	2.2 % referrals which are NFA (N10) C	2.3 % S47s which are NFA C	2.4 % assessments which are NFA C	2.5c % of single assessments completed in 45 days C	2.6 ICPCs completed within 15 days of S47 C	2.7 LAC who had IHA within 20 working days (28 calendar days) of coming into care C	3.1 % of children subject to CPP for 2 years + C	3.2 % of children ceasing a CPP who were subject for 2 years + C	3.3 % children subject to CPP for 2nd or subsequent time within 2 years C	3.3a % of Children starting CPP in period who have previously been subject to CPP (ever) Repeat CPPs (calculated) C	3.4 % children started to be LAC who had been LAC within previous 12 months C
Children									2020/21					

4. Looked After Children and Care Leavers COMMENTS					5. Adoption COMMENTS				
4.1 Children who had three or more placements in the year [Definition: old NI62] C	4.2 % LAC that are UASC C	4.3 % of under 18 population that are UASC C	4.4 LAC Attendance C	4.5 % Care Leavers in EET C	5.1 Avg. days between child entering care and moving in with a adoptive family C	5.1a Avg. time between a child entering care and moving in with its adoptive family adjusted for foster carer adoptions, for children who have been adopted (days) (A10) C	5.2 Avg. days between court agreeing adoption and LA approving a match C	5.3 % leaving care who are adopted C	5.4 % LAC adopted in year placed within 12 months of decision C
Forecast at 6 months for full year	UASC has			Performance			Although 5 children adopted,		

	6. Virtual School COMMENTS		7. Voluntary COMMENTS
5.5 % of children who wait less than 14 months between entering care and moving in with their adoptive family (no.)(calculated) C	6.1 % of school age LAC with a PEP in the last 6 months C	6.2 % of school age LAC attending a Good/Outstanding School C	7.1 Rate of children identified as being at risk of CSE per 10,000 aged 0 – 17 years old

LA	MYE 2016 0-17 Population	Rate per 10k	MYE 2017 0-17 Population	Rate per 10k	MYE 2018 0-17 Population	Rate per 10k	MYE 2019 0-17 Population	Rate per 10k
Bedford Borough	38,644	0.258772	39,224	0.254946	40,088	0.249451	40,689	0.245767
Cambridgeshire	134,343	0.074436	134,525	0.074336	135,719	0.073682	136,427	0.073299
Central Bedfordshire	60,806	0.164457	61,449	0.162737	62,515	0.159962	63,665	0.157072
Essex	305,569	0.032726	308,028	0.032465	311,172	0.032137	314,163	0.031831
Hertfordshire	267,038	0.037448	269,296	0.037134	271,005	0.036900	272,558	0.036689
Luton	56,870	0.175840	57,043	0.175306	57,375	0.174292	57,487	0.173952
Norfolk	169,296	0.059068	170,025	0.058815	170,810	0.058545	171,656	0.058256
Peterborough	48,973	0.204194	50,009	0.199964	51,137	0.195553	51,833	0.192927
Southend on Sea	38,729	0.258204	39,115	0.255656	39,540	0.252908	39,738	0.251648
Suffolk	152,205	0.065701	152,903	0.065401	152,752	0.065466	153,591	0.065108
Thurrock	41,904	0.238641	42,824	0.233514	43,762	0.228509	44,650	0.223964
Eastern Region	1,314,377	0.007608	1,324,441	0.007550	1,335,875	0.007486	1,346,457	0.007427
All England and Wales- N	11,785,277	0.000849	12,495,246	0.000800	12,495,246	0.000800	12,653,507	0.000790
All England	11,785,280	0.000849	11,866,960	0.000843	11,954,620	0.000836	12,023,568	0.000832

