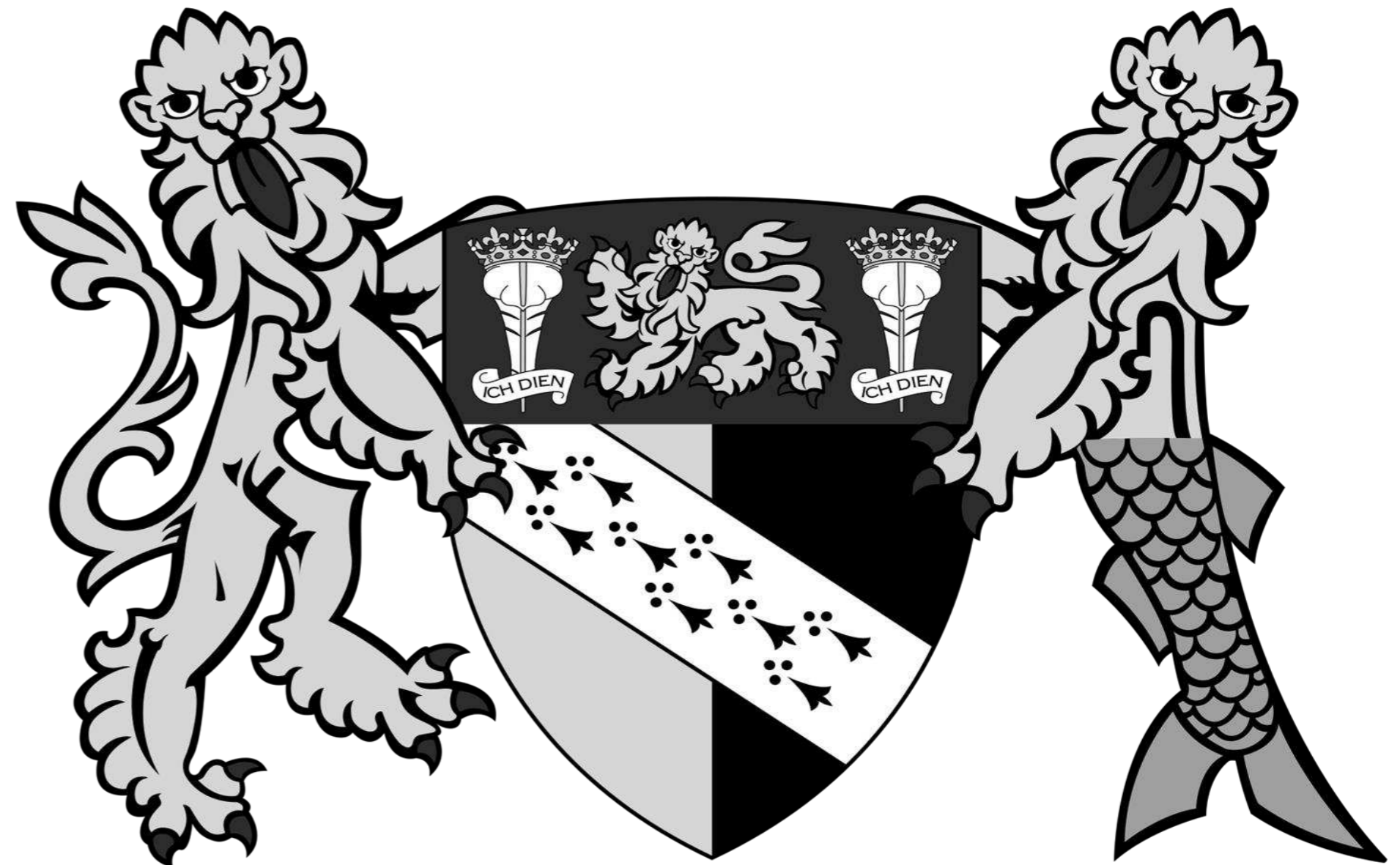# Norfolk County Council

Children's Services

Monthly Performance & Management Information

County Report

November 2017

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

Produced by the Information & Analytics Service (I&A) [Managing Director's Department]
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Children's Services' Performance Summary (County)   November 2017

