Norfolk County Council

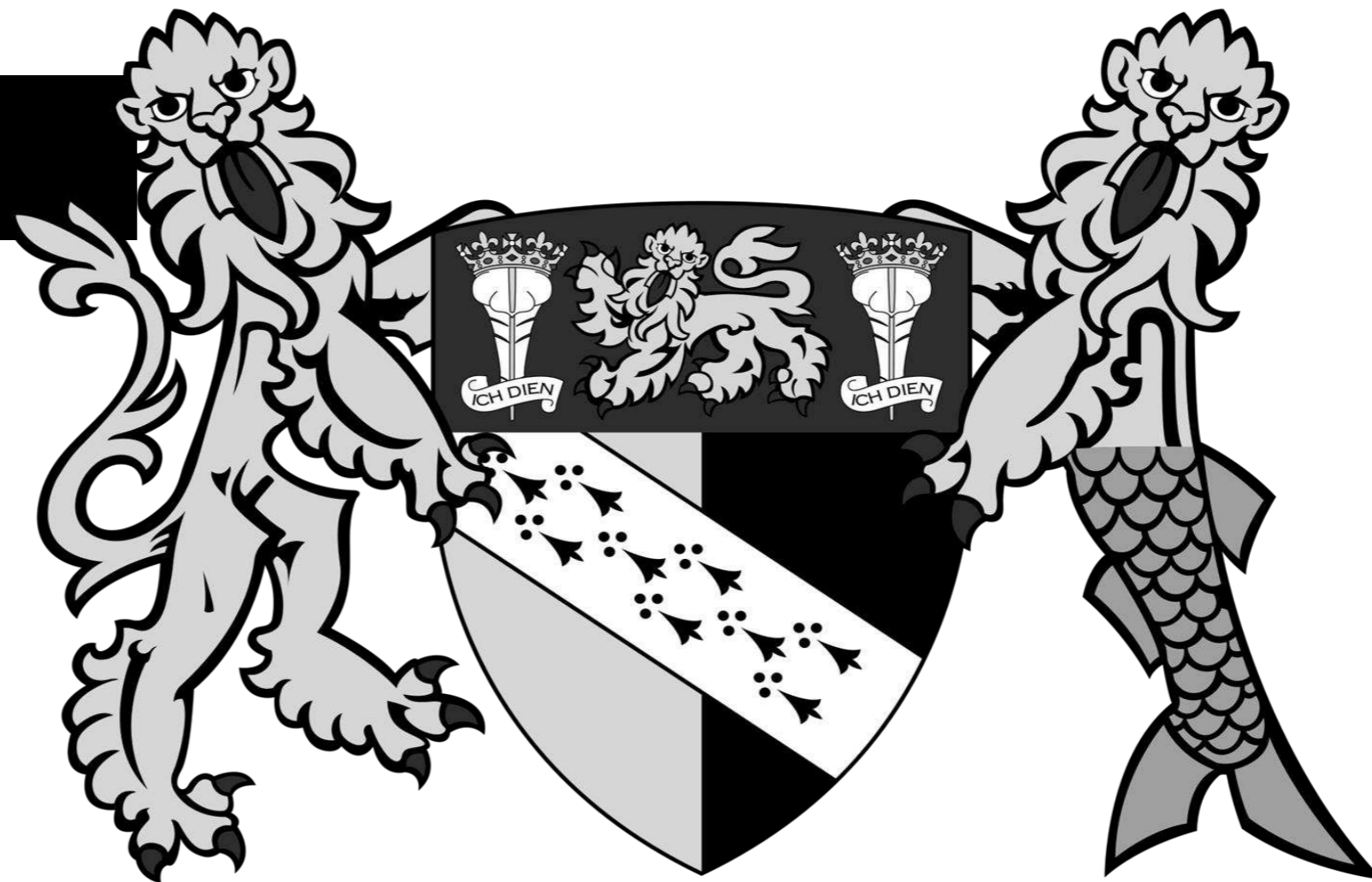# Children's Services

Monthly Performance & Management Information

County Report

November 2018

All data sourced from LiquidLogic.

Norfolk County Council
Children's Services

Monthly Performance & Management Information County Report

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

Area	Ref	Indicator	Good perf. is	Data note	Aug-18	Sep-18	Oct-18	Nov-18	YTD	Target	DOT (Month on Month)	County	Breckland	North	Norwich	South	West	Yarmouth	Red	Green	Previous YTD	Stat neigh avg	Best stat neigh	Nat. avg	Nat. top quartile	Eastern region
Early Help	1.1	No of Requests for Support to EHFF	High	Count	192	164	249	245			↓															
	1.1a	Number of new cases opened to team over the last month	High	Count	122	90	181	150			↓															
	1.2	No of cases closed to EHFF	High	Count	149	156	234	196			↓															
	1.3	No of cases active to EHFF	High	Count	583	659	686	543			↓															
	1.4	No of children being supported within EHFF cases	High	Count	1401	1706	1758	1487			↓															
	1.5	No of social work cases supported by EHFF with targeted support	High	Count	36	33	42	31			↓															
	1.6	% of Requests for Support to EHFF that resulted in allocation to EHFF ❶	High	Percentage	63.5%	54.9%	72.7%	61.2%			↓															
	1.7	% of new cases open under s47 previously open to EHFF	High	Percentage																							
	1.8	% of new EHFF cases that are re-referrals into early help	Low	Percentage	3.3%	2.2%	3.3%	5.3%			↓															
	1.9	% of new EHFF cases that have stepped down from social care	High	Percentage	22.1%	25.6%	30.4%	20.0%			↓															
Contact & Referrals	2.1	Contacts - No. (in-month)	Info	Count	3500	3506	3689	3681	17,019		·										27,585					
	2.2	Referrals - No. (in-month)	Info	Count	529	462	527	528	2,514		·										6,459					
	2.3	% Contacts Accepted as Referrals (in-month)	High	Percentage	15.1%	13.2%	14.3%	14.3%	14.8%		↑								15%	25%	23.4%					
	2.4	Referrals - Rate per 10k Under-18s (Annualised)	Low	Rate	375.5	327.9	374.1	374.8	1,510		↓										2,448	461.6	237.9	548.2		375.4
	2.5	Referrals with outcome of Social Work Assessment	High	Count	386	330	349	343	1,779		↓															
	2.7	Re-referrals - % (in-month)	Low	Percentage	20.8%	16.5%	16.3%	17.0%	19.7%		↓								30%	20%	24.0%					
Assessments	3.1	Assessments authorised - No.	Info	Count		595	570	550	4,724		·															
	3.2	Rate of assessments per 10,000 population aged under 18 - rolling 12 month performance	Low	Rolling rate	475.5	481.5	469.9	454.1			↑											463.1	226.7	515.0		387.8
	3.3	Assessments auth in 45 WD - %	High	Percentage	78.6%	77.5%	77.4%	74.7%	72.2%		↓								70%	80%		83.8%	90.8%	82.9%		83.9%
	3.4	Open assessments already past 45 working days	Low	Count			127	143			↓															
	3.5	Ongoing involvement	High	Count	199	230	212	223	1,570		↑															
	3.5p	% of completed assessments ending in - Ongoing Involvement	High	Percentage	31.8%	38.7%	37.2%	40.5%	33.2%		↑								50%	60%						
	3.6	Close with info and advice	Low	Count	334	268	267	267	2,146		→															
	3.7	Step down to FSP/TS	Low	Count	92	95	79	60	647		↑															
S47s	4.3	Number of S47's per 10,000 population aged 0-17 - rolling 12 month performance	Low	Rolling rate	124.2	136.3	190.2	151.2			↑											127.4	70.2	157.4		93.9
	4.4	Number of S47 investigations Completed	Info	Count	175	192	268	213	1,008		·															
	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	43.4%	52.1%	51.1%	50.7%	49.8%		↓															
	4.6	% of S47's with an outcome - Concerns are substantiated but the child is not judged to be at continuing risk of significant harm	High	Percentage	43.4%	30.7%	28.0%	34.3%	31.3%		↑															
	4.7	% of S47's with an outcome - Concerns not substantiated	Low	Percentage	13.1%	17.2%	20.9%	15.0%	17.5%		↑															44.8%
CIN	5.1	Section 17 CIN Nos.	Low	Count	1112	1139	1123	1137			↓															
	5.2	Number of CIN (inc. CPP as per DfE definition)	Low	Count	1764	1776	1777	1796			↓															
	5.3	Section 17 CIN Rate per 10K Under-18s	Low	Rate	65.8	67.4	66.4	67.3			↓											204.4	109.5	225.1		137
	5.4	% CIN not in Assessment Teams with up-to-date CIN Plan	High	Percentage	61.0%	65.4%	74.8%	76.6%			↑															
	5.5	S17 CIN with an up to date CIN plan - % ❷	High	Percentage	57.4%	61.1%	66.7%	70.2%			↑								80%	90%						

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Area	Ref	Indicator	Good perf. is	Data note	Aug-18	Sep-18	Oct-18	Nov-18	YTD	Target	DOT (Month on Month)	County	County	Breckland	North	Norwich	South	West	Yarmouth	Red	Green	Previous YTD	Stat neigh avg	Best stat neigh	Nat. avg	Nat. top quartile	Eastern region
Child Protection	6.1	No. Children Subject to CP Plans	Low	Count	652	637	654	659			↓																
	6.2a	Initial CP conferences (no. children) - rolling 12 month performance	Low	Rolling 12	890	885	861	874			↓																
	6.2b	Initial CP conferences per 10,000 population - rolling 12 month performance	Low	Rolling rate	52.6	52.4	50.9	51.7			↓												63.2	41.5	65.3		44.7
	6.3	Number of children subject to an ICPC	Info	Count	100	69	68	110	458		·																
	6.4	% of ICPCs held within 15 days of strategy discussion	High	Percentage	93.0%	98.6%	97.1%	99.1%	91.9%		↑									80%	90%		80.3%	96.7%	77.2%		69.8%
	6.5	Children Subject to CP Plans - Rate per 10K Under-18s	Low	Rate	38.6	37.7	38.7	39.0			↓									30	35		43.9	25.8	43.3		30.6
	6.6	Number of children becoming subject to a CP plan per 10,000 population	Low	Rate	5.2	3.5	5.0	6.3			↓																
	6.7	Number of discontinuations of a CP plan per 10,000 population	High	Rate	2.5	4.4	4.0	5.6			↑																
	6.8	% children whose child protection plan started who had previously been subject to a CP Plan within the last 2 years - rolling 12 months	Low	Rolling 12																							
	6.9a	No. of children becoming the subject of a CP plan for a second or subsequent time, ever	Low	Count	23	13	24	32	104		↓																
	6.9b	% of children becoming the subject of a CP plan for a second or subsequent time - ever - rolling 12 months	Low	Percentage																			19.7%	12.6%	18.7%		10.6%
	6.10a	No. children subject to child protection plan for > 18 months	Low	Count	23	21	22	20			↑																
	6.10n	No. children subject to child protection plan for > 2 years	Low	Count	7	8	7	6			↑																
	6.10b	% children subject to child protection plan for > 2 years	Low	Percentage	1.1%	1.3%	1.1%	0.9%			↑									10%	3%		2.8%	0.0%	2.1%		1.9%
	6.11a	No. children whose child protection plan ceased this month	High	Count	43	75	67	94	326		↑											543					
	6.11b	% of CP plans ceased within period that had lasted 2 years or more	High	Percentage	0.0%	2.7%	1.5%	2.1%	2.8%		↑												4.1%	2.0%	3.4%		3.1%
	6.12	% RCPCs held in timescale in month	High	Percentage	96.3%	100.0%	94.1%	91.4%	94.3%		↓									85%	95%		94.3%	98.9%	92.2%		
	6.14	% children on child protection plans seen within timescales**	High	Percentage	63.5%	73.0%	75.2%	76.5%	67.7%		↑									80%	90%						77.5%
	6.15	% children on child protection plans seen within 20 working day timescales	High	Percentage	66.3%	74.8%	76.6%	92.9%	78.7%		↑																
LAC	7.1	No. Looked-After Children	Low	Count	1204	1197	1191	1193			↓																
	7.2	LAC - Rate per 10K Under-18s	Low	Rate	71.2	70.8	70.5	70.6			↓									65	55		53.4	39.0	62.0		49.9
	7.3	Admissions of Looked After Children	Low	Count	43	41	50	28	300		↑																
	7.4	Number of children who have ceased to be Looked After Children	High	Count	40	28	35	29	265		↓																
	7.5	Percentage of LAC who have ceased to be looked after due to permanence (Special Guardianship Order. Residence Order, Adoption) ❸	High	Percentage	22.5%	50.0%	25.7%	51.7%	29.1%		↑																
	7.6	LAC in residential placements	Low	Count	128	132	128	125			↑																
	7.6a	% LAC in residential placements	Low	Percentage	10.6%	11.0%	10.7%	10.5%			↑																
	7.7	% LAC cases reviewed within timescales	High	Percentage			91.1%	92.7%			↑																
	7.8	Percentage of children adopted ❸	High	Percentage	7.5%	17.9%	8.6%	20.7%	10.2%		↑												18%	32%	14%		14.9%
	7.9n	# LAC having a health assessment within 20 days of becoming LAC	Info	Count		7	19	23	62		·																
	7.9	% LAC becoming looked after for 20 working days and having a health assessment in that time	High	Percentage		20.6%	41.3%	56.1%	40.0%		↑																44.2%
	7.10	LAC with up-to-date Health Assessment - No.	High	Count		651	697	713			↑																
	7.11	LAC with up to date dental check - No.	High	Count		651	698	706			↑																
	7.14	LAC with up-to-date Care Plan - %	High	Percentage				95.4%			↓									80%	90%						
	7.15	% LAC seen within timescales	High	Percentage			58.9%	81.5%			↑									80%	90%						
	7.17	LAC Reviews in month - Child Attended - %	High	Percentage	74.8%	61.3%	62.4%	65.3%	64.9%		↑																
	7.18	LAC Reviews in month - Child Participated - %	High	Percentage	95.1%	98.5%	99.1%	98.7%	96.8%		↓																
Care Leavers	8.1	Number of care leavers	High	Count			551	551			→																
	8.3	RCL & FRCL in Suitable Accommodation - %	High	Percentage			82.4%	86.4%			↑									80%	95%		87.0%	97%	84%		
	8.4	RCL & FRCL EET - %	High	Percentage			49.4%	50.5%			↑									60%	70%		53.6%	74%	50%		59.7%
	8.5	% Care Leavers in touch with their S/Ws and/or PA over last 2 months	High	Percentage			73.3%	77.9%			↑																
Place	9.1	% of long term LAC in placements which have been stable for at least 2 years	High	Percentage		70.4%	70.9%	69.4%			↓												69.2%	78%	70%		
	9.2	LAC with 3 or more placements in any one year - %	Low	Percentage		9.1%	9.3%	9.6%			↓									20%	11%		10.4%	5.0%	10.0%		8.6%

Area	Ref	Indicator	Good perf. is	Data note	Aug-18	Sep-18	Oct-18	Nov-18	YTD	Target	DOT (Month on Month)	County	County	Breckland	North	Norwich	South	West	Yarmouth	Red	Green	Previous YTD	Stat neigh avg	Best stat neigh	Nat. avg	Nat. top quartile	Eastern region
Caseload	11.2	Maximum caseload of qualified social workers in LAC Teams	Low	Maximum			21	21			→																
	11.2a	Average number of cases per qualified social worker in LAC Teams	Low	Average			12	13			↓																
	11.3	Maximum caseload of qualified social worker in Assessment Teams	Low	Maximum			41	38			↑																
	11.3a	Average number of cases per qualified social worker in Assessment Teams	Low	Average			15	17			↓																
	11.4	Maximum caseload of qualified social workers in FIT Teams	Low	Maximum			29	30			↓																
	11.4a	Average number of cases per qualified social worker in FIT Teams	Low	Average			15	17			↓																
	11.5	Maximum caseload of qualified social worker in CWD Teams	Low	Maximum			22	20			↑																
	11.5a	Average number of cases per qualified social worker in CWD Teams	Low	Average			13	12			↑																
Foster Carers	12.1a	Task Centred Carer Household Approved (Rolling 12 months)	High	Count	36	38	37	40			↑																
	12.1b	Kinship Carer Household Approved (Rolling 12 months)	High	Count	81	84	82	79			↓																
	12.1c	Short Breaks / Other Carer Household Approved (Rolling 12 months)	High	Count	7	7	6	7			↑																
		Total Carer Household Approved (Rolling 12 months)	High	Count	124	129	125	126			↑																
	12.2a	Task Centred Carer Household Ceased (Rolling 12 months)	Low	Count	31	32	31	33			↓																
	12.2b	Kinship Carer Household Ceased (Rolling 12 months)	Low	Count	70	66	62	66			↓																
		Short Breaks / Other Carer Household Ceased (Rolling 12 months)	Low	Count	33	31	28	21			↑																
	12.2c	Total Carer Household Ceased (Rolling 12 months)	Low	Count	134	129	121	120			↑																

Notes:

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

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

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

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

Performance analysis	The re-referral rate into EHFF teams remains low across all localities with North & Broadland being the outliers at 12.5%. However there has been a 10% drop in the percentage of new EHFF cases that stepped down from Social Care teams and we see a wide variance across the localities in this measure. North and Broadland have significantly increased from 15% to 31%, which is the highest rate since April 18. This could be indicative of tenacious work on the part of both the EH teams and social care teams to ensure cases step down appropriately, however this will need more in-depth examination by the locality looking at numbers of cases rather each month rather than just percentages. South saw a large decrease in the percentage of new cases which were step-downs, from 57% to 22.6%, and whilst again the numbers need to be considered alongside percentages, some exploration as to why, given known strong relationships between EH and social care in that locality, would be helpful.