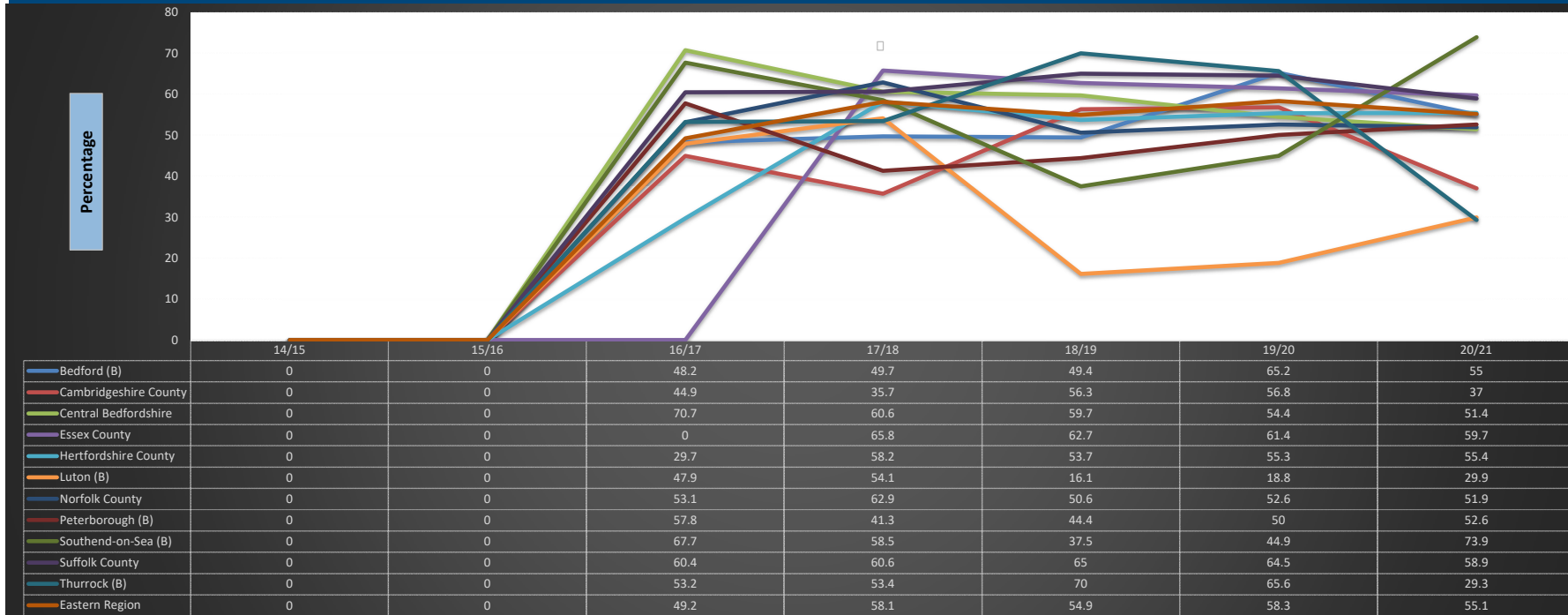
Choose Quarter from drop down

Quarter Two

Choose Indicator from drop down

4.5 % Care Leavers in EET

Graph showing Trends of County councils/boroughs for chosen Quarter through the years, for the selected Indicator



EASTERN REGION BENCHMARKING

Definitions are critical but in some cases will need to be refined as the benchmarking starts. In some cases, such as CAFs, it needs to be recognised that there is likely to be some

- 1 Where quarterly data is provided, it will either be the number as at period end (eg Looked after children at 30th June 2013, or those received in the period as an **annualised figure**,
- 2 References to the DfE Safeguarding Performance Information Framework are given in brackets after each indicator as appropriate.
- 3 Unless otherwise stated, if a child was the subject of any event on more than one occasion during the year, count each occasion separately.

CIN Census Guidance 2013/14:

<http://media.education.gov.uk/assets/files/pdf/2/cin1314guidancev21webversion.pdf>

903 guidance notes 2012/13 (13/14 not available at time of providing template)

<http://media.education.gov.uk/assets/files/pdf/g/ssda903guidancenotes201213v12.pdf>

General Rules	If the numerator is ZERO please enter this as 0 and enter a value for the denominator	If the indicator is not used please ensure the value, numerator and denominator are marked as N/A.
	If cells are left blank they will be assumed to be N/A.	

Data Item	Definition	Calculation <i>Formula will calculate annualised figures</i>	Numerator	Denominator
1	Activity Data: Numbers of Children and Young People Supported per 10,000 0-17 population			
1.1	CAFs (EHAs) completed per 10,000 0-17 population Each LA has their own CAF processes and format and should report what their own definition is and what they currently report internally (this is unlikely to include CAFs undertaken by single agency and not shared with a central CAF team/system). Reporting period: From 1st April to period end	= CAF completed in period / (Local u18 population / 10,000) That is: numerator / (denominator / 10,000)	CAF completed in period	Local u18 population
1.2	Contacts per 10,000 population aged 0 – 17 years old	Numerator: number of contacts received in the financial year Denominator: 2015 mid year estimate of population aged 0 – 17 years old That is: numerator / (denominator / 10,000)	number of contacts received in the financial year	2015 mid year estimate of population aged 0 – 17 years old
1.3	Referrals to children’s social care received in the period per 10,000 0-17 population A referral is defined for the purposes of the CIN census as ‘a request for services to be provided by children’s social care services.’ This is in respect of a case where the child is not previously known to the council, or where the case was previously open but is now closed. A referral cannot be received on an already open case. A referral can be made by a professional from one of many different agencies (typically in the health and education sectors) but the term as used here is a broad one which encompasses referrals from any source, including self-referrals.	=Count of Referrals received in period / (Local u18 population / 10,000) That is: numerator / (denominator / 10,000)	=Count of Referrals received in period	Local u18 population
1.4	Section 47 enquiries started in the period per 10,000 0-17 population This item refers to enquiries conducted under the provisions of section 47 of the Children Act 1989. The objective of such enquiries is to determine whether action is needed to promote and safeguard the welfare of the child or children who are the subject of the enquiries.	= Count of Section 47 enquiries started in period / (Local u18 population / 10,000) That is: numerator / (denominator / 10,000)	= Count of Section 47 enquiries started in period	Local u18 population
1.5	ICPCs per 10,000 aged 0 – 17 years old	<u>Numerator:</u> number of initial child protection conferences (including transfer-in conferences) <u>Denominator:</u> 2015 mid year estimate of population aged 0 – 17 years old That is: numerator / (denominator / 10,000)	number of initial child protection conferences (including transfer-in conferences)	2015 mid year estimate of population aged 0 – 17 years old
1.6	Children who are the subject of a child protection plan at period end per 10,000 0-17 population Definition as per CIN Census Guidance 2013/14 page 40.	=Count of CPP at period end / (Local u18 population / 10,000) That is: numerator / denominator	Count	Local u18 population