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

Area	Ref	Indicator	Good perf. is	Data note	Aug-17	Sep-17	Oct-17	Nov-17	YTD	Target	DOT (Month on Month)	RAG	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	201	179	223	285												
	1.1a	Number of new cases opened to team over the last month	High	Count	124	107	133	160												
	1.2	No of cases closed to EHFF	High	Count	114	136	256	205												
	1.3	No of cases active to EHFF	High	Count	682	643	596	615												
	1.4	No of children being supported within EHFF cases	High	Count	1639	1521	1431	1490												
	1.5	No of social work cases supported by EHFF with targeted support	High	Count	26	22	34	33												
	1.6	% of Requests for Support to EHFF that resulted in allocation to EHFF ❶	High	Percentage	61.7%	59.8%	59.6%	56.1%												
	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	11.3%	11.2%	6.8%	9.4%												
	1.9	% of new EHFF cases that have stepped down from social care	High	Percentage	28.2%	21.5%	21.1%	29.4%												
Contact & Referrals	2.1	Contacts - No. (in-month)	Info	Count	2852	3405	3594	4205	27,585		·				22,193					
	2.2	Referrals - No. (in-month)	Info	Count	886	956	982	954	6,459						5,396					
	2.3	% Contacts Accepted as Referrals (in-month)	High	Percentage	31.1%	28.1%	27.3%	22.7%	23.4%	25%	↓	[RAG]	15%	25%	24.3%					
	2.4	Referrals - Rate per 10k Under-18s (Annualised)	Low	Rate	633.1	683.1	701.7	681.7	2,464		↑				1,982	491.0	302.1	548.3	346.0	375.4
	2.5	Referrals with outcome of Social Work Assessment	High	Count	713	678	704	689	4,787		↑									
	2.7	Re-referrals - % (in-month)	Low	Percentage	21.9%	21.1%	25.5%	24.0%	24.0%	20%	↑	[RAG]	30%	20%	26.6%	20.7%	10.3%	22.3%	12.4%	
	2.8	% re-referral rate in the last 12 months (rolling year)	Low	Percentage	24.2%	23.7%	23.7%	23.5%			↑					20.7%	10.3%	22.3%	12.4%	21.0%
	2.9	Number of repeat contacts	Low	Rolling count	928	928	938	1169			↓									
	2.10	% of repeat contacts	Low	Percentage	16.0%	15.5%	17.0%	18.4%			↓									
Assessments	3.1	Assessments authorised - No.	Info	Count	750	494	766	818	5,472		·									
	3.2	Rate of assessments per 10,000 population aged under 18 - rolling 12 month performance	Low	Rolling rate	487.6	473.6	480.8	487.4			↓					455.3	234.7	489.5	305.6	387.8
	3.3	Assessments auth in 45 WD - %	High	Percentage	78.9%	69.2%	69.1%	67.1%	69.9%	80%	↓	[RAG]	70%	80%		81.0%	94.0%	81.0%	95.0%	83.9%
	3.4	Open assessments already past 45 working days	Low	Count	57	65	62	127			↓									
	3.5	Ongoing involvement	High	Count	286	156	244	263	1,956		↑									
	3.5p	% of completed assessments ending in - Ongoing Involvement	High	Percentage	38.1%	31.6%	31.9%	32.2%	35.7%	60%	↑	[RAG]	50%	60%						
	3.6	Close with info and advice	Low	Count	343	245	417	403	2,645		↑									
	3.7	Step down to FSP/TS	Low	Count	121	93	105	151	869		↓									
S47s	4.3	Number of S47's per 10,000 population aged 0-17 - rolling 12 month performance	Low	Rolling rate	143.6	87.2	139.3	140.8			↓					131.9	81.1	147.5	91.7	93.9
	4.4	Number of S47 investigations Completed	Info	Count	201	122	195	197	1,470		·									
	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	34.3%	38.5%	44.1%	35.0%	37.0%		↓									
	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	17.9%	11.5%	9.7%	15.2%	12.5%		↑									
	4.7	% of S47's with an outcome - Concerns not substantiated	Low	Percentage	47.8%	50.0%	46.2%	49.7%	50.5%		↓									44.8%
CIN	5.1	Section 17 CIN Nos.	Low	Count	1534	2005	2139	2182			↓									
	5.2	Number of CIN (inc. CPP as per DfE definition)	Low	Count	2087	2541	2682	2727			↓									
	5.3	Section 17 CIN Rate per 10K Under-18s	Low	Rate	91.3	119.4	127.4	129.9			↓									137
	5.5	S17 CIN with an up to date CIN plan - % ❷	High	Percentage	80.0%	75.1%	71.5%	64.7%		95%	↓	[RAG]	80%	90%						

(RAG columns: County, Breckland, North, Norwich, South, West, Yarmouth)