	1.6	**1.7**	**1.8**	**1.9**
	% of Requests for Support to EHFF that resulted in allocation to EHFF	% of new cases open under s47 previously open to EHFF	% of new EHFF cases that are re-referrals into early help	% of new EHFF cases that have stepped down from social care
Good perf. is:	*High*	*High*	*Low*	*High*
Nov-17	56.1%	-	9.4%	29.4%
Dec-17	71.8%	-	10.2%	24.4%
Jan-18	80.4%	-	6.5%	28.6%
Feb-18	63.5%	-	3.0%	28.0%
Mar-18	62.9%	-	6.3%	26.4%
Apr-18	80.8%	-	5.4%	30.6%
May-18	-	-	-	-
Jun-18	-	-	-	-
Jul-18	58.3%	-	2.7%	27.0%
Aug-18	63.5%	-	3.3%	22.1%
Sep-18	54.9%	-	2.2%	25.6%
Oct-18	72.7%	-	3.3%	30.4%
Nov-18	61.2%	-	5.3%	20.0%

(In-month performance)

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

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

In-month performance

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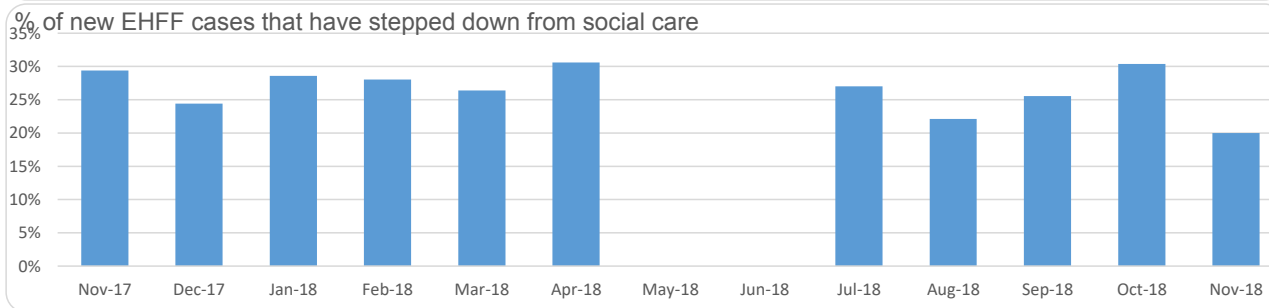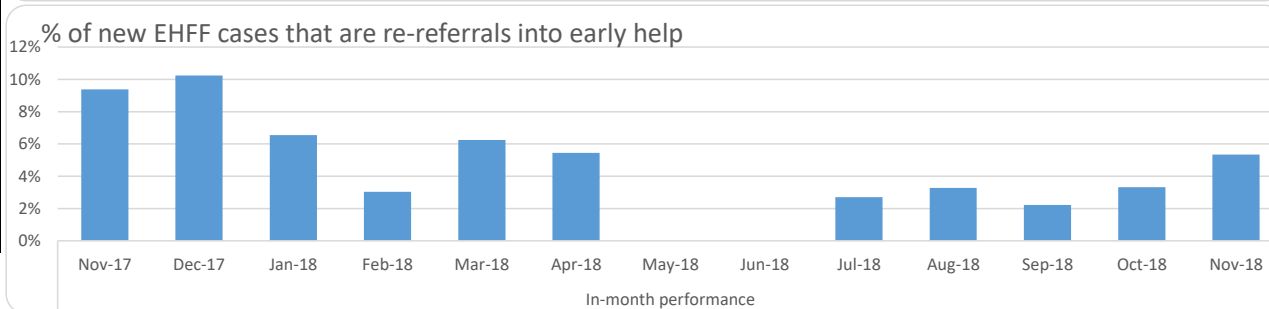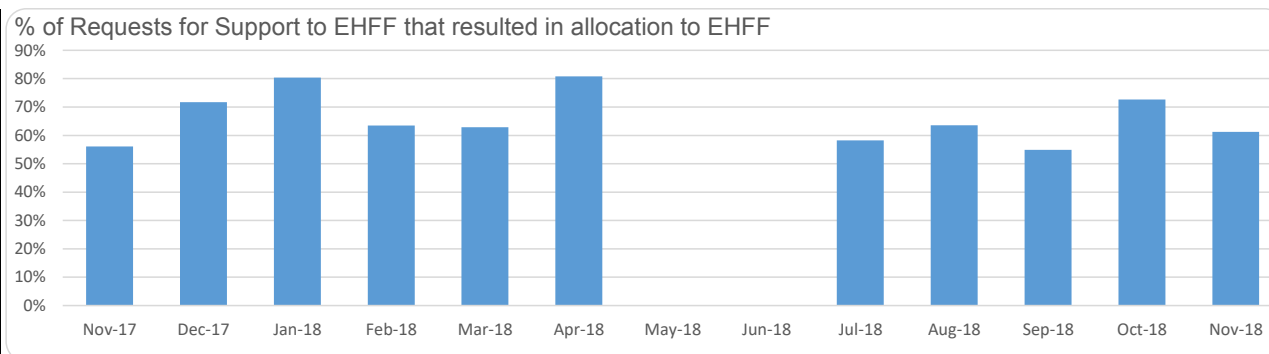
Note:

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

Definition	All contacts received by the LA via the MASH service are screened against an agreed multi-agency threshold criteria. Where a decision-maker in MASH agrees the threshold for social care involvement is met the contact progresses to a 'referral'. A number of the contacts made will be for information only or to ask for advice rather than be contacts seeking referral to social care services.
Performance analysis	The number of contacts reported has remained steady over the past 4 months but is higher than seen in February to April. This is partly due to how we now count contacts, as since Liquid Logic was introduced this will now include all contacts raised in the Early Help Module (EHM) regardless of whether it went through CADs (previously contacts recorded on the EH system DOREIS were not included). This will also have had an impact on the percentage of contacts that convert to referrals, as many contacts now reported on were never made with the intention of seeking a referral to Social Care. With the new CADs model in place, we might expect to see the percentage of contacts accepted as referrals fall further over the coming months.

	2.1	2.3	2.9	2.10
	Contacts - No. (in-month)	% Contacts Accepted as Referrals (in-month)	Number of repeat contacts	% of repeat contacts
Good perf. is:	*Info*	*High*	*Low*	*Low*
Nov-17	4,205	22.7%	1,169	18.4%
Dec-17	2,879	25.3%	1,138	18.7%
Jan-18	3,399	18.7%	1,183	19.2%
Feb-18	2,864	20.8%	998	18.1%
Mar-18	3,016	19.3%	1,042	18.0%
Apr-18	2,643	17.7%	929	17.2%
May-18	-	-	-	-
Jun-18	-	-	-	-
Jul-18	-	-	-	-
Aug-18	3,500	15.1%	-	-
Sep-18	3,506	13.2%	-	-
Oct-18	3,689	14.3%	-	-
Nov-18	3,681	14.3%	-	-

These are over a rolling 3 month period.
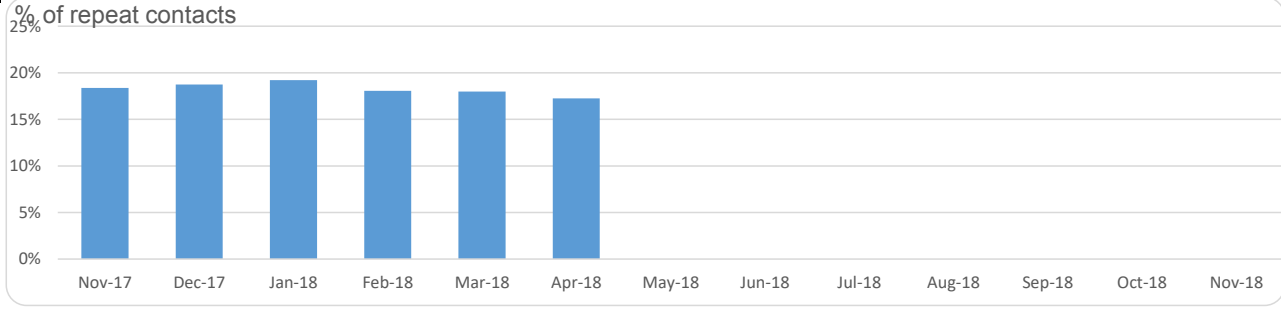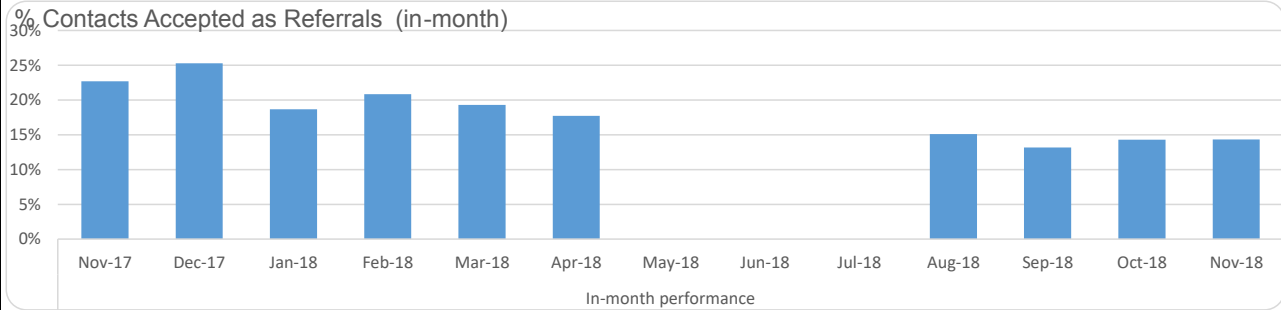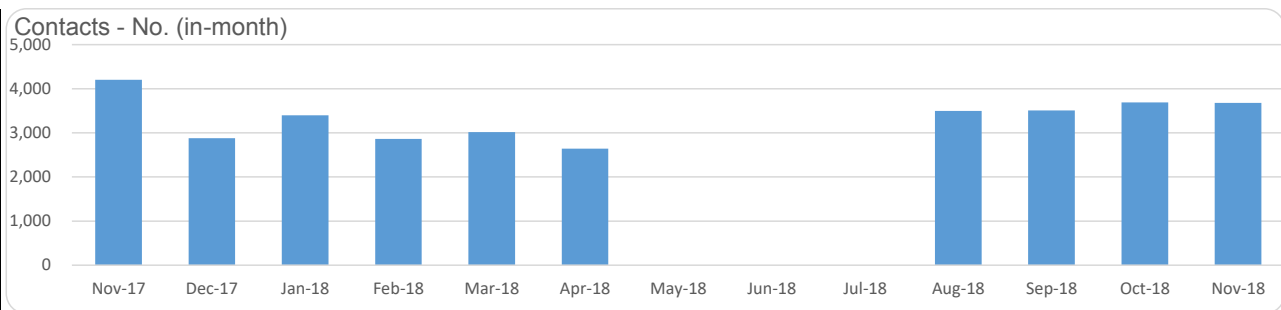
(Left axis label: In-month performance)

Contacts - No. (in-month)

% Contacts Accepted as Referrals (in-month)

In-month performance

% of repeat contacts

Definition	All contacts received by the LA via the MASH are screened against an agreed multi-agency threshold criteria. Where a decision-maker in MASH agrees the threshold for social care involvement is met the contact progresses to a 'referral'. Contacts come from a variety of sources and the data below provides a breakdown of numbers and progression rates to referral by source type. A number of the contacts made will be for information only or to ask for advice rather than be contacts seeking a referral to social care services.
Performance analysis	We have seen a slight drop in the number of contacts received from the Police to the lowest over the past 12 months. Whether this is due to the implementation of the CADS model alongside the Polices' own review of how they deal with reports concerning children can be considered further if the trend continues over the next few months. It is interesting to note that since the implementation of CADS Education Services are reported to have made more contacts with fewer resulting in referral. Whilst the increase in contacts will in part be due to reporting now counting all contacts recorded on EHM (see previous page) the fall in the number of referrals could suggest the new model of offering consultation and advice is working well to support partner agencies

	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
Nov-17	1,694	284	16.8%	723	254	35.1%	607	131	21.6%	82	45	54.9%	511	80	15.7%	165	53	32.1%	423	107	25.3%
Dec-17	1,322	263	19.9%	464	192	41.4%	366	96	26.2%	44	25	56.8%	347	66	19.0%	82	24	29.3%	254	62	24.4%
Jan-18	1,426	172	12.1%	516	151	29.3%	456	105	23.0%	64	31	48.4%	489	73	14.9%	141	37	26.2%	307	66	21.5%
Feb-18	1,512	213	14.1%	334	126	37.7%	318	66	20.8%	74	48	64.9%	253	47	18.6%	128	43	33.6%	245	54	22.0%
Mar-18	1,477	162	11.0%	496	173	34.9%	383	83	21.7%	51	30	58.8%	232	38	16.4%	85	16	18.8%	292	80	27.4%
Apr-18	1,443	151	10.5%	162	52	32.1%	358	78	21.8%	57	38	66.7%	288	59	20.5%	84	31	36.9%	251	59	23.5%
May-18																					
Jun-18																					
Jul-18																					
Aug-18																					
Sep-18	1,239	157	12.7%	0	0	-	387	60	15.5%	0	0	-	0	0	-	0	0	-	79	3	3.8%
Oct-18	1,345	176	13.1%	0	0	-	423	63	14.9%	0	0	-	0	0	-	0	0	-	121	6	5.0%
Nov-18	1,098	142	12.9%	813	107	13.2%	444	70	15.8%	286	70	24.5%	571	26	4.6%	58	14	24.1%	411	58	14.1%

(Left vertical label: In-month performance)

Nov-18					Police	Edu.	Health	Internal	Public	Other LA	Other
	Total contacts in month	3,681	13.2%	% of total contacts	29.8%	22.1%	12.1%	7.8%	15.5%	1.6%	11.2%
	Total progressed to referral	487		% of total referred	29.2%	22.0%	14.4%	14.4%	5.3%	2.9%	11.9%

Nov-18

(Bar chart showing Total contacts, Number progressed to referral, and % progressed to referral for Police, Education Services, Health Services, Internal council services, Members of public, Other local authorities, Others. Labelled percentages: Police 12.9%, Education Services 13.2%, Health Services 15.8%, Internal council services 24.5%, Members of public 4.6%, Other local authorities 24.1%, Others 14.1%.)

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20/12/2018   Contacts by source   8 of 29

Performance_MI-URN14-V0.7.8

Definition	An initial contact will be progressed to a 'referral' where a Decision-Maker within MASH decides an assessment and/or services may be required for a child.
Performance analysis	Whilst there has been a significant drop in the number of referral this month compared to the same time last year, it does need to be noted that in late 2017 we saw anomalous rates of referrals. However, looking back to the same period in 2014, 2015 & 2016, referral rates in November have previously been circa 750 so it is true to say we are experiencing much fewer referrals at present. As referral rates have been dropping since the start of the, more extensive analysis of past month on month trends is needed to be able draw conclusions regarding the impact of CADS at this early stage of its implementation. Re-referral rates remain low, which is positive to see. Norwich's re-referral rate is, at 27%, a significant outlier (the next highest is West at only 19%), the HoSW is looking at these cases to investigate why the rate may have gone up and will address any findings. This includes exploring whether there has been an increase of cases stepping up from EH having previously been stepped down from Social Care teams.

In-month performance

	2.2 Referrals - No. (in-month)	**2.5** Referrals with outcome of Social Work Assessment	**2.7** Re-referrals - % (in-month)	**2.8** % re-referral rate in the last 12 months (rolling year)
Good perf. is:	*Info*	*Info*	*Info*	*Info*
Nov-17	954	689	24.0%	-
Dec-17	728	530	24.2%	-
Jan-18	635	456	26.1%	-
Feb-18	597	409	27.0%	-
Mar-18	582	440	20.6%	-
Apr-18	468	371	28.4%	-
May-18	-	-	-	-
Jun-18	-	-	-	-
Jul-18	-	-	-	-
Aug-18	529	386	20.8%	-
Sep-18	462	330	16.5%	-
Oct-18	527	349	16.3%	-
Nov-18	528	343	17.0%	-

Referrals with outcome of Social Work Assessment

Re-referrals - % (in-month)

% re-referral rate in the last 12 months (rolling year)
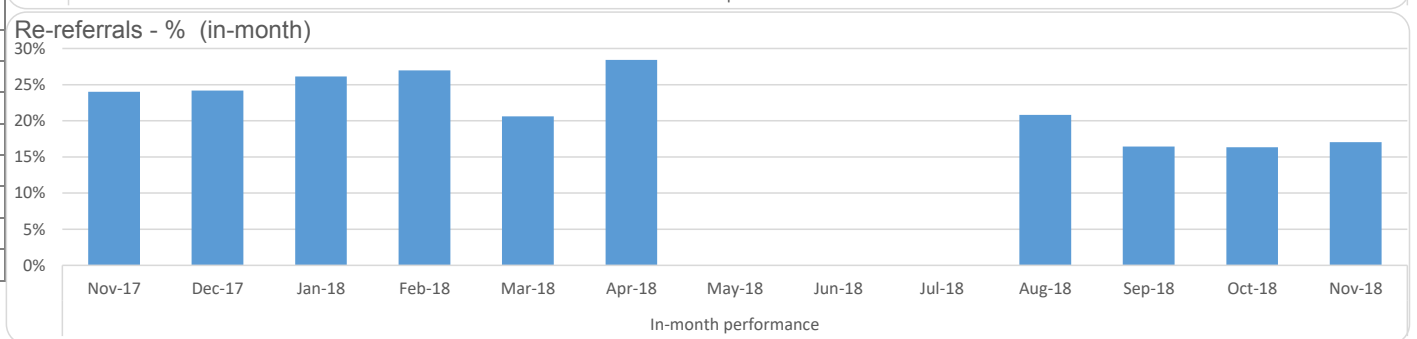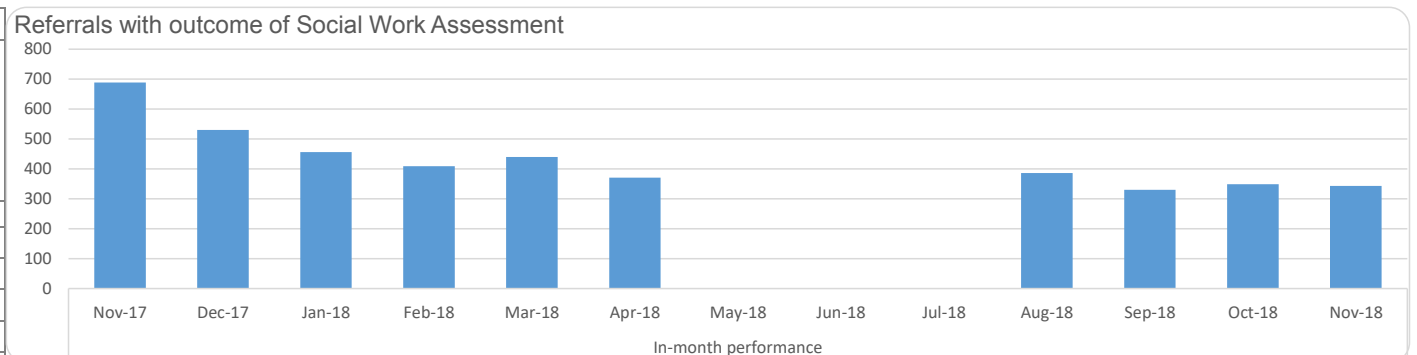
Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Re-referrals - % (in-month)	17.0%				
% re-referral rate in the last 12 months (rolling year)	-	19.6%	21.9%		21.0%

Definition	If a child meets the Children's Act definition of 'Child in Need', or is likely to be at risk of significant harm, authorisation will be given for an assessment of need to be started to determine which services to provide and what action needs to be taken.
Performance analysis	The number of social work assessments completed continues to fall. This is due in part to a drop in the referral numbers since the very high rate of referrals received in the 6 month period of June - November 17. We would expect to see the numbers continue to reduce as the introduction of the CAD Service appears to have already seen some reduction in referral rates.