	Data Item	Definition	Calculation <i>Formula will calculate annualised figures</i>	Numerator	Denominator
1.6a	Children with a CPP starting in the period	A count of the number of children whose child protection plan start date is within the collection period	=Count of CPP starters in period / (Local u18 population / 10,000) That is: numerator / denominator	Count	Local u18 population
1.6b	Children with a CPP ceasing in the period	A count of the number of children whose child protection plan cease date is within the collection period	Count of CPPs ceased in period / (Local u18 population / 10,000) That is: numerator / denominator	Count	Local u18 population
1.7	Assessments completed in the period a) Initial	During period of transition from initial & core to single, the LA may report only the relevant ones An initial assessment is defined as a brief assessment of each child referred to children's social care with a request for services to be provided.	= Count of Initial Assessments completed in period / (Local u18 population / 10,000) That is: numerator / denominator	Count	Local u18 population
	Assessments completed in the period b) Core	A core assessment is defined as an in-depth assessment which addresses the central or most important aspects of the needs of the child and the capacity of their parents or caregivers to respond appropriately to these needs within the wider family and community network.	= Count of Core Assessments completed in period / (Local u18 population / 10,000) That is: numerator / denominator	Count	Local u18 population
	Assessments completed in the period c) Single		= Count of Single Assessments completed in period / (Local u18 population / 10,000) That is: numerator / denominator	Count of Single Assessments completed in period	Local u18 population
1.8	Children looked after at period end	Definition as per 903 return	=Count of CLA at period end / (Local u18 population / 10,000) That is: numerator / denominator	Count	Local u18 population
1.8a	Children who are Looked After starting in the period	A count of the number of children who started to be LAC in the period	Count of LAC started in period / (Local u18 population / 10,000) That is: numerator / denominator	Count	Local u18 population
1.8b	Children who are Looked After ceasing in the period	A count of the number of children who ceased to be LAC in the period	Count of LAC ceased in period / (Local u18 population / 10,000) That is: numerator / denominator	Count	Local u18 population
1.9	Number of children in need at point in time (excluding looked after children and children subject to child protection plan but including Care Leavers)	Only children reported in the children in need census are to be included. A child in need is a child who has been assessed through an initial assessment to be in need of social care services.	=Count of CIN at period end, excluding CPP and LAC / (Local u18 population / 10,000) That is: numerator / denominator	Count (excluding CPP & LAC)	Local u18 population
1.10	Number of children in need at point in time	Children in Need are defined as children who have a referral on or before the end date of the period with no closure date, excluding those where the referral results in no further action in the financial year or the only activity recorded against the referral was an assessment (there was no s47 enquiry or child protection plan) and the reason for the closure of the case being that the case was closed after assessment with no further action (using closure code RC8).	=Count of CIN at period end / (Local u18 population / 10,000) That is: numerator / denominator	Count	Local u18 population
2	Quality of Practice and Timeliness				
	How do you measure and understand the quality and timeliness of professional decision making for vulnerable children and young people?				
2.1	% of referrals which are repeat referrals	CIN Census - OSR27/2012 Methodology Document, page 5 The referral is counted as a re referral if the difference between the referral date and the previous referral date for the same child is 365 days or less.	= Count of referrals preceded by another referral in the previous 12 months / Total Referrals received in period That is: numerator / denominator * 100	Count	Total Referrals
2.2	% referrals which are NFA (N10 (part))	On receipt of a referral the local authority has one working day to decide what further work needs to be done, it may be that the referral can be resolved by providing some information, or referring to another agency or in some cases, no further action at all is needed.	= Count of referrals with an outcome of NFA / Total Referrals received in period That is: numerator / denominator * 100	Count	Total Referrals