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Area	Ref	Indicator	Good perf. is	Data note	Aug-17	Sep-17	Oct-17	Nov-17	YTD	Target	DOT (Month on Month)	RAG (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	553	536	543	545			↓									
	6.2a	Initial CP conferences (no. children) - rolling 12 month performance	Low	Rolling 12	1030	1009	1017	1026			↓									
	6.2b	Initial CP conferences per 10,000 population - rolling 12 month performance	Low	Rolling rate	61.3	60.1	60.6	61.1			↓					65.9	43.8	62.6	40.1	44.7
	6.3	Number of children subject to an ICPC	Info	Count	55	74	92	97	672		·									
	6.4	% of ICPCs held within 15 days of strategy discussion	High	Percentage	87.3%	87.8%	72.8%	70.1%	81.7%	95%	↓	✸	80%	90%		81.6%	93.2%	77.7%	93.4%	69.8%
	6.5	Children Subject to CP Plans - Rate per 10K Under-18s	Low	Rate	32.9	31.9	32.3	32.5		35.0	↓	✸	30	35		42.6	18.8	43.1	27.2	30.6
	6.6	Number of children becoming subject to a CP plan per 10,000 population	Low	Rate	2.0	2.7	4.4	3.9			↑									
	6.7	Number of discontinuations of a CP plan per 10,000 population	High	Rate	1.8	4.3	3.8	4.2			↓									
	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	9.8%	8.6%	8.4%	8.3%			↑									
	6.9a	No. of children becoming the subject of a CP plan for a second or subsequent time, ever	Low	Count	4	10	18	14	116		↑									
	6.9b	% of children becoming the subject of a CP plan for a second or subsequent time - ever - rolling 12 months	Low	Percentage	23.3%	22.8%	22.4%	23.6%			↓					19.2%	9.5%	17.9%	10.5%	10.6%
	6.10a	No. children subject to child protection plan for > 18 months	Low	Count	13	16	14	15			↑									
	6.10n	No. children subject to child protection plan for > 2 years	Low	Count	6	6	6	5			↑									
	6.10b	% children subject to child protection plan for > 2 years	Low	Percentage	1.1%	1.1%	1.1%	0.9%		3% or less	↑	✸	10%	3%		3.3%	0.0%	2.1%	0.3%	1.9%
	6.11a	No. children whose child protection plan ceased this month	High	Count	31	72	64	71	543		↑				541					
	6.11b	% of CP plans ceased within period that had lasted 2 years or more	High	Percentage	0.0%	2.8%	0.0%	0.0%	1.5%		→									3.1%
	6.12	% RCPCs held in timescale in month	High	Percentage	96.8%	91.4%	95.8%	95.7%	93.7%	100%	↓	✸	85%	95%						
	6.14	% children on child protection plans seen within timescales**	High	Percentage	56.9%	67.3%	67.5%	58.1%	69.3%	100%	↓	✸	80%	90%						77.5%
LAC	7.1	No. Looked-After Children	Low	Count	1108	1111	1115	1131			↓									
	7.2	LAC - Rate per 10K Under-18s	Low	Rate	66.0	66.2	66.4	67.3		55	↓	✸	65	55		53.0	38.0	60.0	36.0	49.9
	7.3	Admissions of Looked After Children	Low	Count	34	41	41	59	320		↓									
	7.4	Number of children who have ceased to be Looked After Children	High	Count	23	20	33	35	249		↑									
	7.5	Percentage of LAC who have ceased to be looked after due to permanence (Special Guardianship Order. Residence Order, Adoption) ❸	High	Percentage	47.8%	40.0%	51.5%	40.0%	41.0%		↓									
	7.6	LAC in residential placements	Low	Count	118	119	117	133			↓									
	7.6a	% LAC in residential placements	Low	Percentage	10.6%	10.7%	10.5%	11.8%			↓									
	7.7	% LAC cases reviewed within timescales	High	Percentage	88.6%	90.8%	91.0%	93.8%			↑									
	7.8	Percentage of children adopted ❸	High	Percentage	30.4%	20.0%	21.2%	25.7%	22.1%		↑									14.9%
	7.9n	# LAC having a health assessment within 20 days of becoming LAC	Info	Count	19	28	24	15	141		·									
	7.9	% LAC becoming looked after for 20 working days and having a health assessment in that time	High	Percentage	59.4%	84.8%	60.0%	40.5%	54.7%		↓									44.2%
	7.10	LAC with up-to-date Health Assessment - No.	High	Count	614	611	613	610			↓									
	7.11	LAC with up to date dental check - No.	High	Count	622	618	618	613			↓									
	7.13	LAC with up-to-date PEP - %	High	Percentage	89.6%	89.4%	89.3%	89.7%		100%	↑	✸	80%	90%						
	7.14	LAC with up-to-date Care Plan - %	High	Percentage	96.1%	96.8%	97.0%	95.3%		100%	↓	✸	80%	90%						
	7.15	% LAC seen within timescales	High	Percentage	93.0%	91.4%	91.9%	90.1%		100%	↓	✸	80%	90%						
	7.17	LAC Reviews in month - Child Attended - %	High	Percentage	72.4%	72.3%	73.4%	68.2%	65.5%		↓									
	7.18	LAC Reviews in month - Child Participated - %	High	Percentage	92.5%	95.5%	97.0%	96.1%	93.6%		↓									
Care Leavers	8.1	Number of care leavers	High	Count	395	445	436	446			↑									
	8.2	% Relevant / Former Relevant Care Leavers with a Pathway Plan	High	Percentage	87.1%	87.6%	87.4%	89.2%			↑									
	8.3	RCL & FRCL in Suitable Accommodation - %	High	Percentage	89.9%	91.9%	91.5%	93.9%		95%	↑	✸	80%	95%		88%	95%	83%	94%	
	8.4	RCL & FRCL EET - %	High	Percentage	60.3%	62.9%	62.8%	62.6%		70%	↓	✸	60%	70%		53%	71%	49%	63%	59.7%
Placements	9.1	% of long term LAC in placements which have been stable for at least 2 years	High	Percentage	71.7%	71.1%	71.2%	71.5%			↑					66.9%	75.0%	68.0%		
	9.2	LAC with 3 or more placements in any one year - %	Low	Percentage	10.6%	11.1%	10.7%	10.8%		11% or less	↓	✸	20%	11%		10.3%	6.0%	10.0%		8.6%