	3.1	3.2
	Assessments authorised - No.	Rate of assessments per 10,000 population aged under 18 - rolling 12 month performance
Good perf. is:	*Info*	*Low*
Nov-17	818	-
Dec-17	775	-
Jan-18	777	-
Feb-18	689	-
Mar-18	711	-
Apr-18	711	-
May-18	347	-
Jun-18	538	-
Jul-18	788	482.9
Aug-18	625	475.5
Sep-18	595	481.5
Oct-18	570	469.9
Nov-18	550	454.1
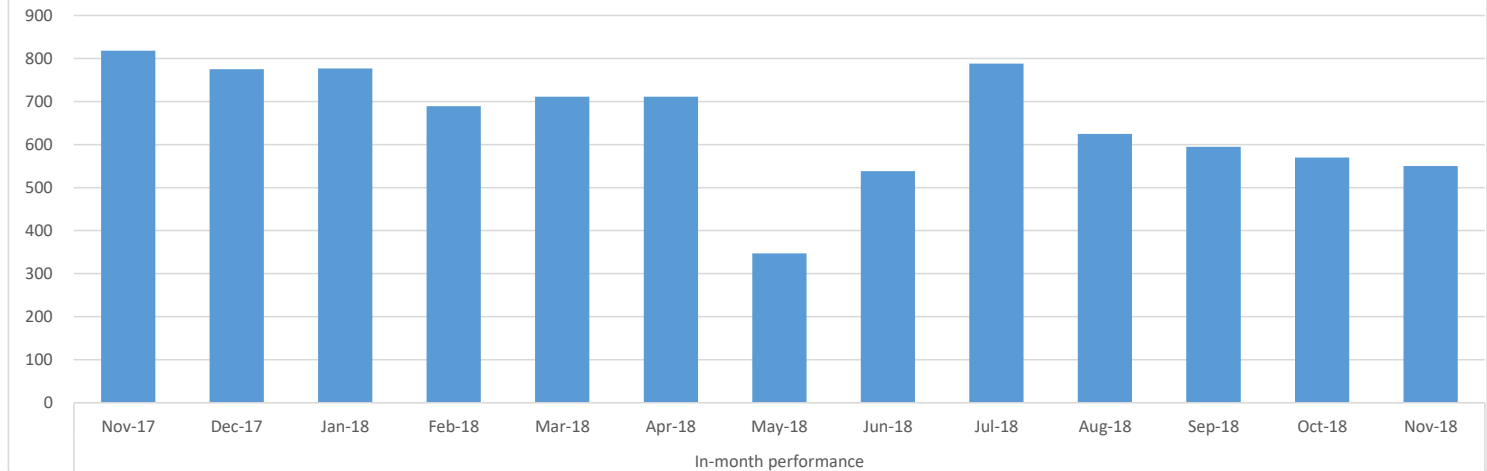
In-month performance

Assessments authorised - No.

In-month performance

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

In-month performance
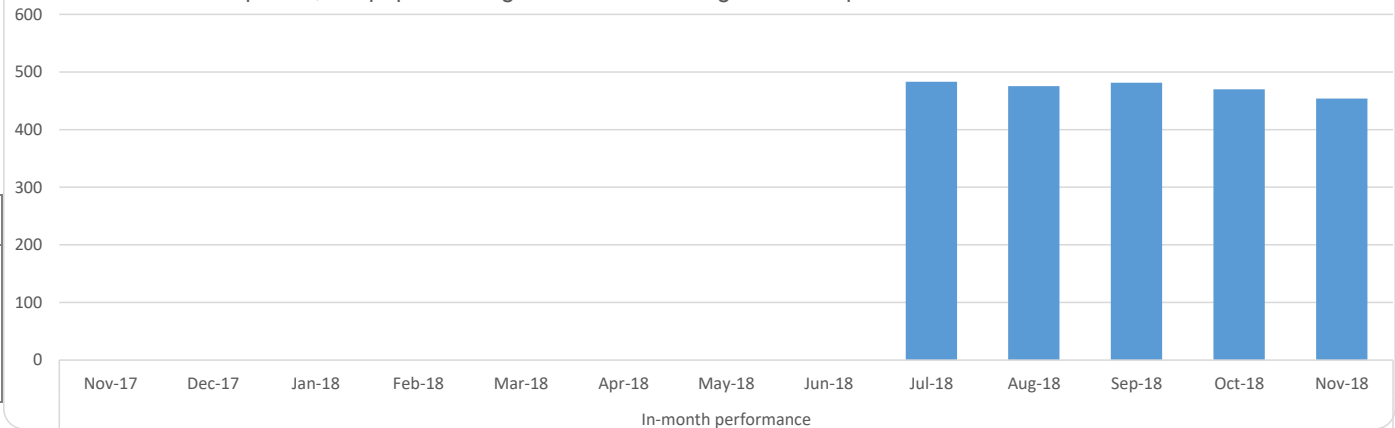
Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Rate of assessments per 10,000 population aged under 18 - rolling 12 month performance	454.1	463.1	515		387.8355

Assessments Completed

Definition	National Working Together guidelines, and the local recording timescales policy, state that the maximum timeframe for an assessment to be completed is 45 working days from the point of referral. If, in discussion with the child, family and other professionals, an assessment exceeds 45 working days a clear reason should be recorded on the assessment by the social worker and/or the social work manager.
Performance analysis	After a strong 3 months, there was a slight decrease in the percentage of Social Work Assessments completed in 45 working days. There is a wide variance of performance across localities, with Breckland having 100% authorised in timescales and West 91%, whilst Yarmouth completed only 65.5% in 45 working days and South 58.4%. It is known that South Assessment teams have had some difficulties regarding staffing and management of work, and during November they did make efforts to finish and authorise more assessments, many of which had gone over timescales, and this is likely to have impacted on this performance measure. It is important that all the locality ensure they have systems in place to support workers in completing timely work on an ongoing basis as opposed to allowing performance to slip back to the concerning level early 2018. What is positive is that alongside better timeliness, we have seen some improvements in quality of assessments. 4 localities have had one case, one worker audits (North & Broadland, Breckland, Norwich & South (in progress)) and analysis of logged audits from these shows that in 65% of cases practice standards for Assessments were met or consistently met. For many of those that didn't met practice standards, this was due to timeliness of completion rather than inadequate quality.

	3.3	3.4
	Assessments auth in 45 WD - %	Open assessments already past 45 working days
Good perf. is:	*High*	*Low*
Nov-17	67.1%	127
Dec-17	60.1%	157
Jan-18	66.2%	190
Feb-18	50.2%	157
Mar-18	56.0%	165
Apr-18	61.9%	128
May-18	67.4%	-
Jun-18	72.1%	-
Jul-18	69.3%	-
Aug-18	78.6%	-
Sep-18	77.5%	-
Oct-18	77.4%	127
Nov-18	74.7%	143

In-month performance

Assessments auth in 45 WD - %

In-month performance

Open assessments already past 45 working days

In-month performance
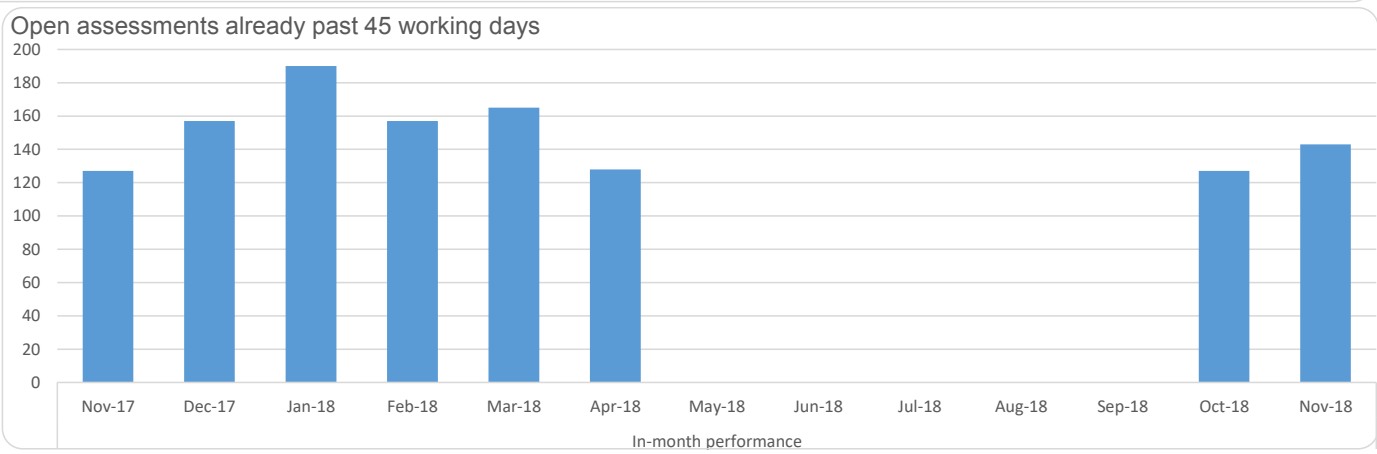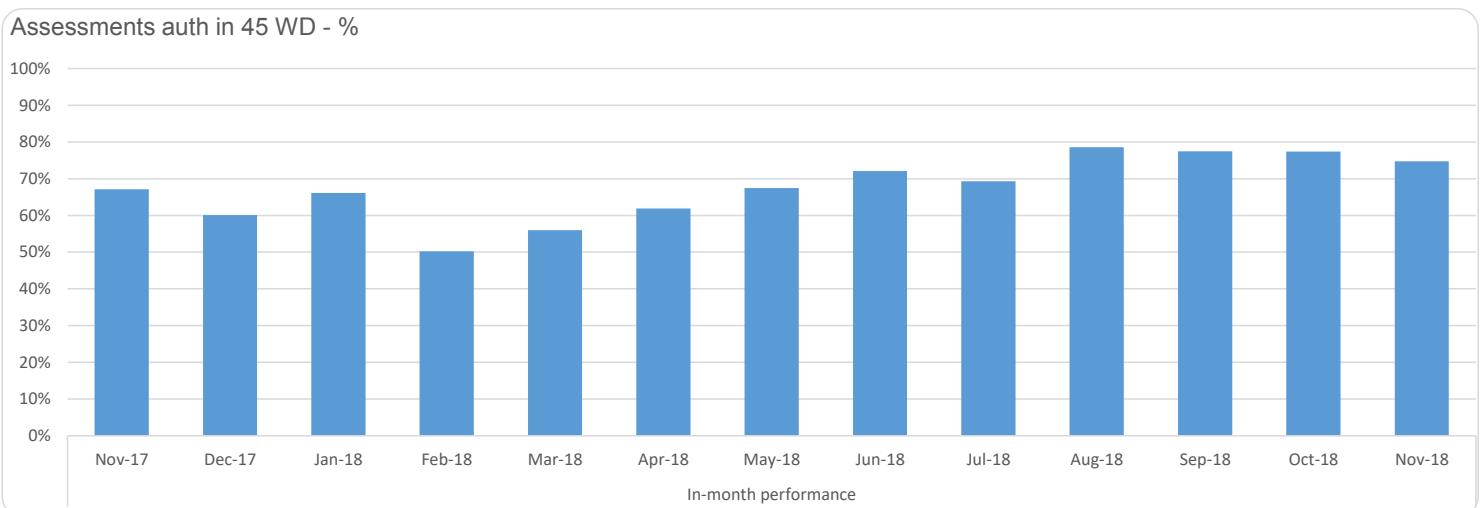
Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Assessments auth in 45 WD - %	74.7%	83.8%	82.9%		83.9%

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

Performance analysis	We have again seen a slight increase in the percentage of assessments that conclude with Ongoing Involvement, which is positive to see and the Localities with the highest percentage (West circa 48% and Breckland circa 45%) are the Localities who have had performance above 90% for SWAs in timescales. Given it is the localities with the poorest performance for assessment timeliness that have the lowest percentage ending with Ongoing Involvement (South 37% and Yarmouth 35.5%), some more in-depth analysis of the links between timeliness, outcomes and quality of assessments will be undertaken using performance data, outcomes of audits and dip sampling of cases.

	3.6		3.7		3.5	
	Close with info and advice		Step down to FSP/TS		Ongoing involvement	
Good perf. is:	*Low*		*Low*		*High*	
Nov-17	403	49.3%	151	18.5%	263	32.2%
Dec-17	429	55.4%	137	17.7%	209	27.0%
Jan-18	358	46.1%	149	19.2%	270	34.7%
Feb-18	328	47.7%	131	19.0%	229	33.3%
Mar-18	345	48.5%	111	15.6%	255	35.9%
Apr-18	302	42.5%	107	15.0%	302	42.5%
May-18	0	-	0	-	0	-
Jun-18	268	49.8%	98	18.2%	172	32.0%
Jul-18	440	55.8%	116	14.7%	232	29.4%
Aug-18	334	53.4%	92	14.7%	199	31.8%
Sep-18	268	45.2%	95	16.0%	230	38.8%
Oct-18	267	47.8%	79	14.2%	212	38.0%
Nov-18	267	48.5%	60	10.9%	223	40.5%

In-month performance

Close with info and advice

Step down to FSP/TS

Ongoing involvement
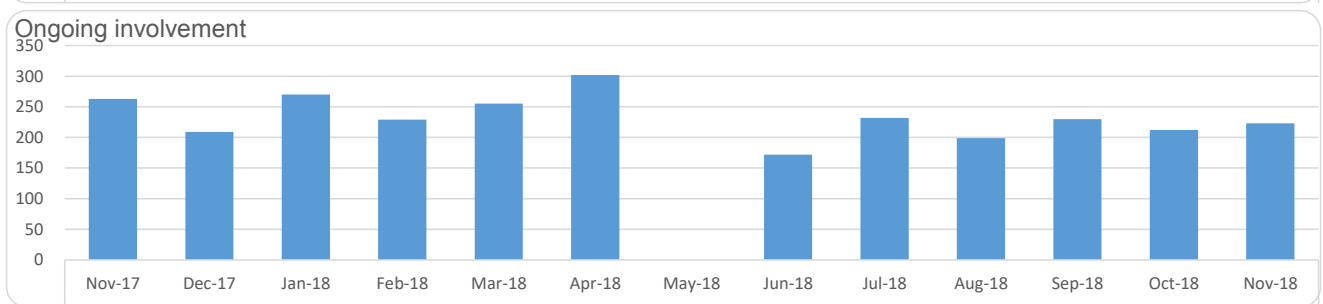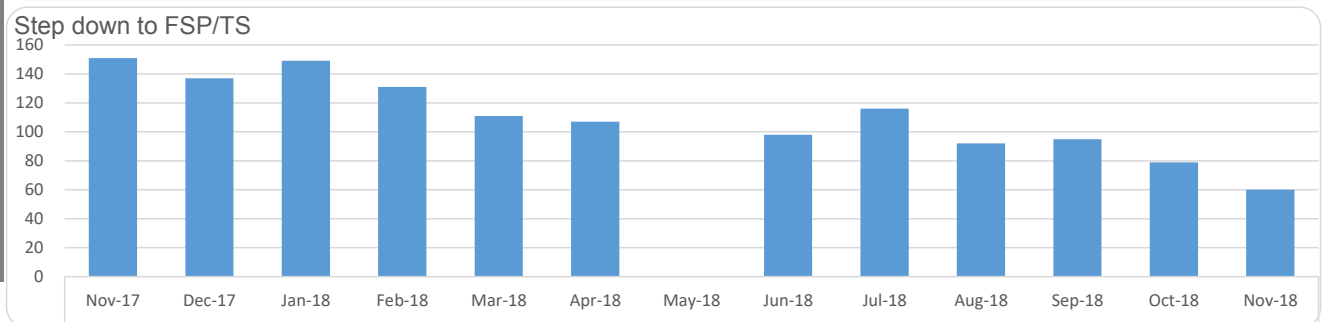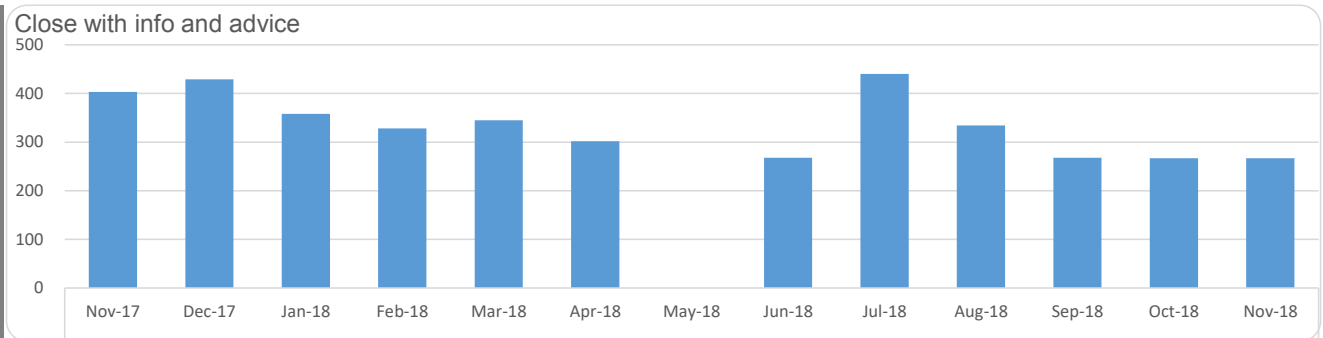
Definition	S47 of the Children Act 1989 states that where there is reasonable cause to suspect that a child may have suffered or is likely to suffer significant harm the local authority must make such inquiries as are necessary in order to determine what if any action needs to be taken to safeguard the child. This is the duty to investigate.
Performance analysis	Whilst the number of Section 47 Investigations has fallen slightly compared to last month, it is still slightly higher than we have previously seen. Given the majority have an outcome of concerns substantiated there is no immediate indication that the Investigations are being held inappropriately. Indeed on hypothesis might be the increase is indicative of improving practice now that the volume of referrals have reduced and assessments are more timely, allowing social workers and managers more space to reflect on and identify safeguarding concerns at an earlier stage. However the caveat to this is that managers and Heads of Service need to assure that increases in Section 47 investigations is not an indication of overly punitive or risk averse practice.