	Data Item	Definition	Calculation <i>Formula will calculate annualised figures</i>	Numerator	Denominator
2.3	% S47s which are NFA	Section 47 enquiries that did not progress to Initial Child Protection Conference (ICPC). Exclude Transfer In conferences from calculations.	= (Count of S47 started in period - Count of ICPC in period) / Count of S47 started in period That is: numerator / denominator * 100	Count	Count
2.4	% assessments which are NFA	If the referral has only initial / single assessments, and the referral has a closure reason of 'RC8 – Case closed, child not in need', then count as a child assessed at initial assessment not to be in need.	= Count of Initial or Single Assessments completed in period with an outcome of NFA / Total Initial or Single Assessments completed in period That is: numerator / denominator * 100	Count	Total
2.5	% of assessments to timescale a) Initial Assessment b) Core Assessments or c) single assessment	During period of transition from initial & core to single, the LA may report only the relevant ones An assessment is deemed to have commenced at the point of referral to children's social care or when new information on an open case indicates that an assessment should be repeated. Assessments may lead to no further action, the direct provision of services, and section 47 enquiries. An assessment is deemed to be completed once the social worker has informed, in writing, all the relevant agencies and the family of their decisions and if the child is a child in need, of the plan for providing support/or an assessment is deemed to be completed once the assessment has been discussed with the child's family (or carers) and the team manager has viewed and authorised the assessment.	= Count of Assessments completed in period within 10 / 35 / 45 working days / Total Assessments completed in period That is: numerator / denominator * 100	Count	Total Assessments
2.6	Distribution of working days from child protection strategy meeting to initial child protection conference measured by ICPCs within 15 working days of S47	As per CIN Census Exclude Transfers In from calculation.	= Count of ICPC held within 15 working days of S47 / Total ICPC in period That is: numerator / denominator	Count	Total ICPC
2.7	% LAC who had an initial health assessment within 20 working days/28 calendar days of coming into care		Numerator: number of children who start to be looked after in the financial year who have/had been looked after for at least 20 working days/28 calendar days and who had their initial health assessment completed within 20 working days/28 calendar days of starting to be looked after Denominator: number of children who start to be looked after in the financial year who have/had been looked after for at least 20 working days/28 calendar days (which ever measure your LA uses) That is: numerator / denominator * 100	number of children who start to be looked after in the financial year who have/had been looked after for at least 20 working days/28 calendar days and who had their initial health assessment completed within 20 working days/28 calendar days of starting to be looked after	number of children who start to be looked after in the financial year who have/had been looked after for at least 20 working days/28 calendar days (which ever measure your LA uses)
3	Planning Is Effective How do you know that the services you are providing are making a difference?				
3.1	% children who are subject of a CP Plan at period end who have had the plan for two years or more (old NI63)	CP Plan duration > 730 days at period end date Provides an indication of case drift/issues not being resolved.	= Count, of children in denominator, subject to a CPP for at least 2 years / Count CPP at period end That is: numerator / denominator * 100	Count	Count