	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*	
Nov-17	139.8	197	69	35.0%	30	15.2%	98	49.7%
Dec-17	123.5	174	57	32.8%	12	6.9%	105	60.3%
Jan-18	90.9	128	89	69.5%	19	14.8%	19	14.8%
Feb-18	114.3	161	123	76.4%	16	9.9%	18	11.2%
Mar-18	98.0	138	87	63.0%	22	15.9%	18	13.0%
Apr-18	113.6	160	81	50.6%	32	20.0%	32	20.0%
May-18	-	-	-	-	-	-	-	-
Jun-18	-	-	-	-	-	-	-	-
Jul-18	-	-	-	-	-	-	-	-
Aug-18	124.2	175	76	43.4%	76	43.4%	23	13.1%
Sep-18	136.3	192	100	52.1%	59	30.7%	33	17.2%
Oct-18	190.2	268	137	51.1%	75	28.0%	56	20.9%
Nov-18	151.2	213	108	50.7%	73	34.3%	32	15.0%

Left axis label: **In-month performance**

Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Number of S47's per 10,000 population aged 0-17 - rolling 12 month performance	151.2	127.4	157.4		93.9
% of S47's with an outcome - Concerns not substantiated					44.8%

Number of S47 investigations Completed

In-month performance

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

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

In-month performance
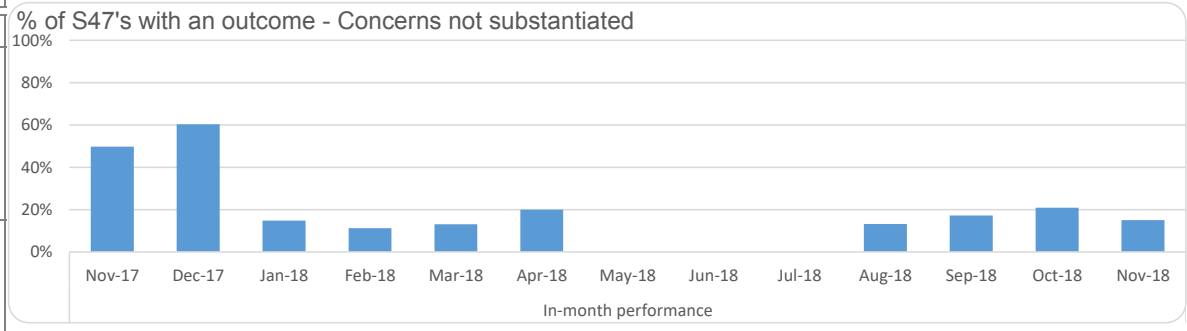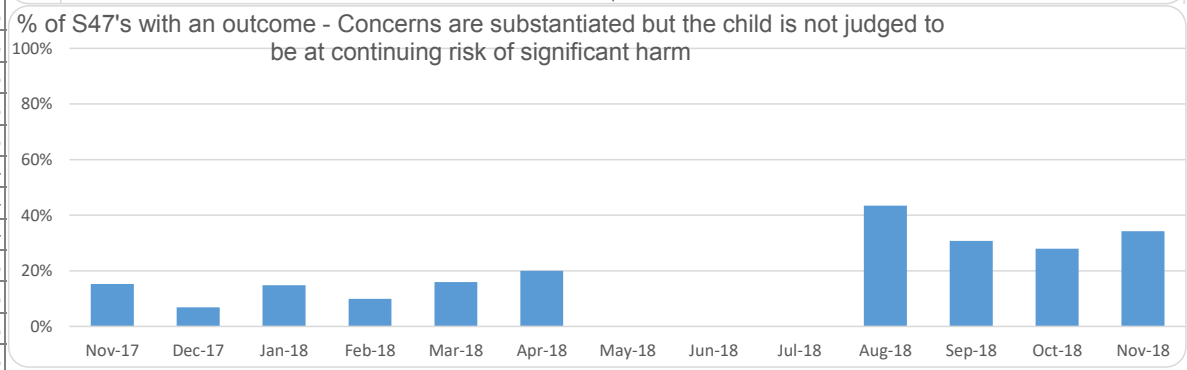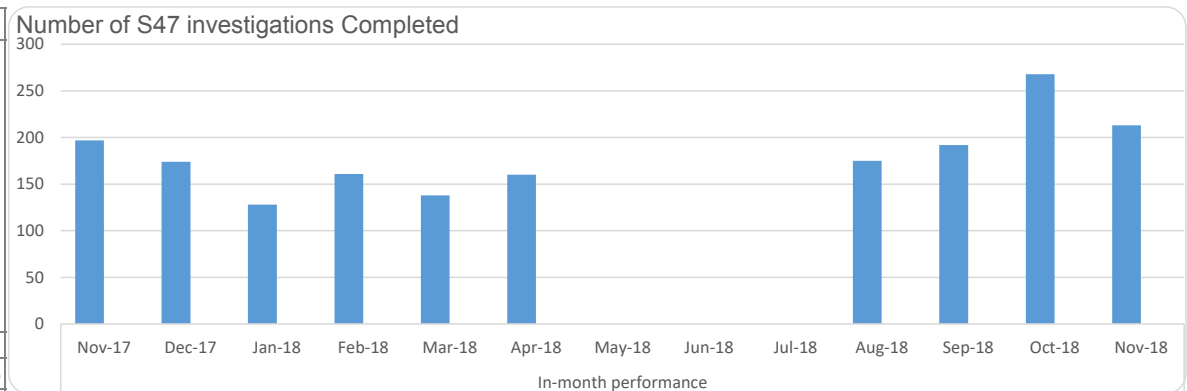
Definition	If a child is found to be disabled or the assessment finds that their health and development is likely to suffer without local authority intervention, the child will be classed as 'in need' as defined by Section 17 of the Children Act 1989. This means that the Local Authority will then be legally obliged to provide the necessary services and support.
Performance analysis	As highlighted last month, with our new recording system we are now more accurately able to count those children who have been subject to a social work assessment and identified as 'children in need' as defined by section 17 of the Children Act 1989, whereas previously we could only identify those children who had an open referral but weren't on Child Protection Plans or Looked After. There are no 'good or bad' CIN figures, however big changes in numbers do need to be investigated and understood.

	5.1 Section 17 CIN Nos.	**5.2** Number of CIN (inc. CPP as per DfE definition)
Good perf. is:	*Low*	*Low*
Nov-17	2,182	2,727
Dec-17	2,207	2,757
Jan-18	2,103	2,710
Feb-18	1,921	2,572
Mar-18	1,928	2,540
Apr-18	1,793	2,439
May-18	-	-
Jun-18	-	-
Jul-18	-	-
Aug-18	1,112	1,764
Sep-18	1,139	1,776
Oct-18	1,123	1,777
Nov-18	1,137	1,796
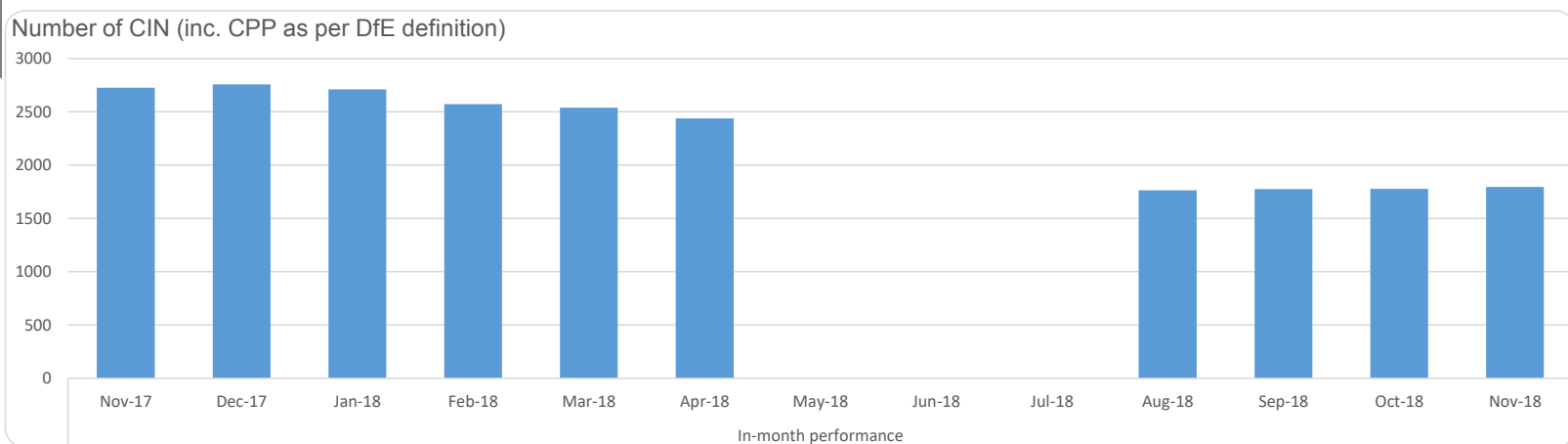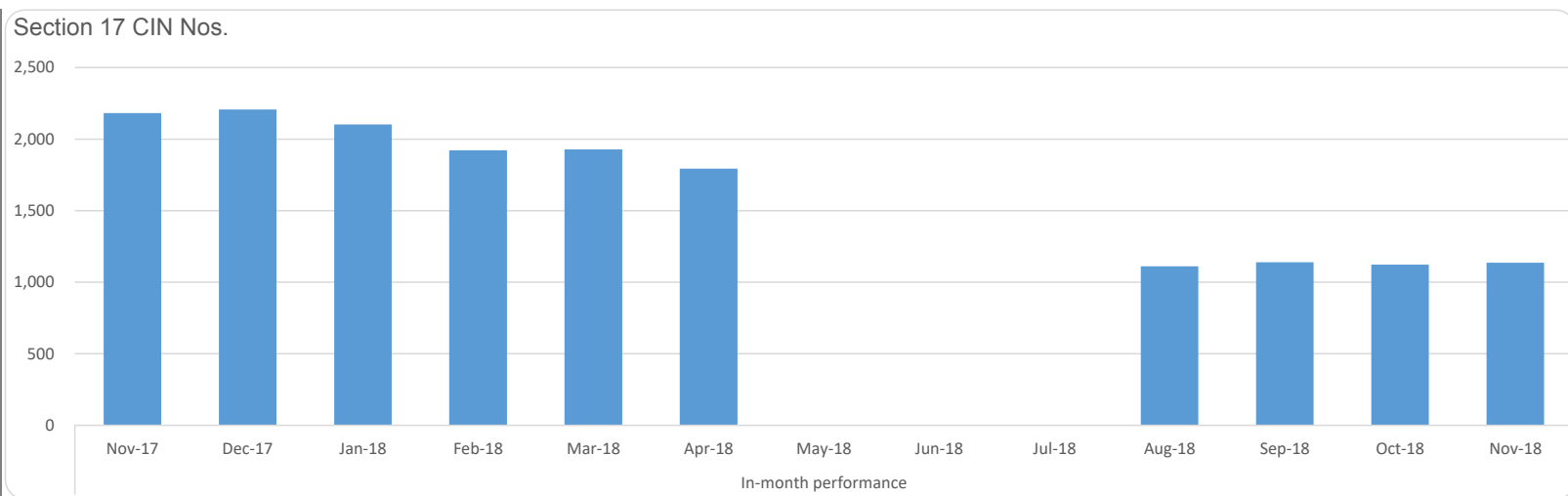
In-month performance

Section 17 CIN Nos.

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

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20/12/2018   CIN   14 of 29
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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	Although not at the same level seen prior to April 18, we are seeing increasing percentages of Children in Need with an up to date plan across the County. Breckland is the only locality to see a significant decrease in performance in this measure falling from 78.5% to 63.5% excluding Assessment teams and from 66.5% to 59% including assessment team. This could be linked to Breckland recently becoming a pilot locality for a new social work model, whereby Assessment and FIT functions have merged and social workers now hold cases from referral to closure, step down or transfer to LAC. This means both assessment and FIT social workers have had to get used to new ways of working and the HoSW and managers need to understand how and if this has impacted on performance in this measure, alongside solutions to improve. Notwithstanding this, dip sampling of exceptions from the Breckland teams has evidenced that for many children who didn't have an up to date CIN plan, particularly those who had recently had or were having an assessment completed, had been subject to a Rapid Network Meeting and had an associated support plan in place.

	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*
Nov-17	88.5%	64.7%
Dec-17	84.4%	62.4%
Jan-18	81.4%	58.9%
Feb-18	79.5%	59.1%
Mar-18	82.7%	65.8%
Apr-18	81.7%	65.4%
May-18	-	-
Jun-18	-	-
Jul-18	-	-
Aug-18	61.0%	57.4%
Sep-18	65.4%	61.1%
Oct-18	74.8%	66.7%
Nov-18	76.6%	70.2%
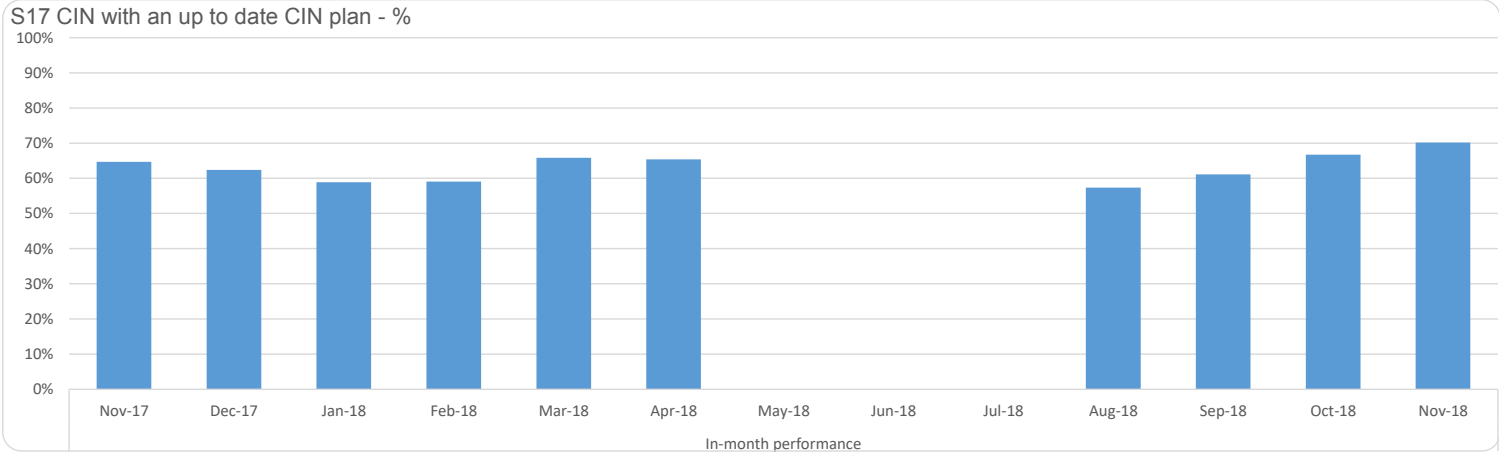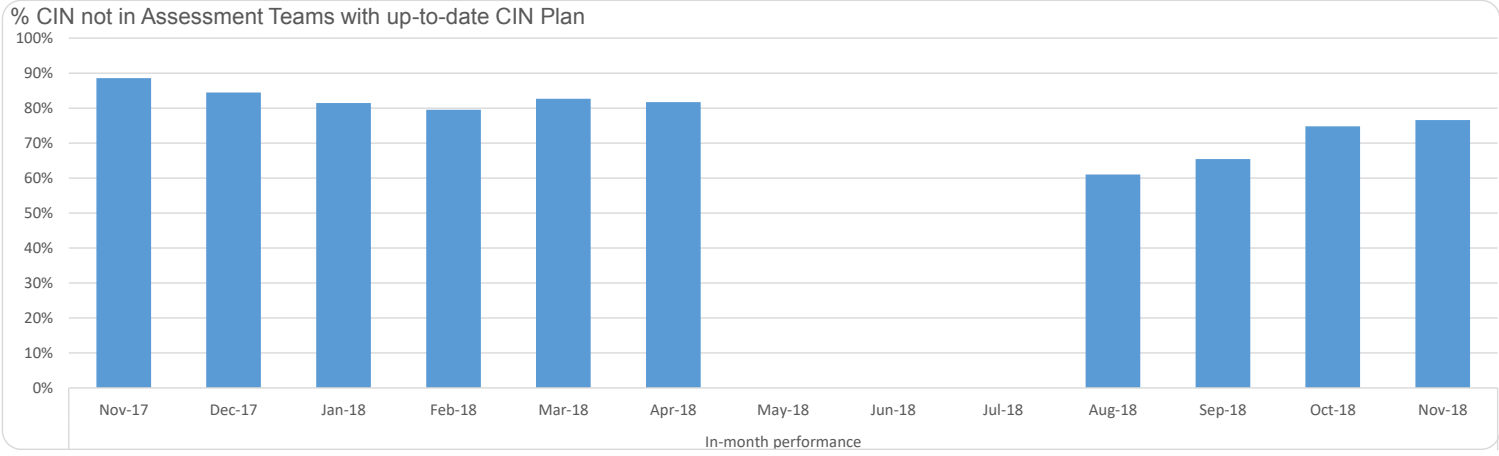
(In-month performance)

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

In-month performance

S17 CIN with an up to date CIN plan - %

In-month performance

Definition	Following a Section 47 investigation a child protection conference may be convened to consider all the information gained and determine the next course of action. The conference will decide if the child needs to be made subject to a child protection plan. The aim of the plan is to ensure the child is safe from harm and remains that way.
Performance analysis	Whilst the number and rate per 10K under 18 population of children subject to CP plans has increased, this is a national trend and Norfolk has consistently been lower than the National average for the past 5 years in terms of rate per 10k under 18s. Notwithstanding this, we need to remain mindful of the increasing numbers in Norfolk and seek to understand if there are any themes that can be explored to underpin learning and practice. It would also be helpful to explore the impact of different ways of working as Breckland are the only locality to see a significant drop in numbers in the last year, from 63 to 51. In the same period of time North (from 47 to 71 children) and Yarmouth (from 109 to 157 children) have increased. Please note, Norwich & South are excluded from this comparison as South took responsibility for 3 Norwich Wards in January 18 so year on year figures can not be considered until after January 19. However it is positive that Norwich has continued to see a drop in the number of children subject to CP plans from 203 in February to 141 in October 18 then further to138 this month.

	6.1	**6.5**
	No. Children Subject to CP Plans	Children Subject to CP Plans - Rate per 10K Under-18s
Good perf. is:	*Low*	*Low*
Nov-17	545	32.2
Dec-17	550	32.5
Jan-18	607	35.9
Feb-18	651	38.5
Mar-18	612	36.2
Apr-18	646	38.2
May-18	-	-
Jun-18	-	-
Jul-18	-	-
Aug-18	652	38.6
Sep-18	637	37.7
Oct-18	654	38.7
Nov-18	659	39.0

(left axis label: In-month performance)

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

In-month performance
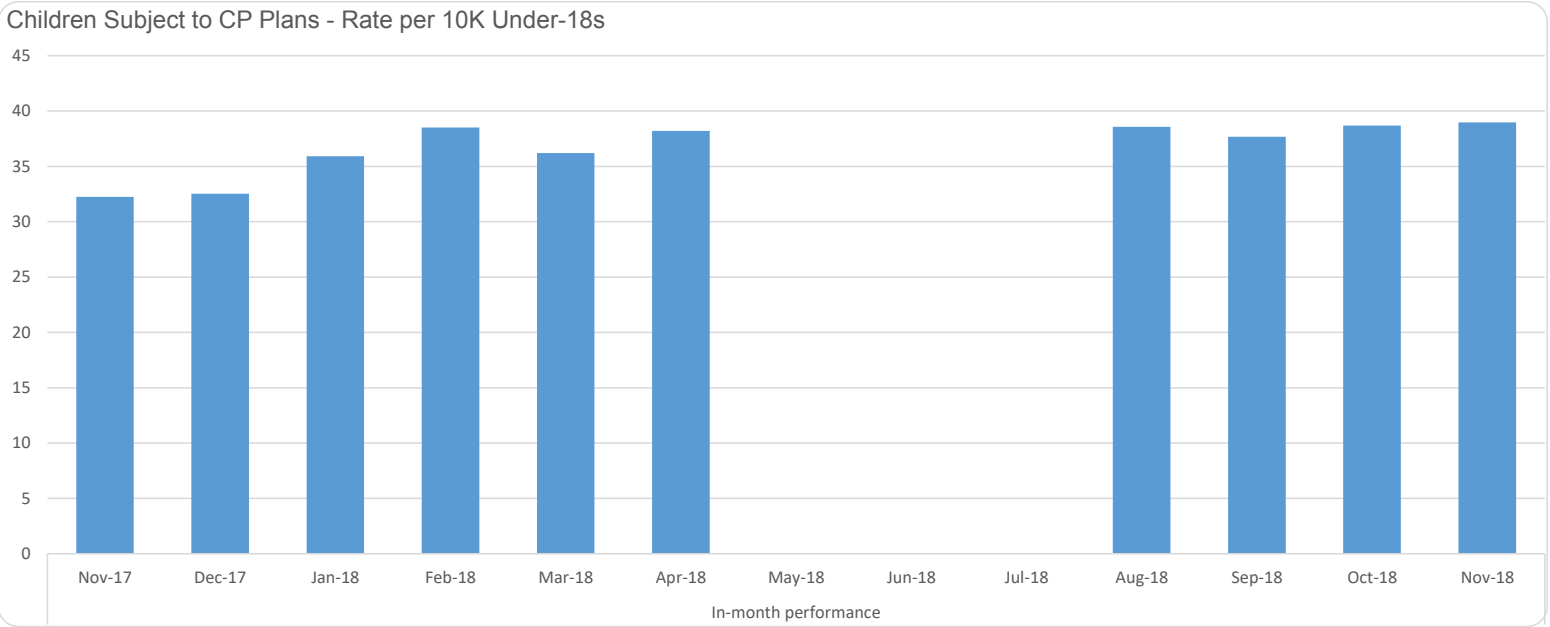
Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Children Subject to CP Plans - Rate per 10K Under-18s	39.0	43.9	43.3		30.6

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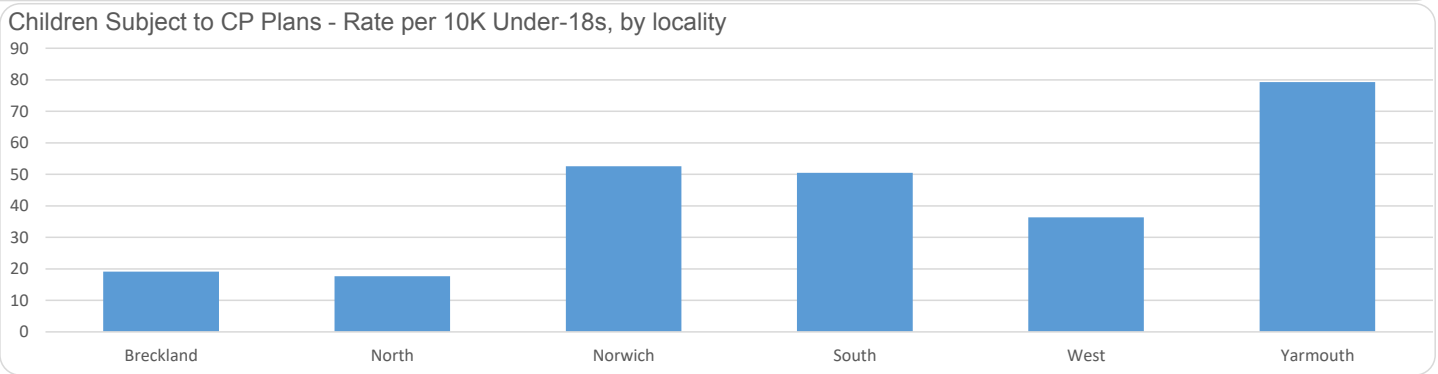
Initial Child Protection Conferences

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	Performance regarding the % of ICPCs in 15 working days of the strategy discussion is now excellent. This is because the new recording system makes recording errors less likely as clear processes and workflows have to be followed to move forward and individual children are more easily linked to their siblings in each process.

	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*
Nov-17	-	-	97	68	70.1%
Dec-17	-	-	84	73	86.9%
Jan-18	-	-	140	99	70.7%
Feb-18	-	-	109	87	79.8%
Mar-18	-	-	83	55	66.3%
Apr-18	-	-	111	85	76.6%
May-18	-	-	-	-	-
Jun-18	-	-	-	-	-
Jul-18	845	50	-	-	-
Aug-18	890	53	100	93	93.0%
Sep-18	885	52	69	68	98.6%
Oct-18	861	51	68	66	97.1%
Nov-18	874	52	110	109	99.1%

(Row label for the month rows: In-month performance)
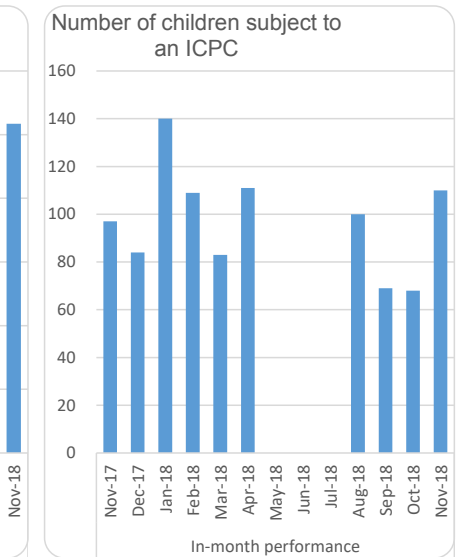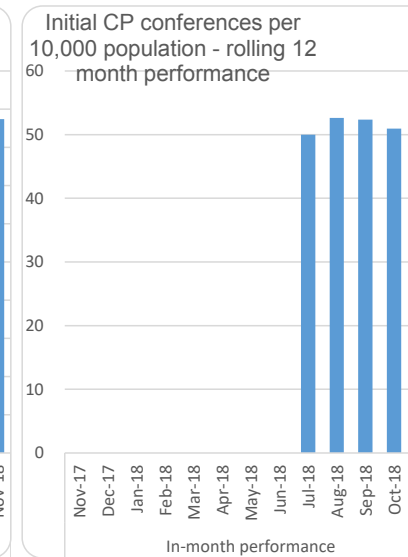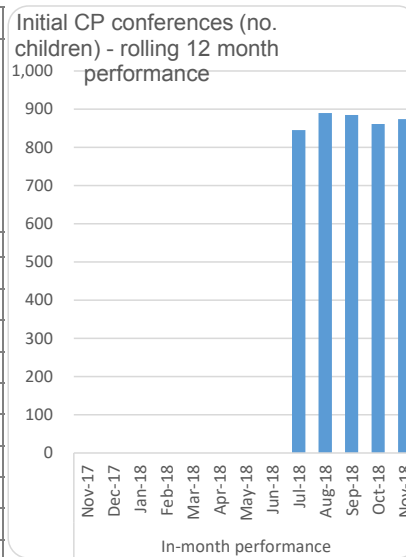
Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Initial CP conferences per 10,000 population - rolling 12 month performance	51.7	63.2	65.3		44.7
% of ICPCs held within 15 days of strategy discussion	99.1%	80.3%	77.2%		69.8%

Initial CP conferences (no. children) - rolling 12 month performance

Initial CP conferences per 10,000 population - rolling 12 month performance

Number of children subject to an ICPC

No. of ICPCs held within 15 days of strategy discussion

% of ICPCs held within 15 days of strategy discussion
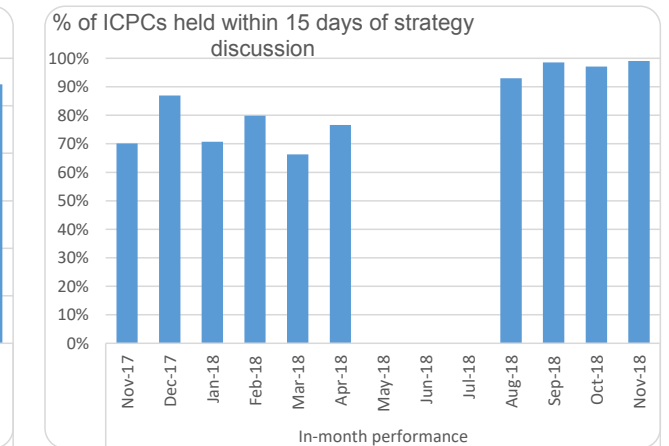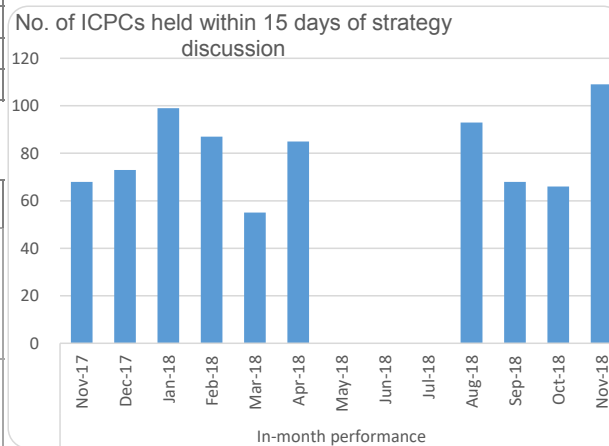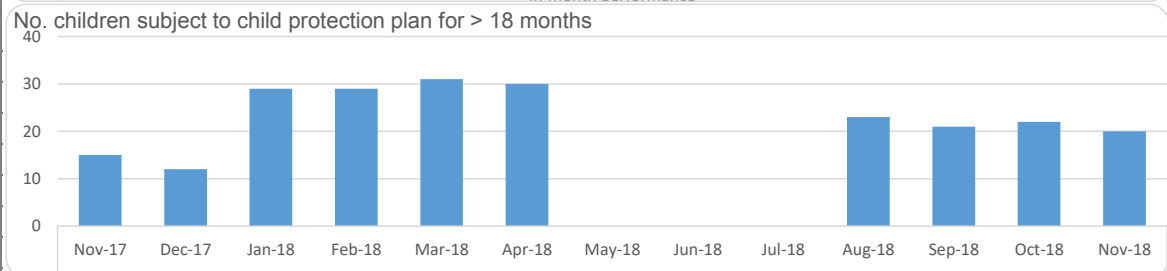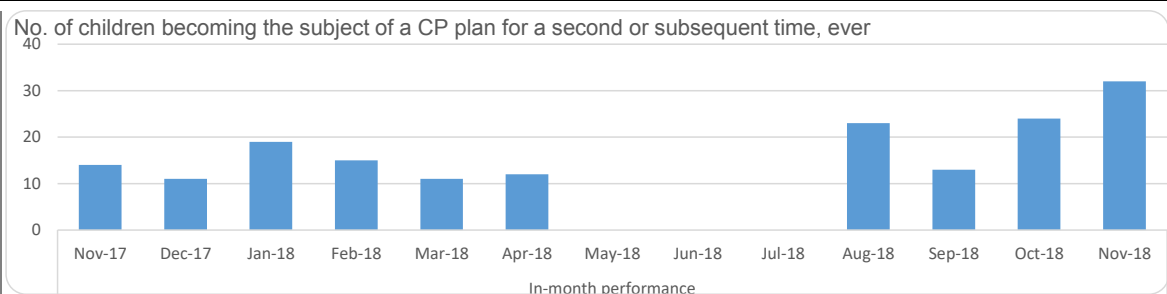
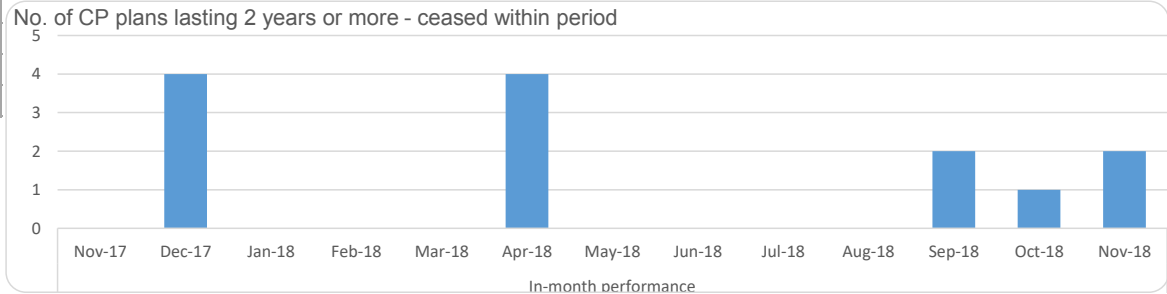# Child Protection Time Periods (County - November 2018)

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

Performance analysis	We are still working on getting a full data set for all the months since April 2018 for these measures and as such can not give a rolling 12 months percentage figure for children subject to a CP plan for a second or subsequent time, there was a further rise in November and as such, given the slightly higher numbers also seen in August and October, we may see the rolling 12 months figure exceed the 22.4% seen a year ago. This may need further exploration in numbers continue to rise. We continue to see very small numbers and percentages of children being subject to CP plans for more than 2 years, and the number on plans for 18 months or longer has decreased.