	Data Item	Definition	Calculation <i>Formula will calculate annualised figures</i>	Numerator	Denominator
3.2	% children who cease to be subject of a CP Plan in period who had the plan for two years or more (old NI64)	The % of children who had been the subject of a plan for 2 yrs or longer. Provides an indication of whether children and their families are receiving the services necessary to bring about the required changes in the family situation and to monitor performance in working towards the outcomes outlined in the child protection plan.	Calculation <i>Formula will calculate annualised figures</i> Calculation - $X/Y*100$ That is: numerator / denominator * 100 Where: X (numerator)= Of the children in the denominator, the number who had been the subject of a Child Protection Plan continuously for two years or longer. Y (denominator)= The number of children ceasing to be the subject of a Child Protection Plan during the year. This may count a child more than once if they ceased to be the subject of a Child Protection Plan more than once during the year.	Count	Count
3.3	% children subject of a child protection plan for a second or subsequent time within 2 years of previous plan (N18)	Children becoming the subject of Child Protection Plan for a second or subsequent time within two years of the previous plans end date. Provides an indication of the effectiveness of the original child protection plan.	= Count, of children in denominator, becoming subject to a CPP for a second or subsequent time within two years of the previous plans end date / Count children becoming subject to a CPP That is: numerator / denominator	Count	Count
3.3a	Children becoming subject of a child protection plan in the period for second or subsequent time (ever)	Children becoming the subject of Child Protection Plan for a second or subsequent time (ever). Provides an indication of the effectiveness of the original child protection plan.	Count, of children in starting a CPP in the period , who have previously been subject to a CPP at any point previously. / Count children becoming subject to a CPP in the period That is: numerator / denominator	Count	Count
3.4	% of children who started to be LAC who had been LAC within the previous 12 months	Children becoming looked after within 1 year of previously being looked after. An indication as to whether suitable step down processes are put in place to make sure the young person remains in a safe home environment.	<u>Numerator</u> : number of children who were LAC at any point in the 12 months prior to them starting to be LAC <u>Denominator</u> : number of children who start to be looked after in the financial year (count each instance of LAC – i.e. if they were LAC 02/04/2016 to 31/05/2016 and then 16/06/2016 to 01/07/2016 the child would count twice) That is: numerator / denominator * 100	number of children who were LAC at any point in the 12 months prior to them starting to be LAC	number of children who start to be looked after in the financial year (count each instance of LAC – i.e. if they were LAC 02/04/2016 to 31/05/2016 and then 16/06/2016 to 01/07/2016 the child would count twice)
4 Looked After Children and Care Leavers					
4.1	Children who had three or more placements in the year [Definition: old NI62]	This indicator measures the percentage of children looked after with three or more placements during the year	= Count, of children in denominator, with three or more placements since 01 April / Total LAC at period end That is: numerator / denominator	Count	Total
4.2	% of 0-17 population that are UASC LAC	Measure to see what proportion of the 0-17 population (4.2) and children looked after (4.2a) population are unaccompanied asylum seeking children. This will help to monitor the distribution of UASC across the region.	<u>Numerator</u> : number of children known to LA who are Unaccompanied Asylum Seeking Children <u>Denominator</u> : 2014 mid year estimate of population aged 0 – 17 years old That is: numerator / denominator * 100	number of children known to LA who are Unaccompanied Asylum Seeking Children	2014 mid year estimate of population aged 0 – 17 years old
4.2a	% of CLA population that are UASC LAC		<u>Numerator</u> : number of children known to LA who are Unaccompanied Asylum Seeking Children <u>Denominator</u> : Total CLA population at period end. That is: numerator / denominator * 100		

	Data Item	Definition	Calculation <i>Formula will calculate annualised figures</i>	Numerator	Denominator
	4.4	LAC attendance – <i>definition following meeting</i>	Numerator: children who were LAC on the last day of the quarter in academic years 1-11 and who were in care for at least a calendar month prior to quarter end and who have 90% or more attendance at possible sessions in the time that they have been LAC or since September whichever is latest. Attendance is calculated cumulatively through the year. Denominator: children who were LAC on the last day of the quarter in academic years 1-11 and who were in care for at least a calendar month prior to quarter end That is: numerator / denominator	children who were LAC on the last day of the quarter in academic years 1-11 and who were in care for at least a calendar month prior to quarter end and who have 90% or more attendance at possible sessions in the time that they have been LAC or since September whichever is latest. Attendance is calculated cumulatively through the year.	children who were LAC on the last day of the quarter in academic years 1-11 and who were in care for at least a calendar month prior to quarter end
	4.5	% Care Leavers 17-21 EET	Numerator: number of relevant and former relevant children whose 17th, 18th, 19th, 20th or 21st birthdays took place in the year whose activity was in education, employment or training (903 codes F1, P1, F2, P2, F3 or P3) Denominator: number of relevant and former relevant children whose 17th, 18th, 19th, 20th or 21st birthdays took place in the year (cumulative – i.e. for quarter 1 it would be the children whose birthday was in the period 01/04/2016-30/06/2016 then quarter 2 is 01/04/2016-30/09/2016 That is: numerator / denominator*100	number of relevant and former relevant children whose 17th, 18th, 19th, 20th or 21st birthdays took place in the year whose activity was in education, employment or training (903 codes F1, P1, F2, P2, F3 or P3)	number of relevant and former relevant children whose 17th, 18th, 19th, 20th or 21st birthdays took place in the year (cumulative – i.e. for quarter 1 it would be the children whose birthday was in the period 01/04/2016-30/06/2016 then quarter 2 is 01/04/2016-30/09/2016
	5	Adoption			
5.1 replaced by 5.1a below (Sept 2020)	5.1	Average time between a child entering care and moving in with its adoptive family, for children who have been adopted (days)	= Sum, of children in the denominator, days between date started to be Looked After and date placed for adoption / Number of children ceasing to be looked after in period (current year to date) who were adopted That is: numerator / denominator	Count	Number
NEW - Replacing measure above	5.1a	Average time between a child entering care and moving in with its adoptive family adjusted for foster carer adoptions, for children who have been adopted (days) (A10)	A mean average is calculated of the time (in days) between a child entering care and moving in with its adoptive family (i.e. being placed for adoption, placement codes A4 and A6) or if adopted by a foster carer (placement codes A3 and A5), until they had moved in with the foster carer, for all children that were adopted in the period. Children who were not placed for adoption prior to the adoption order are excluded. Where a child changed placement but not carer(s) (reason for new episode codes T and U), the placement start date for when the child moved in with the carer is used. The indicator is presented rounded to the nearest number of days.		
	5.2	Average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family (days)	= Sum, of children in the denominator, days between date of Placement Order and date matched for adoption / Number of children ceasing to be looked after in period (current year to date) who were adopted That is: numerator / denominator	Count	Number
	5.3	Adoptions from care (% leaving care who are adopted)	= Count of children adopted from care in period / Number of children ceasing to be looked after (count children, not episodes) That is: numerator / denominator * 100	Count	Number

	Data Item	Definition	Calculation <i>Formula will calculate annualised figures</i>	Numerator	Denominator
5.4	% LAC adopted during the year who were placed for adoption within 12 months of the decision. [Definition: old NI62]	This indicator provides an indication of how quickly children are placed with an approved prospective adopter(s) following the decision that they should be placed for adoption.	= Count, of children in the denominator, who were placed for adoption within 12 months of the decision to adopt / Number of children ceasing to be looked after in period who were adopted That is: numerator / denominator * 100	Count	Number
5.5	Children who wait less than 14 months between entering care and moving in with their adoptive family	The proportion of all the children that have either been: a. adopted in the period (and there was less than 14 months between entering care and moving in with their adoptive family) b. going through the adoption process in the period (and there was less than 14 months between entering care and moving in with their adoptive family – if placed for adoption) c. going through the adoption process (not placed for adoption) in the period (and they have been LAC for less than 14 months) This figure is then divided by the sum of children adopted in the period or going through the adoption process at the end of the period.	The proportion of all the children that have either been: a. adopted in the period (and there was less than 14 months between entering care and moving in with their adoptive family) b. going through the adoption process in the period (and there was less than 14 months between entering care and moving in with their adoptive family – if placed for adoption) c. going through the adoption process (not placed for adoption) in the period (and they have been LAC for less than 14 months) This figure is then divided by the sum of children adopted in the period or going through the adoption process at the end of the period.	Count	Total
6 Virtual School					
6.1	Percentage of school age LAC with a PEP in the last 6 months	The proportion of school age looked after children (in care for one calendar month or more at quarter end) who have had a personal education plan (PEP) in the last six months. This is a measure of how well an authority is supporting the educational needs of children who are looked after.	Percentage of school age LAC with a PEP in the last 6 months Numerator: number of LAC on the last day of the quarter in academic years 1-11 and be in care for at least a calendar month prior to quarter end with a PEP in the last 182 calendar days Denominator: LAC on the last day of the quarter in academic years 1-11 and be in care for at least a calendar month prior to quarter end	number of LAC on the last day of the quarter in academic years 1-11 and be in care for at least a calendar month prior to quarter end with a PEP in the last 182 calendar days	LAC on the last day of the quarter in academic years 1-11 and be in care for at least a calendar month prior to quarter end
6.2	Percentage of school age LAC attending a Good/Outstanding School	The proportion of school age looked after children (in care for one calendar month or more at quarter end) who are attending a good or outstanding school. This is a measure for authorities to understand what proportion of children looked after are not accessing education provision rated as good or outstanding or not attending any education provision.	Percentage of school age LAC attending a Good/Outstanding School Numerator: number of LAC on the last day of the quarter in academic years 1-11 and be in care for at least a calendar month prior to quarter end attending a Good/Outstanding School Denominator: LAC on the last day of the quarter in academic years 1-11 and be in care for at least a calendar month prior to quarter end (include children who aren't attending school but exclude those who are attending a school with no official Ofsted rating)	number of LAC on the last day of the quarter in academic years 1-11 and be in care for at least a calendar month prior to quarter end attending a Good/Outstanding School	LAC on the last day of the quarter in academic years 1-11 and be in care for at least a calendar month prior to quarter end (include children who aren't attending school but exclude those who are attending a school with no official Ofsted rating)
7 Voluntary					
7.1	Rate of children identified as being at risk of CSE per 10,000 aged 0 – 17 years old	This measures the number of children in the local authority area who have been defined as being at risk of child sexual exploitation (as a rate per 10,000 0-17 population). This will allow authorities to see if their numbers are significantly higher or lower than other authorities in the region.	Rate of children identified as being at risk of CSE per 10,000 aged 0 – 17 years old Numerator: number of children (all children not just LAC) who have been flagged at risk of CSE (regardless of risk level) Denominator: 2015 mid year estimate of population aged 0 – 17 years old	number of children (all children not just LAC) who have been flagged at risk of CSE (regardless of risk level)	2015 mid year estimate of population aged 0 – 17 years old