	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*
Nov-17	14	23.6%	15	5	0.9%	0	0.0%
Dec-17	11	22.6%	12	2	0.4%	4	6.9%
Jan-18	19	22.4%	29	6	1.0%	0	0.0%
Feb-18	15	20.8%	29	5	0.8%	0	0.0%
Mar-18	11	20.4%	31	5	0.8%	0	0.0%
Apr-18	12	20.2%	30	5	0.8%	4	8.5%
May-18	-	-	-	-	-	-	-
Jun-18	-	-	-	-	-	-	-
Jul-18	-	-	-	-	-	-	-
Aug-18	23	-	23	7	1.1%	0	0.0%
Sep-18	13	-	21	8	1.3%	2	2.7%
Oct-18	24	-	22	7	1.1%	1	1.5%
Nov-18	32	-	20	6	0.9%	2	2.1%

In-month performance

Benchmarking							
Norfolk		-			0.9%		2.1%
Stat neigh avg		19.7%			2.8%		
Nat. avg		18.7%			2.1%		
Nat. top quartile							
Eastern region		10.6%			1.9%		3.1%

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

In-month performance

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

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

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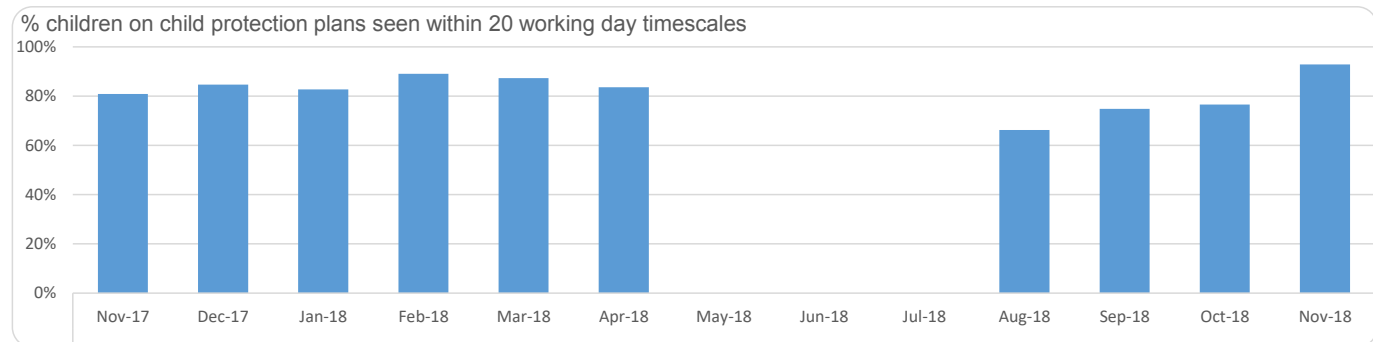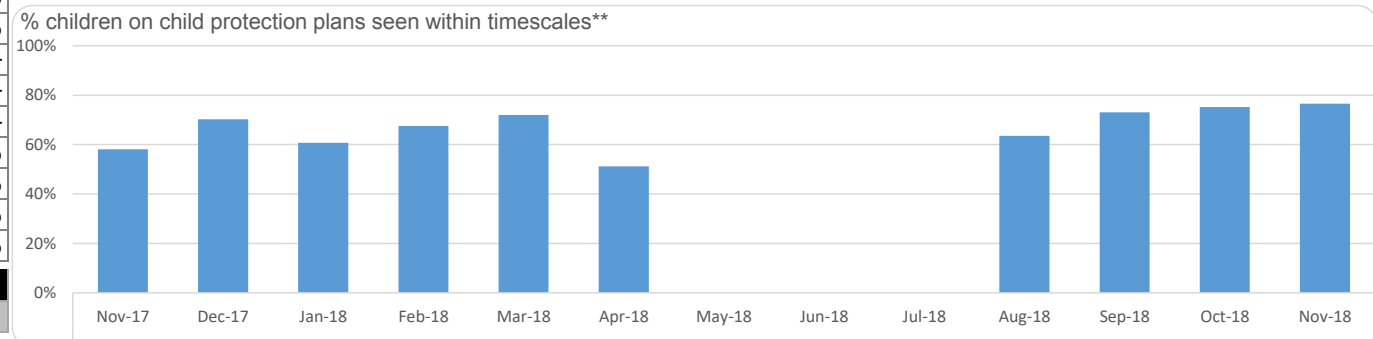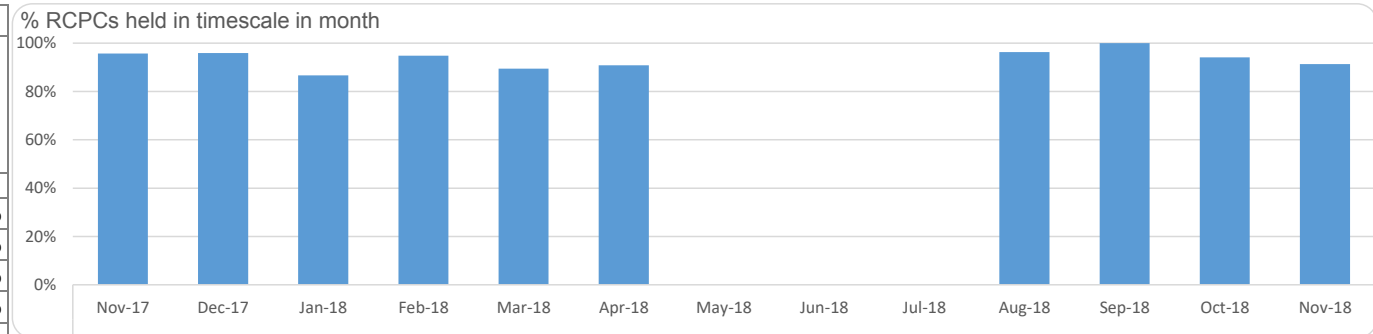
In-month performance

Child Protection Reviews and Visits   (County - November 2018)

Definition	A child protection plan is reviewed after 3 months at a Review Conference and at intervals of no more than 6 months thereafter. The Norfolk Recording Timescales Framework states that children subject to a CP plan should be visited a minimum of 4 weekly (20 working days).
Performance analysis	The percentage of children seen on CP plans within 20 working days is at the highest level over the past 12 month and is indicative of social workers ensuring their recording is up to date and accurate (i.e. using the correct case note and indicating they have seen the child on the visit). All localities are over 90% with the exception of South, who none the less have increased from 81% in October to 87%. Breckland saw all their children subject to CP plans within the 20 day timescale. Where children haven't been seen within either timescale, dip sampling evidences that in some cases supervision or management overview either indicate the child has been seen regularly (but not recorded) or gives a clear rationale as to what has prevented a visit (e.g. child refusing to see the SW or family have left the country) and what action is needed. However in too many cases there is no clear reason why the child has not been seen (or visit not recorded). Managers should ensure there is clear oversight and understanding regarding statutory visits, including giving clear, child centred, rationales when decisions are made for a SW not to see a child every 10 working days (e.g. CP pan is likely to step down and family need less visits, or there are a number of other professionals visiting on a regular basis and 10 day SW visits would be overwhelming).

	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*
Nov-17	95.7%	58.1%	80.9%
Dec-17	95.9%	70.2%	84.7%
Jan-18	86.6%	60.7%	82.7%
Feb-18	94.8%	67.5%	89.1%
Mar-18	89.5%	72.0%	87.3%
Apr-18	90.8%	51.2%	83.6%
May-18	-	-	-
Jun-18	-	-	-
Jul-18	-	-	-
Aug-18	96.3%	63.5%	66.3%
Sep-18	100.0%	73.0%	74.8%
Oct-18	94.1%	75.2%	76.6%
Nov-18	91.4%	76.5%	92.9%
Benchmarking			
Eastern region		77.5%	

% 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

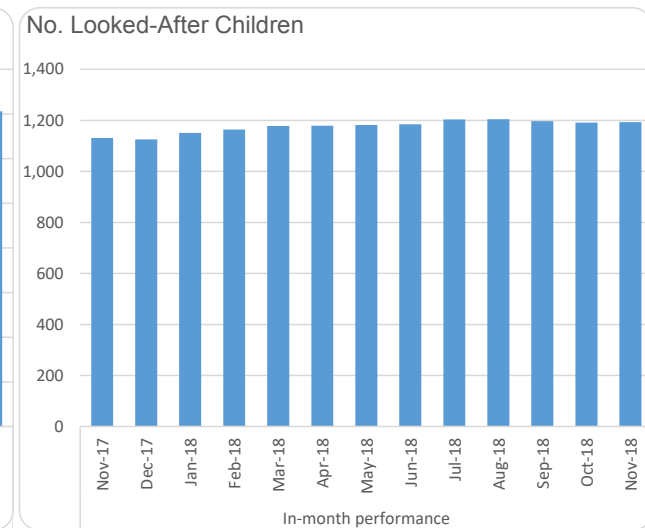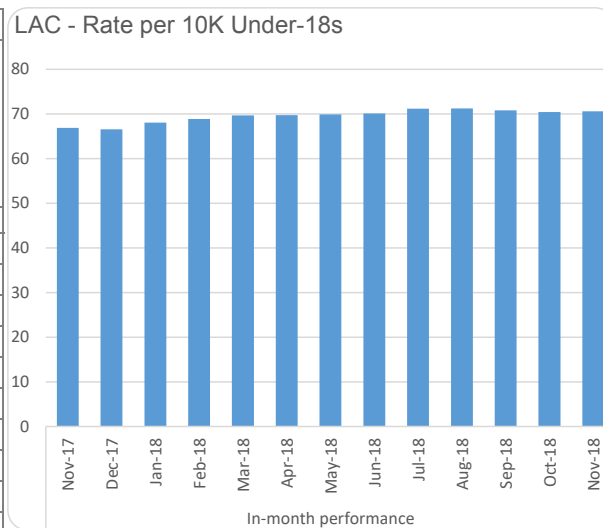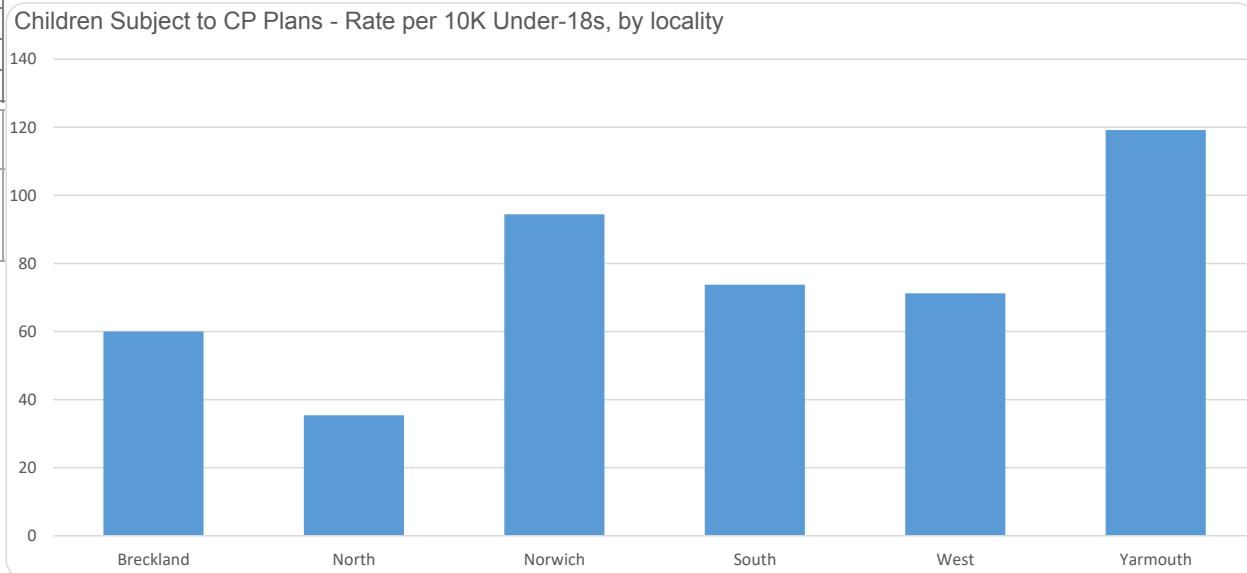|	
Definition	Looked After Children are those children who have become the responsibility of the Local Authority. This can happen voluntarily by parents (section 20) or through Care Proceedings.

Performance analysis	Whilst it is recognised that Norfolk's rate of LAC per 10k population under 18 is significantly higher than benchmarking averages (see below), we have seen the number and rate fall from a high of 1,204 (71.2 per 10k population) in August 2018 to 1,193 (70.6 per 10k) as at the end of November 2018. There have been several streams of work to identify, drive and monitor action on those cases where children could either return home to their parents' care or be cared for outside of being looked after (specifically via Special Guardianship Orders). This includes a weekly LAC tracker and a 'return home' project which currently has 100+ children identified for possible reunification with their families. The quarterly LAC analysis helps identify trends & cohorts of LAC children who may need more focus as well as hypothesis on practice that needs further exploration. South, North and West all saw a decrease in LAC numbers in the past month. Yarmouth and Norwich saw increases over the last month, but more concerningly have seen the most increase over the past year, with Yarmouth rising from 179 in November 17 to 236 and Norwich from 217 to 248, despite having a smaller area since January 18. Whilst it is expected these areas would have higher LAC rates than others due to the levels of deprivation and need in some wards, some exploration of threshold and risk management in different localities will be undertaken in the next quarterly analysis to help understand this better.

	7.2	**7.1**	**7.3**	**7.4**
	LAC - Rate per 10K Under-18s	No. Looked-After Children	Admissions of Looked After Children	Number of children who have ceased to be Looked After Children
Good perf. is:	*Low*	*Low*	*Low*	*High*
Nov-17	66.9	1,131	59	35
Dec-17	66.5	1,125	38	37
Jan-18	68.1	1,151	50	23
Feb-18	68.9	1,164	43	26
Mar-18	69.7	1,178	42	30
Apr-18	69.7	1,179	25	21
May-18	69.9	1,182	33	37
Jun-18	70.1	1,185	30	27
Jul-18	71.2	1,203	50	48
Aug-18	71.2	1,204	43	40
Sep-18	70.8	1,197	41	28
Oct-18	70.5	1,191	50	35
Nov-18	70.6	1,193	28	29

In-month performance

Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
LAC - Rate per 10K Under-18s	70.6	53.4	62.0		49.88522697

LAC - Rate per 10K Under-18s

In-month performance

No. Looked-After Children

In-month performance

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

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20/12/2018   LAC   20 of 29

Performance_MI-URN14-V0.7.8

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	We continue to see very strong performance with regard to looked after children having Care Plans updated and this is seen across all localities. We are still working on ensuring that Social workers are recording Pathway Plans for Eligible Care Leavers correctly on the system but are aware that the majority have Care Plans in place.

	7.14	8.2
	LAC with up-to-date Care Plan - %	% Relevant / Former Relevant Care Leavers with a Pathway Plan
Good perf. is:	*High*	*High*
Nov-17	95.3%	89.2%
Dec-17	95.6%	85.4%
Jan-18	94.3%	85.8%
Feb-18	96.0%	86.1%
Mar-18	95.7%	88.6%
Apr-18	94.0%	86.9%
May-18	-	-
Jun-18	-	-
Jul-18	-	-
Aug-18	-	-
Sep-18	0.0%	-
Oct-18	98.7%	0.0%
Nov-18	95.4%	0.0%
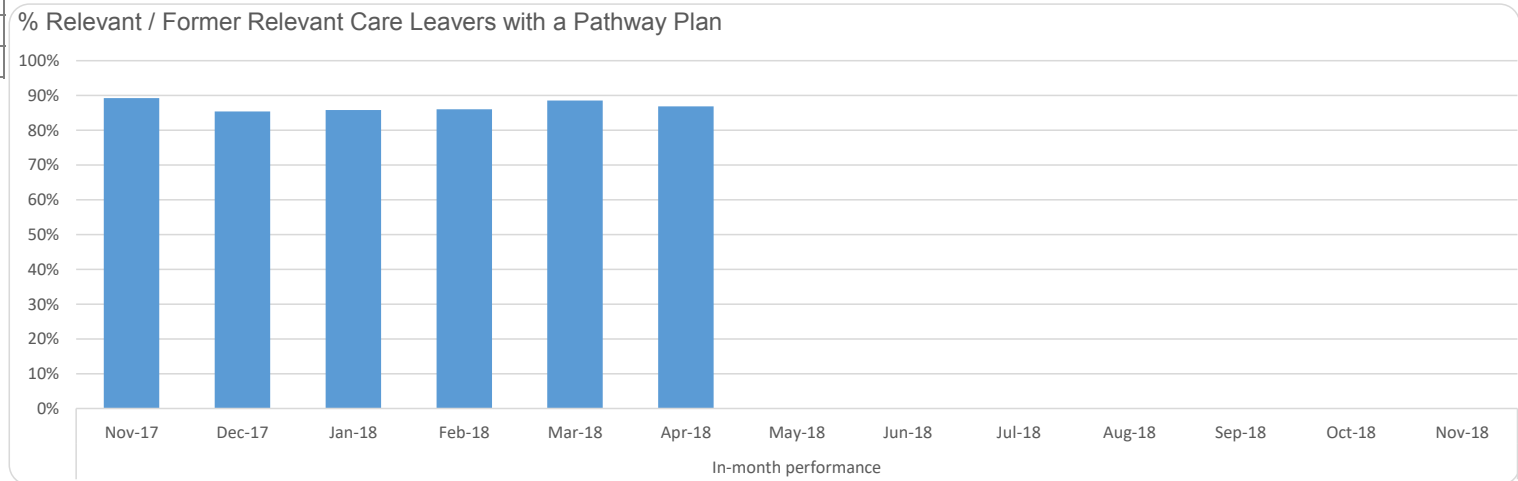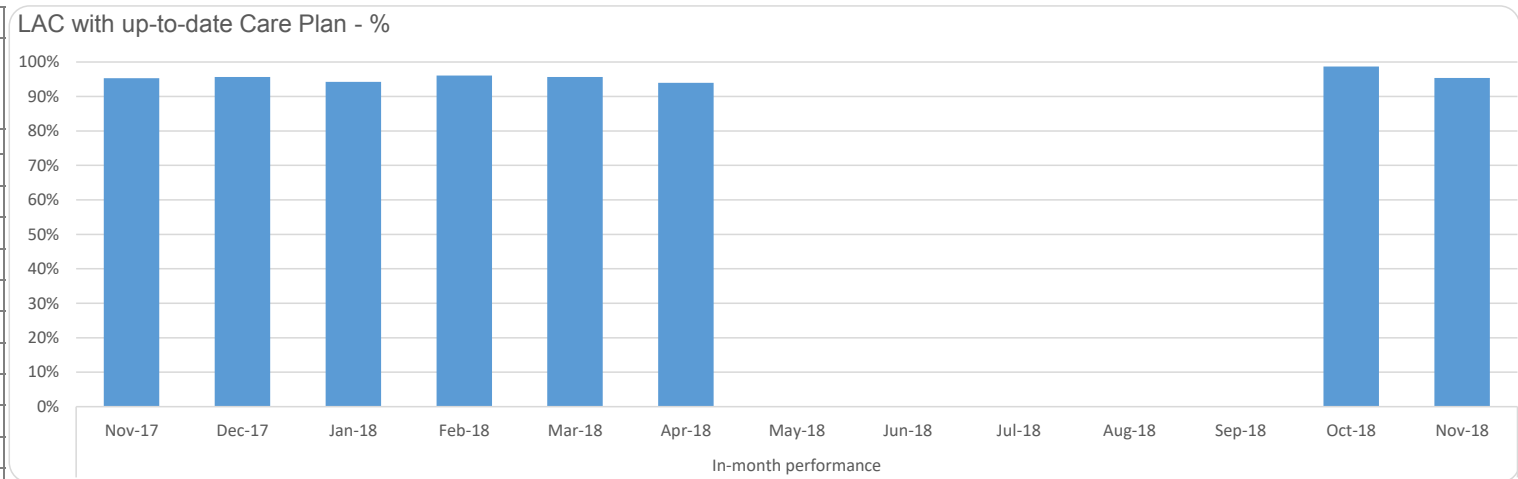
In-month performance