Outcomes Framework – draft Impact and Outcomes statements

Family & Friends CYP are safe, connected and supported through positive relationships and networks	Learning CYP are achieving their full potential and developing skills which prepare them for life	Opportunity CYP have access to a wide range of opportunities to develop as well-rounded individuals and excite their interests and talents	Understood CYP have skills and opportunities to be heard and feel listened to, understood and a key part of decision-making processes	Resilience CYP have the confidence and skills to take on life's challenges and are enabled to make their own positive decisions	Individual CYP are respected as individuals, confident in their own identity and appreciate and value their own and others' uniqueness	Safe & Secure CYP are supported to understand risk and make safe decisions by the actions we and they take to keep them safe and secure	Healthy CYP have the support, knowledge and opportunity to lead their best healthy lives
<ul style="list-style-type: none"> As many CYP as possible are able to live safely with family Where CYP are not able to live with their family, they have the support their need to build positive relationships with their family members CYP have positive childhood experiences CYP have the support they need from their parents and carers CYP have positive relationships with family members, friends and within their communities CYP develop positive friendships and relationships which support them throughout their lives 	<ul style="list-style-type: none"> CYP establish a great early years foundation for learning and become lifelong learners CYP enjoy learning and developing skills and feel positive about what they can achieve CYP have good attendance at learning settings CYP make the best possible progress in learning and education CYP are engaging with a wide range of appropriate, exciting learning in and out of school Families, professionals and communities are developmental champions for CYP at all stages YP are equipped with the skills and confidence to live as independently as possible 	<ul style="list-style-type: none"> CYP have improved economic equality CYP are engaging with a wide range of EET, social and community activities Opportunities are actively and accessibly promoted CYP have equitable access to opportunities, regardless of any disadvantages CYP have the emotional, personal and practical support they need to make the most of the opportunities available CYP enjoy high quality digital connectivity 	<ul style="list-style-type: none"> CYP are active, respected and included members of their communities as individuals and collectively All CYP voices are influential in all decisions made about their lives Adults have the skills and will to understand and be influenced by CYP CYP know their rights and how to make their voices heard All strategies and services for CYP have CYP wishes and feelings at their heart CYP are confident that their voice will make a difference and can see the impact they are making 	<ul style="list-style-type: none"> Where CYP can make a decision on their own they are empowered and enabled to do so CYP are able to exert choice and control over the support they receive CYP are supported to try new things and to 'bounce back' when it goes wrong CYP understand life isn't straightforward and know asking for help is a strength CYP have access to a breadth of experience and are encouraged to widen their horizons CYP are able to transition to their best independence 	<ul style="list-style-type: none"> CYP are understood and valued in the contexts and communities that they live CYP and understand and value each other CYP are free from discrimination, prejudice and other abuses of their human rights CYP are able to explore, develop and become confident in their identity as they grow CYP's self-expression is prioritised and promoted CYP have a range of opportunities to influence the wider world 	<ul style="list-style-type: none"> CYP are not exploited, abused or neglected Fewer CYP enter/re-enter the criminal justice system CYP are safe and secure in all settings, including where they live Families, professionals and communities understand and carry out their role in keeping CYP safe CYP trust the people and systems that are there to help keep them safe, know where to go for help and feel confident and able to do so CYP know what to do to keep each other safe CYP are supported to understand and take appropriate risks 	<ul style="list-style-type: none"> CYP have the best possible physical and mental health CYP know how to get healthy and keep healthy and are confident in their own self care CYP have healthy lifestyles within and beyond the home CYP have access to the best possible virtual health experience CYP need less support from crisis services CYP know where to go for help with physical and mental health and have confidence and trust to do so

FLOURISH Outcomes Framework - Systems Measures against outcomes statements

Impact statement	Outcomes	Measure 1	Source/notes	Measure 2	Source/notes	Measure 3	Source/notes	Measure 4	Source/notes	Measure 5	Source/notes	Measure 6	Source/notes
Family & Friends CYP are safe, connected and supported through positive relationships and networks	As many CYP as possible are able to live safely with family	Percentage of children who wait less than 21 months between becoming looked after and being Placed for Adoption	Kent CYP Plan	Percentage children in care in fostering placements	Kent CYP Plan	LAC/CPD numbers	various CYP Plans	The percentage of children and young people who 'always' feel safe at home	N Yorks CYP Plan	% Re-Referrals for statutory social care/Early Help services	Doncaster CYP Plan		
	Where CYP are not able to live with their family, they have the support their need to build positive relationships with their family members	Sufficient local placements to increase choice for LAC	Herts CYP Plan										
	CYP have positive childhood experiences	Percentage of couples showing improved parental relationship following mediation or counselling	Herts CYP Plan										
	CYP have the support they need from their parents and carers	Percentage of TAFs closed where outcomes achieved or closed to single agency support	Kent CYP Plan	Number of families supported as part of the national Troubled Families Programme	Stoke-on Trent CYP Plan	Number of current open Early Help plans	Stoke-on-Trent CYP Plan	Early Help outcomes	Stoke-on-Trent CYP Plan	More families are accessing universal early help services available in their communities.	N Lincs CYP Plan	Number of parents experiencing a second or subsequent instance of having a child or children enter care	Leeds CYP Plan
	CYP have positive relationships with family members, friends and within their communities	More young people report having a trusted family member or adult to talk to (lifestyle survey)	N Lincs CYP Plan										
	CYP develop positive friendships and relationships which support them throughout their lives												

FLOURISH Outcomes Framework - Systems Measures against outcomes statements

Impact statement	Outcomes	Measure 1	Source/notes	Measure 2	Source/notes	Measure 3	Source/notes	Measure 4	Source/notes	Measure 5	Source/notes	Measure 6	Source/notes	Measure 6	Source/notes
Learning CYP are achieving their full potential and developing skills which prepare them for life	CYP establish a great early years foundation for learning and become lifelong learners	Ofsted ratings for Early Years settings	various CYP Plans	Number of two, three and four year old children accessing their entitlement to early education	Stoke-on Trent CYP Plan	% of children who receive a 2-2½ year review/% of children who scored above the ASQ 3 cut off (in all domains) at 2-2½ year review	Stoke-on-Trent CYP Plan	Age related expectations at 4 years old (previously 'good level of development')	Stoke-on-Trent CYP Plan	The number of children aged 3 & 4 benefitting from the Early Years Pupil Premium (EYPP) in addition to their free early education	Herts CYP Plan	Percentage of children reaching a good level of development in the early years foundation stage profile/% of children achieving a good level of development by the age of 5 (EYFS)	N Yorks CYP Plan/Doncaster CYP Plan	Achievement gap between lowest achieving 20% of children in EYFS with their peers	Doncaster CYP Plan
	CYP enjoy learning and developing skills and feel positive about what they can achieve	More young people self report they have career aspirations (through lifestyle surveys)	N Lincs CYP Plan												
	CYP have good attendance at learning settings	persistent school absence	various CYP Plans	children on part time timetables	Essex CYP Plan	Number of permanent exclusions from school (incl. LAC)	various CYP plans	Attendance data	Various CYP plans						
	CYP make the best possible progress in learning and education	Free school meals achievement gap - Percentage of pupils at KS2 achieving L4+ in English & mathematics and Percentage of pupils at KS4 achieving 5+ A*-C including GCSE English & mathematics	Kent CYP Plan	Educational attainment gap for disadvantaged pupils against their peers, at Key Stage 1 and Key Stage 4 (based on FSM eligibility or in the care of the local authority)	Stoke-on Trent CYP Plan	% of Key Stage 1 children working at Level 2B+ - reading, writing, maths	Stoke-on-Trent CYP Plan	% of Key Stage 2 children working at or above the expected level (4+) in Reading, Writing & Maths	Stoke-on-Trent CYP Plan	% of Key Stage 4 pupils achieving 5+ A*-C grade GCSEs or equivalent including English and Maths	Stoke-on-Trent CYP Plan	Progress 8 score at key stage 4/Average attainment 8 score at key stage 4	N Yorks CYP Plan	Children from income deprived backgrounds entering Higher Education	Doncaster CYP Plan
	CYP are engaging with a wide range of appropriate, exciting learning in and out of school	Ofsted ratings for schools	various CYP Plans	The number of home educated children	Herts CYP Plan										
	Families, professionals and communities are developmental champions for CYP at all stages	Children, young adults and parent/ carers report high quality, personalised provision ensuring good educational progress, health and care	Stoke-on-Trent CYP Plan												
	YP are equipped with the skills and confidence to live as independently as possible	Percentage of 16-18 year olds not in education, employment or training (NEET)	various CYP Plans	Percentage of 18-24 year olds who are unemployed	Kent CYP Plan	% of care leavers in Education, Employment or Training (EET)	Stoke-on-Trent CYP Plan	Number of learners on adult skills programmes	Stoke-on-Trent CYP Plan	Number of apprenticeship starts	Stoke-on-Trent CYP Plan	young people achieving level 2/3 at age 19 (particularly vulnerable groups)	N Lincs CYP Plan/N Yorks CYP Plan		