LAC with up-to-date Care Plan - %

In-month performance

% Relevant / Former Relevant Care Leavers with a Pathway Plan
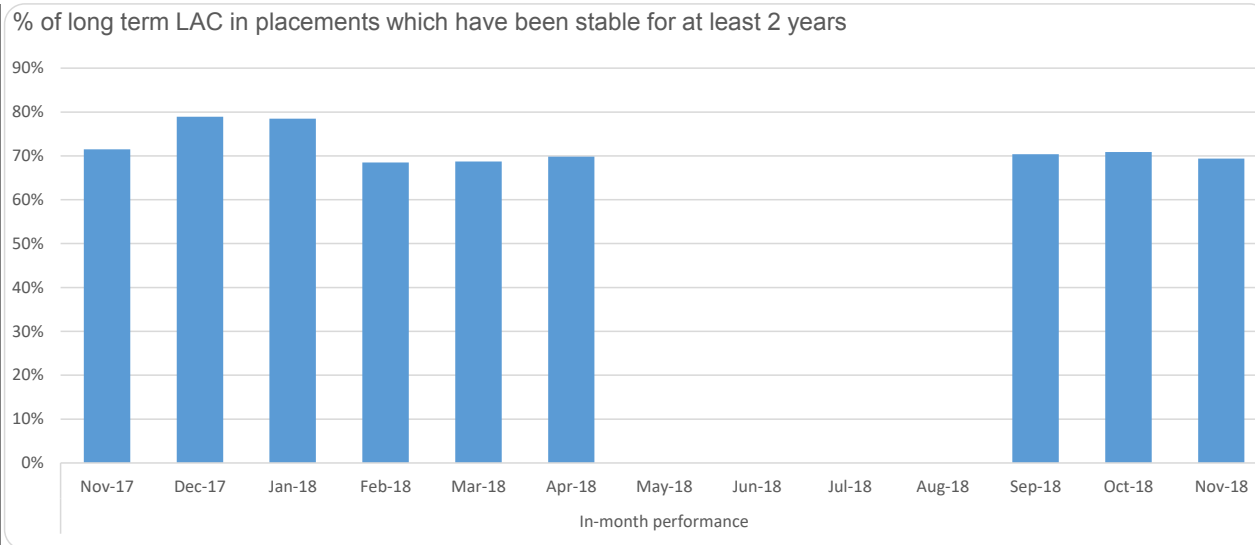

In-month performance

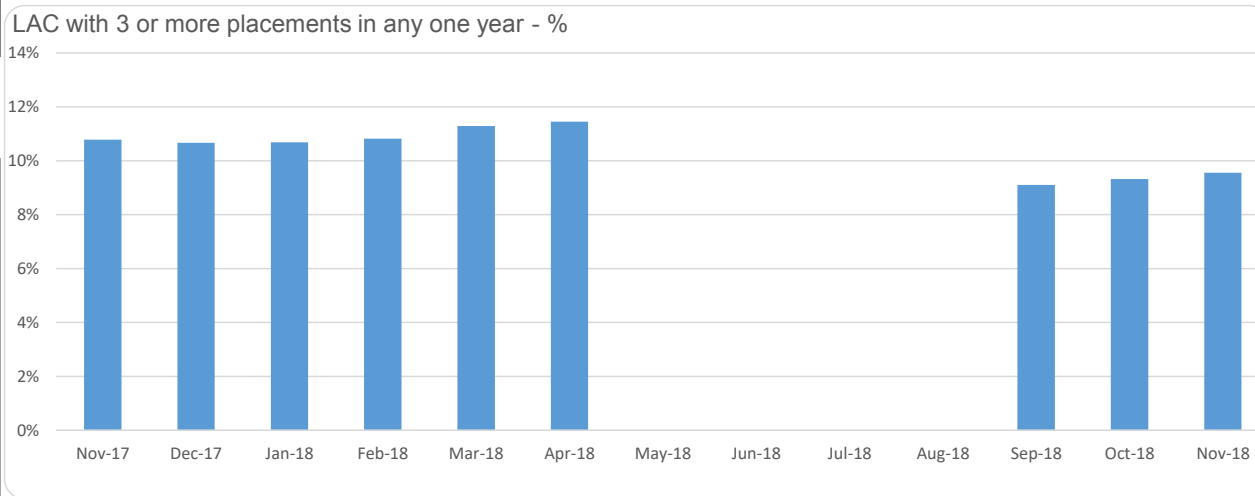| Definition	A LAC placement is where a child has become looked after by the Local Authority and is placed with foster carers, in a residential home or with parents or other relatives.

Performance analysis	Stability for 'long term' LAC remains good and in line with stat neighbour & national averages. Whilst stability is positive, we must ensure we are exploring what the right permanency options are for all children, including returning home or SGOs to family members or foster carers. The number and percentage of LAC with 3 or more moves in any one year has fallen since the year high in April 18. We may expect to see this rise again in coming months as work regarding reunification and moving children an young people from residential care to foster care, where it is the right plan for them to do so, has an effect

	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*
Nov-17	72%	122	10.8%
Dec-17	79%	120	10.7%
Jan-18	79%	123	10.7%
Feb-18	69%	126	10.8%
Mar-18	69%	133	11.3%
Apr-18	70%	135	11.5%
May-18	-	-	-
Jun-18	-	-	-
Jul-18	-	-	-
Aug-18	-	-	-
Sep-18	70%	109	9.1%
Oct-18	71%	111	9.3%
Nov-18	69%	114	9.6%

In-month performance (vertical label on left)

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

In-month performance

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

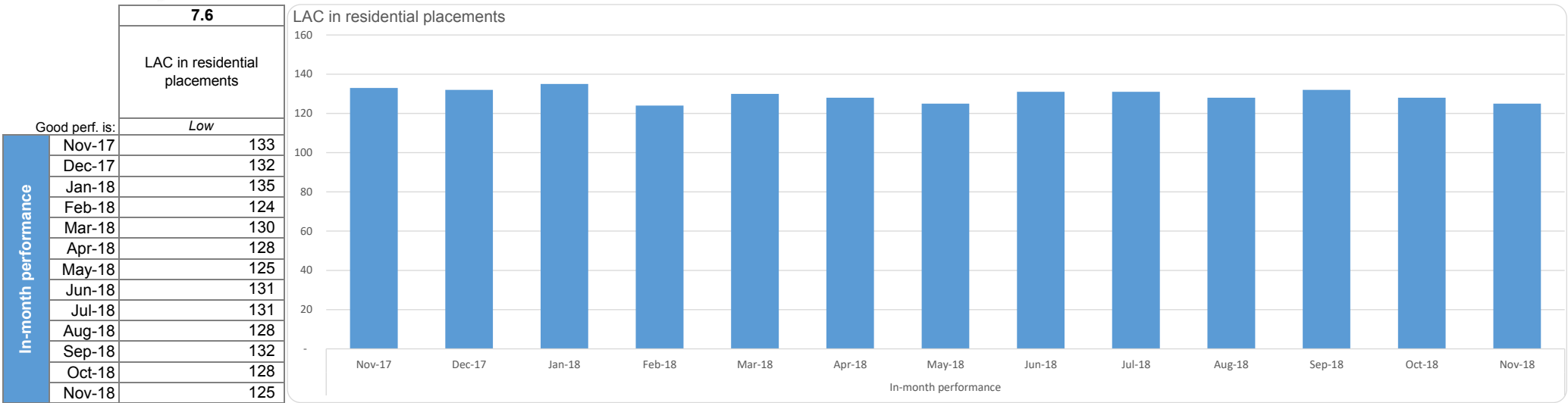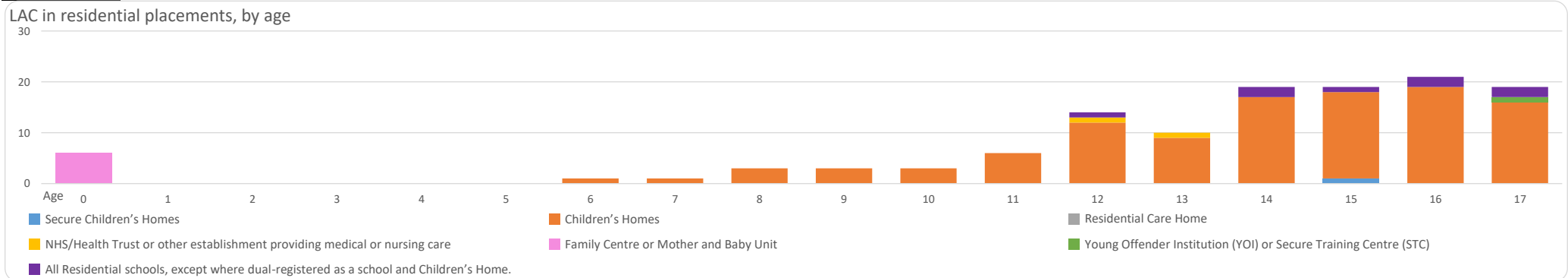| Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Eastern region
% of long term LAC in placements which have been stable for at least 2 years	69.4%	69.2%	70.0%	
LAC with 3 or more placements in any one year - %	9.6%	10.4%	10.0%	8.6%

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

Performance analysis | There continues to be a focus on reducing the number of children in residential placements and this appears to be having an impact with further reductions seen this month. Whilst there will always be children and young people for whom residential care is the right placement, we continue to strive to find good quality, nurturing placements within family environments for children and young people for whom this would be the best care setting. There is a sustained effort to increase the number of in-house foster carers and the new Valuing Care forms in LCS have now gone live. These will help social workers ensure the needs of looked after children are more fully understood to better match them with appropriate carers who are able to meet those needs.

7.6

LAC in residential placements

In-month performance

Good perf. is:	*Low*
Nov-17	133
Dec-17	132
Jan-18	135
Feb-18	124
Mar-18	130
Apr-18	128
May-18	125
Jun-18	131
Jul-18	131
Aug-18	128
Sep-18	132
Oct-18	128
Nov-18	125

LAC in residential placements — In-month performance

By age and placement:

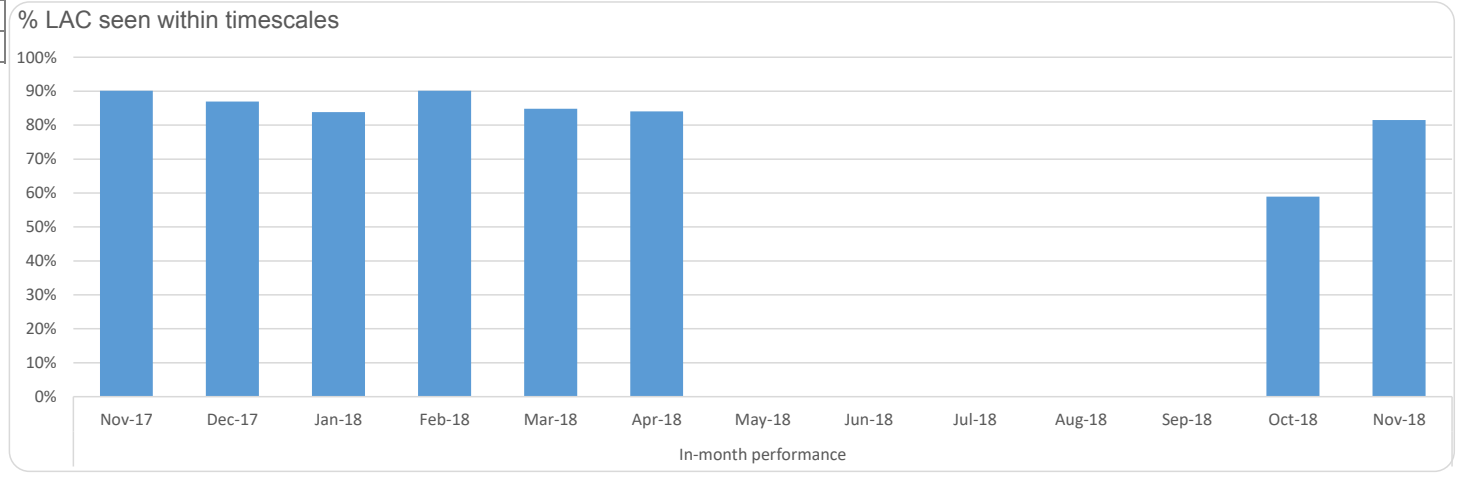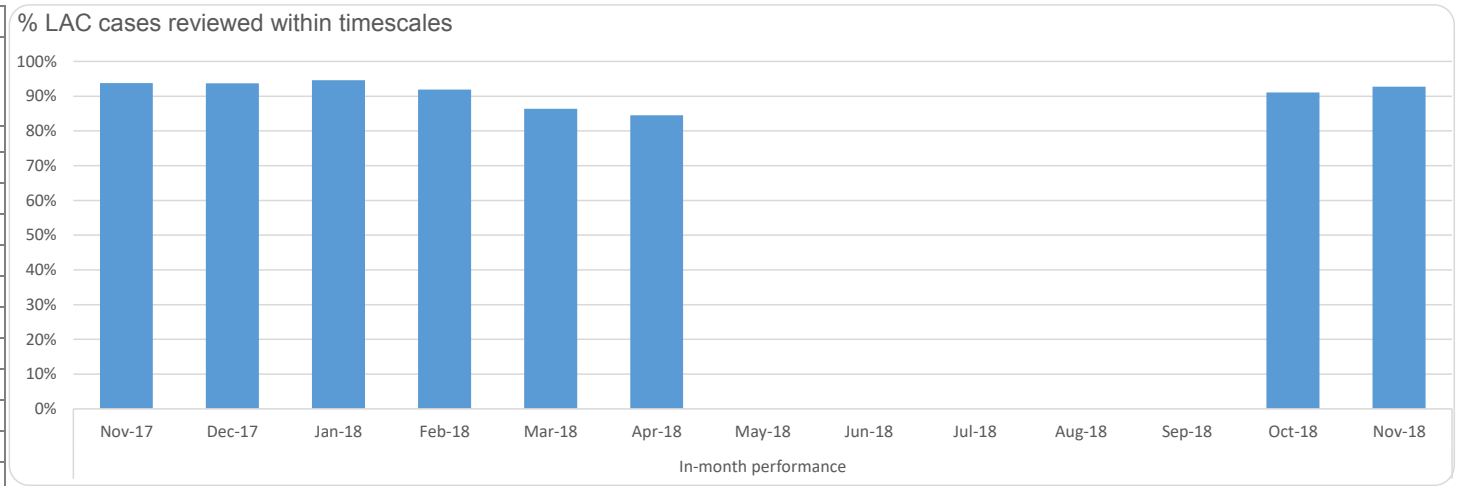| Nov-18	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Secure Children's Homes	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0
Children's Homes	0	0	0	0	0	0	1	1	3	3	3	6	12	9	17	17	19	16
Residential Care Home	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NHS/Health Trust or other establishment providing medical or nursing care	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0
Family Centre or Mother and Baby Unit	6	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	0	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	1	0	2	1	2	2

LAC in residential placements, by age

Legend:
- Secure Children's Homes
- Children's Homes
- Residential Care Home
- NHS/Health Trust or other establishment providing medical or nursing care
- Family Centre or Mother and Baby Unit
- Young Offender Institution (YOI) or Secure Training Centre (STC)
- All Residential schools, except where dual-registered as a school and Children's Home.

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20/12/2018   LAC Resi Placements   23 of 29
Performance_MI-URN14-V0.7.8

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	As with visits to children subject to a CP plan being seen in timescales, we have seen much improvement in the timeliness of visits to Looked After Children, due to practitioners ensuring recording is correct and timely. However there are some wide variances across localities, with Breckland (97.5%) and Norwich (92.3%) performing very well whilst West's performance was only 62% (albeit this was an increase from 34% in October). The HoSW and Team Managers need to ensure they understand whether this remains a recording issue or whether children have not been seen as often as they should. In either case they need to ensure there is a plan with each social worker to address this.

	7.7	7.15
	% LAC cases reviewed within timescales	% LAC seen within timescales
Good perf. is:	*High*	*High*
Nov-17	93.8%	90.1%
Dec-17	93.7%	87.0%
Jan-18	94.6%	83.9%
Feb-18	91.9%	90.2%
Mar-18	86.4%	84.8%
Apr-18	84.5%	84.0%
May-18	-	-
Jun-18	-	-
Jul-18	-	-
Aug-18	-	-
Sep-18	-	-
Oct-18	91.1%	58.9%
Nov-18	92.7%	81.5%

In-month performance

% LAC cases reviewed within timescales

In-month performance

% LAC seen within timescales

In-month performance

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20/12/2018   LAC Reviews   24 of 29
Performance_MI-URN14-V0.7.8

	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	Performance for Initial Health Assessments continues to improve with social work teams ensuring more requests are made in the 5 working day timescale and our Health Partners providing more capacity for the IHA appointments to be undertaking within 20 working days of the child becoming Looked After. Notwithstanding this we continue to be tenacious in challenging staff and Health Partners to improve further.

	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
Nov-17	15	40.5%	610	78.0%	613	78.4%
Dec-17	21	42.0%	604	76.2%	612	77.2%
Jan-18	5	12.5%	604	75.1%	612	76.1%
Feb-18	18	46.2%	613	76.5%	619	77.3%
Mar-18	13	26.5%	596	74.2%	604	75.2%
Apr-18	13	38.2%	627	77.4%	637	78.6%
May-18	-	-	-	#VALUE!	-	-
Jun-18	-	-	-	#VALUE!	-	-
Jul-18	-	-	-	#VALUE!	-	-
Aug-18	-	-	-	#VALUE!	-	-
Sep-18	7	20.6%	651	78.3%	651	78.3%
Oct-18	19	41.3%	697	83.0%	698	83.1%
Nov-18	23	56.1%	713	100.0%	706	100.0%
Benchmarking						
Eastern region		44.2%				

(In-month performance)

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

% LAC with up-to-date Health Assessment

In-month performance

% LAC with up to date dental check

In-month performance

Looked After Children Personal Education Plans (County - November 2018)

Definition	A personal education plan (PEP) is a school based meeting to plan for the education of a child in care. These are a statutory requirement for children in care to help track and promote their achievement.
Performance analysis	We are currently unable to report on PEP data as recorded in LCS at the moment, however we do know from our Education Colleagues that we have seen 94% of PEPs being completed for our looked after children in timescales.

	7.13
	LAC with up-to-date PEP - %
Good perf. is:	*High*
Nov-17	89.7%
Dec-17	88.5%
Jan-18	88.5%
Feb-18	88.6%
Mar-18	88.7%
Apr-18	88.7%
May-18	-
Jun-18	-
Jul-18	-
Aug-18	-
Sep-18	-
Oct-18	-
Nov-18	-

In-month performance

LAC with up-to-date PEP - %
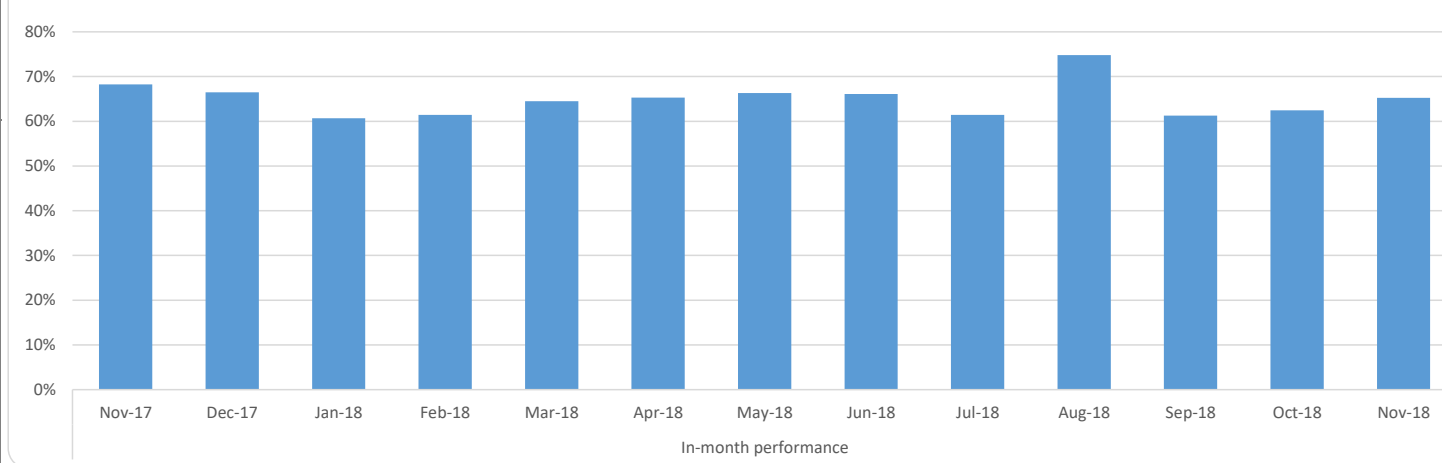

In-month performance
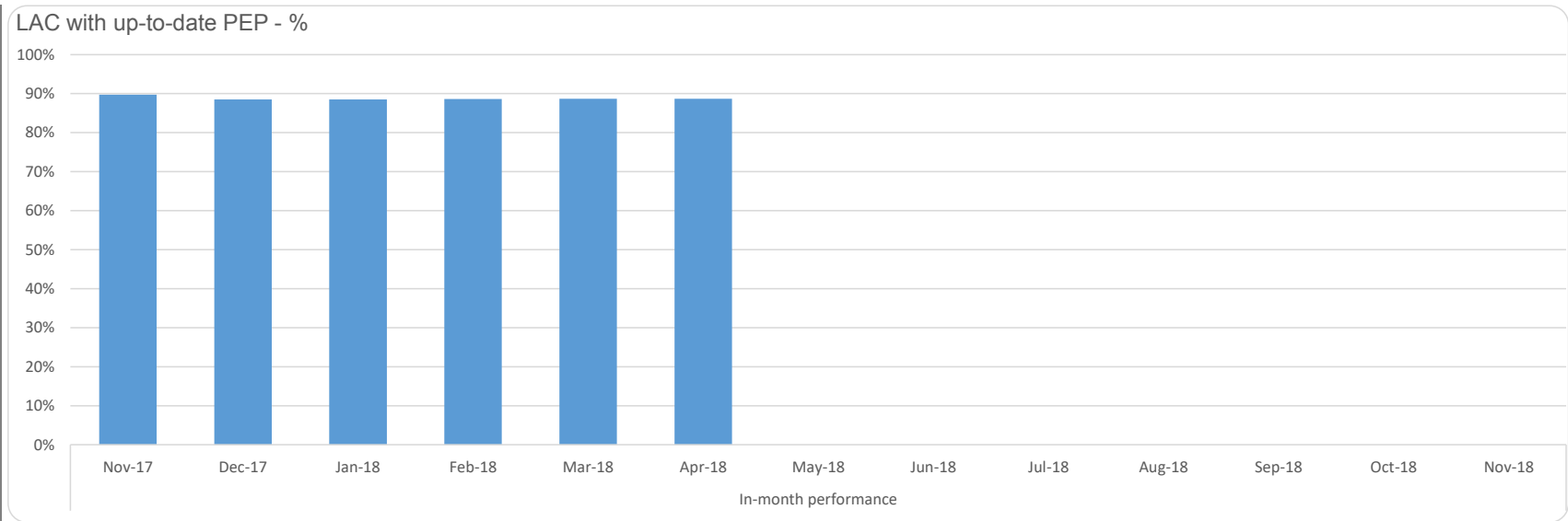
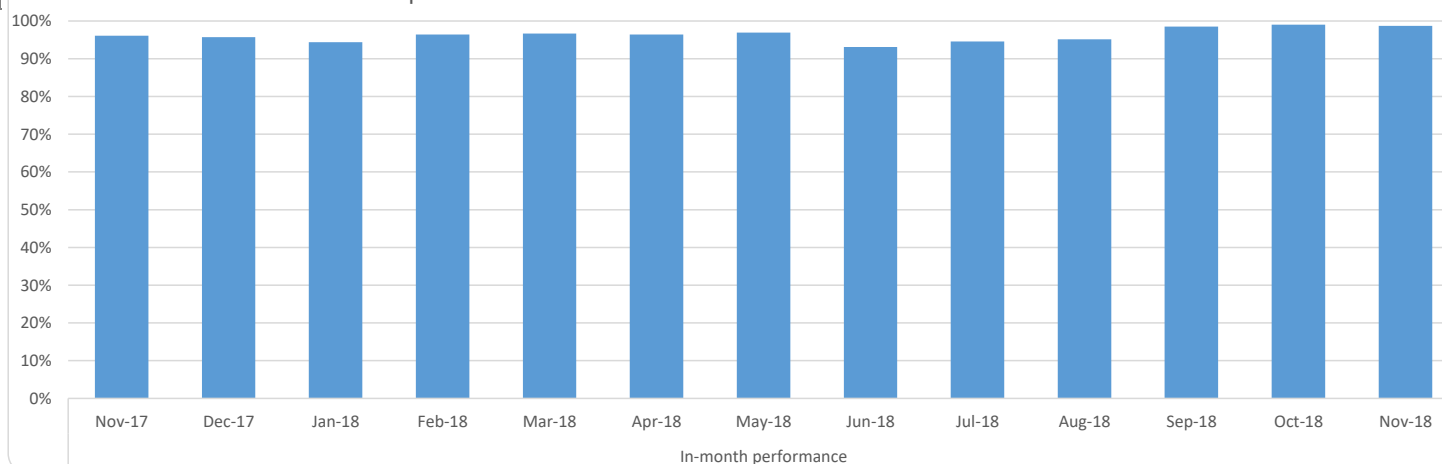| Definition	The Child's Voice is a phrase used to describe the real involvement of children and young people. They should always have the opportunity to describe things from their point of view, be continually involved in assessments and planning and have things fed back to them in a way they can understand. 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	It is positive that the percentage of Looked After Children attending their reviews has remained over 60% and increased slightly from last months performance. Social workers and IROs need to ensure that they continue to be tenacious in supporting children and young people to attend their reviews and that they are innovative in finding ways to make the review truly accessible and inclusive.

	7.17	7.18
	LAC Reviews in month - Child Attended - %	LAC Reviews in month - Child Participated - %
Good perf. is:	*High*	*High*
Nov-17	68.2%	96.1%
Dec-17	66.5%	95.7%
Jan-18	60.7%	94.4%
Feb-18	61.4%	96.4%
Mar-18	64.5%	96.7%
Apr-18	65.3%	96.4%
May-18	66.3%	96.9%
Jun-18	66.1%	93.1%
Jul-18	61.4%	94.6%
Aug-18	74.8%	95.1%
Sep-18	61.3%	98.5%
Oct-18	62.4%	99.1%
Nov-18	65.3%	98.7%

(Row label: In-month performance)

LAC Reviews in month - Child Attended - %

LAC Reviews in month - Child Participated - %

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20/12/2018   LAC Participation   27 of 29
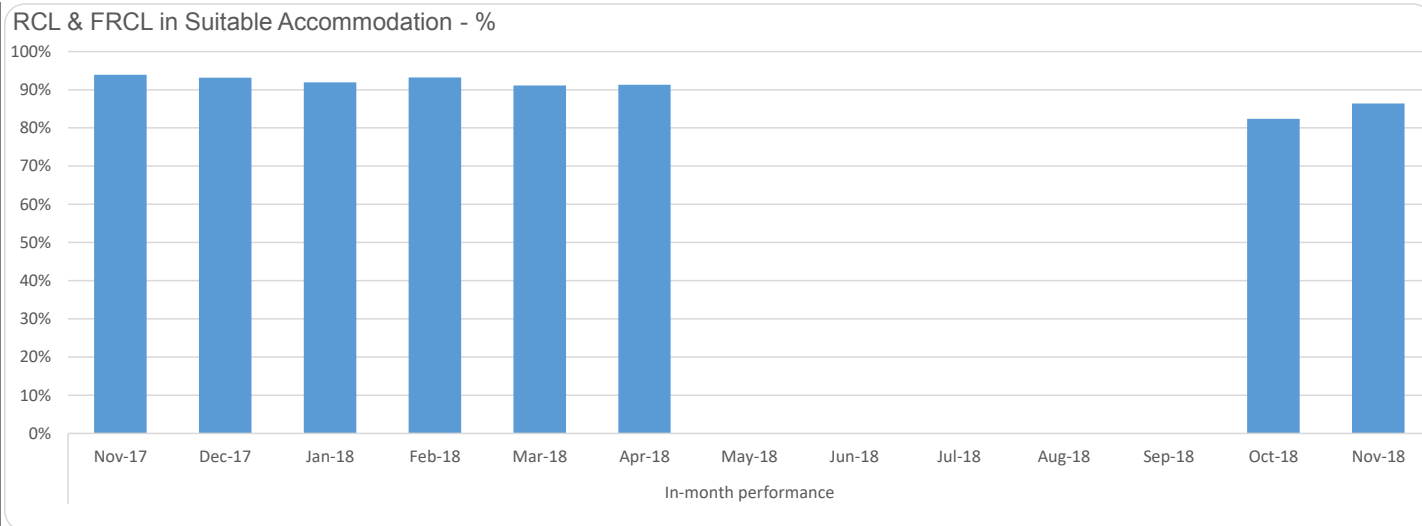Performance_MI-URN14-V0.7.8

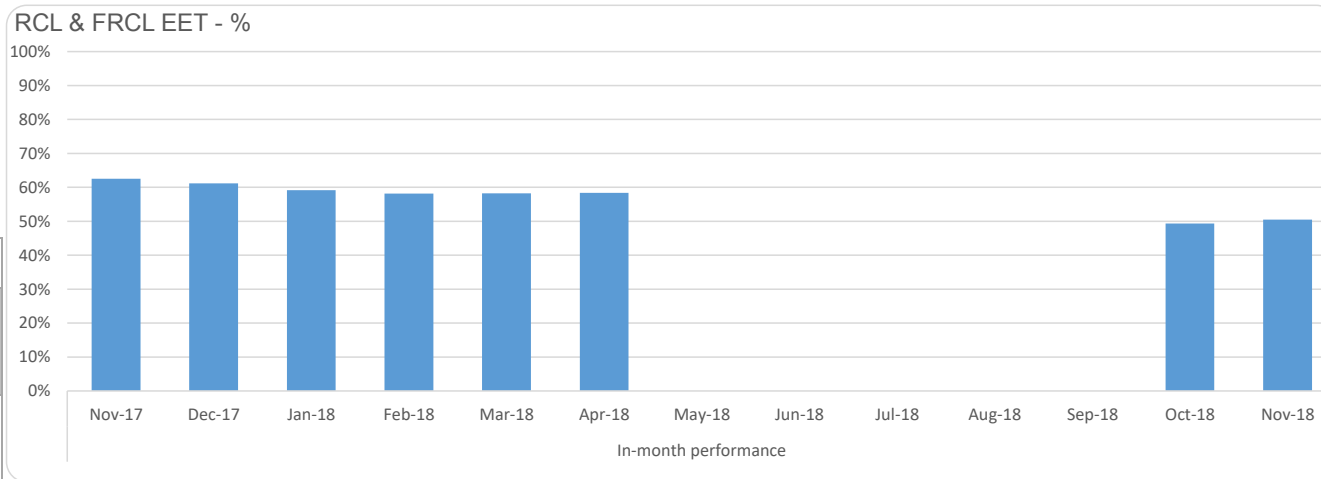| Definition	A Care Leaver is defined as a person aged 25 or under who has been looked after away from home by a local authority for at least 13 weeks since the age of 14, and who was looked after away from home by the local authority at school leaving age or after that date.
Performance analysis	Localities have responded well to messages regarding ensuring recording of Keeping in touch Forms is up to date and accurate and we know that we have been in touch with 75% of care leavers in the past 2 months. At present data shows a considerable fall across all localities in the percentage of care leavers in Education, Employment or Training compared to April. Whilst 50.5% of Care Leavers being EET is in line with National Averages, in April 18 the figure was 58.5%. There needs to be further analysis of this to establish whether this remains a recording issue, whether we have reported figures slightly differently in the past (pre LCS) or whether there really has been such a significant drop in the number of our care leavers who are EET.

	8.1	8.3	8.4
	Number of care leavers	RCL & FRCL in Suitable Accommodation - %	RCL & FRCL EET - %
Good perf. is:	*High*	*High*	*High*
Nov-17	446	93.9%	62.6%
Dec-17	451	93.1%	61.2%
Jan-18	458	91.9%	59.2%
Feb-18	459	93.2%	58.2%
Mar-18	472	91.1%	58.3%
Apr-18	473	91.3%	58.4%
May-18	-	-	-
Jun-18	-	-	-
Jul-18	-	-	-
Aug-18	-	-	-
Sep-18	-	-	-
Oct-18	551	82.4%	49.4%
Nov-18	551	86.4%	50.5%

(In-month performance)

RCL & FRCL in Suitable Accommodation - %

In-month performance

RCL & FRCL EET - %

In-month performance

Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
RCL & FRCL in Suitable Accommodation - %	86.4%	87.0%	84.0%		
RCL & FRCL EET - %	50.5%	53.6%	50.0%		59.7%

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

Performance analysis	We are already seeing some decrease in caseloads since the introduction of CADS in October 18. As at end of November 2018 34% of Social Workers in Assessment Teams had a caseload over the recommended policy of 20 children, and 9 workers had a caseload of 25 or more, compared to 37% at the end of September 2018 with 15 workers with caseloads of 25 or more. We would expect to see this trend continue alongside a drop in the number of referrals.

	11.1	11.2	11.3	11.4	11.5	11.6	11.6a
	Maximum caseload of qualified social workers in key safeguarding teams	Maximum caseload of qualified social workers in LAC Teams	Maximum caseload of qualified social worker in Assessment Teams	Maximum caseload of qualified social workers in FIT Teams	Maximum caseload of qualified social worker in CWD Teams	Maximum caseload of qualified social workers in NIPE Teams	Average number of cases per qualified social worker in NIPE Teams
Good perf. is:	*Low*	*Low*	*Low*	*Low*	*Low*	*Low*	*Low*
Nov-17	51	25	51	29	25	-	-
Dec-17	51	27	51	37	24	-	-
Jan-18	43	28	43	32	25	-	-
Feb-18	35	31	35	32	26	-	-
Mar-18	40	27	40	30	26	-	-
Apr-18	31	26	31	26	26	-	-
May-18	-	-	-	-	-	-	-
Jun-18	-	-	-	-	-	-	-
Jul-18	-	-	-	-	-	-	-
Aug-18	-	-	-	-	-	-	-
Sep-18	-	-	-	-	-	-	-
Oct-18	41	21	41	29	22	-	-
Nov-18	-	21	38	30	20	-	-

In-month performance (row label, left side of table)

In-month performance

- ■ Maximum caseload of qualified social workers in key safeguarding teams
- ■ Maximum caseload of qualified social workers in LAC Teams
- ■ Maximum caseload of qualified social worker in Assessment Teams

- ■ Maximum caseload of qualified social workers in FIT Teams
- ■ Maximum caseload of qualified social worker in CWD Teams
- ■ Maximum caseload of qualified social workers in NIPE Teams
- ■ Average number of cases per qualified social worker in NIPE Teams

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