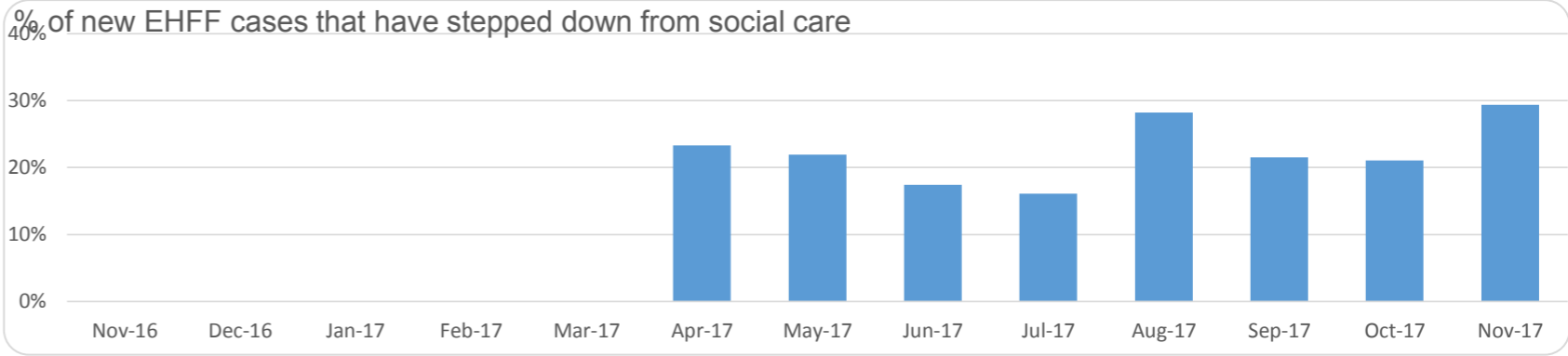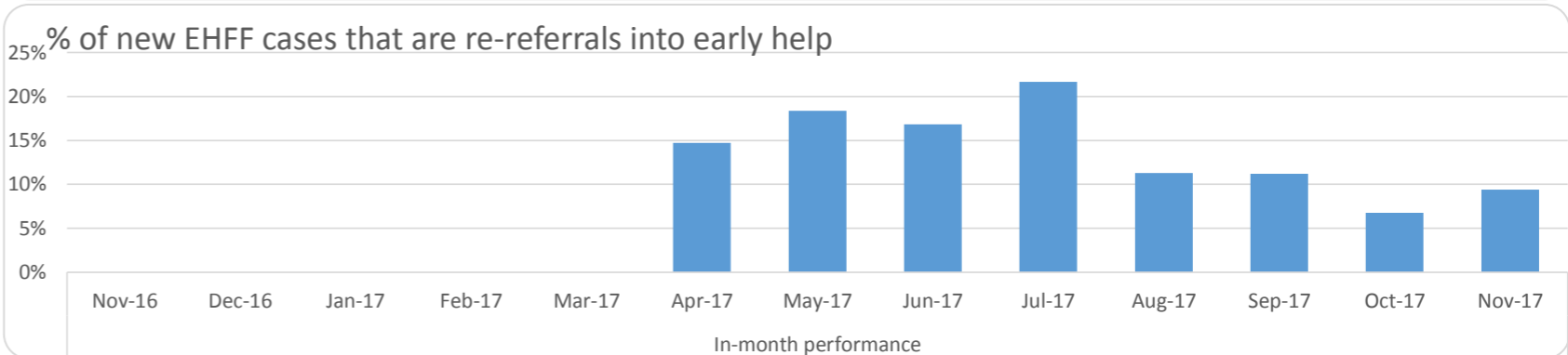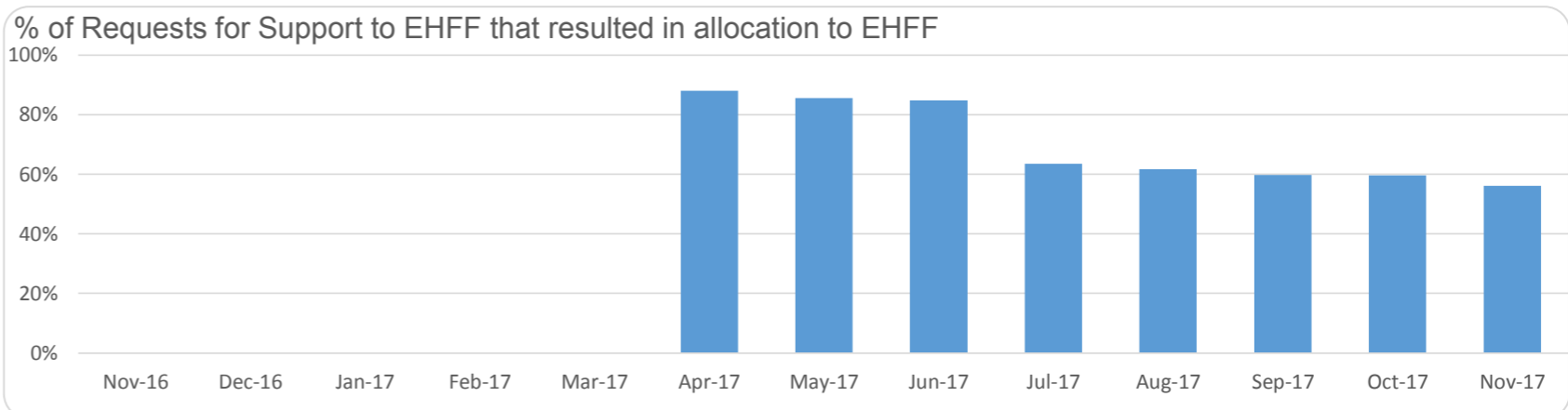| Area	Ref	Indicator	Good perf. is	Data note	Last four months				Current year		DOT (Month on Month)	RAG (★■★)								Tolerances		Previous YTD	Latest benchmarking				
					Aug-17	Sep-17	Oct-17	Nov-17	YTD	Target		County	County	Breckland	North	Norwich	South	West	Yarmouth	Red	Green		Stat neigh avg	Best stat neigh	Nat. avg	Nat. top quartile	Eastern region
Adoptions	10.1a	Number of adoptions completed wilhin 12 months of SHOBPA	Info	Count	31	29	32	36			·																
	10.1b	% of adoptions completed wilhin 12 months of SHOBPA	High	Percentage	38%	38%	39%	43%			↑																
	10.2	Average number of days between a child becoming Looked After and having an adoption placement (A1) (Rolling12months)	Low	Average	313	315	317	318			↓																386
	10.3	Average number of days between a placement order and being matched with an adoptive family (A2) (Rolling 12 months)	Low	Average	179	145	156	161			↓																179
Caseload	11.1	Maximum caseload of qualified social workers in key safeguarding teams	Low	Maximum	37	41	43	51			↓																
	11.2	Maximum caseload of qualified social workers in LAC Teams	Low	Maximum	19	25	23	25			↓																
	11.2a	Average number of cases per qualified social worker in LAC Teams	Low	Average	10	14	12	12			↓																
	11.3	Maximum caseload of qualified social worker in Assessment Teams	Low	Maximum	37	41	43	51			↓																
	11.3a	Average number of cases per qualified social worker in Assessment Teams	Low	Average	22	24	20	23			↓																
	11.4	Maximum caseload of qualified social workers in FIT Teams	Low	Maximum	27	26	26	29			↓																
	11.4a	Average number of cases per qualified social worker in FIT Teams	Low	Average	14	15	15	15			↓																
	11.5	Maximum caseload of qualified social worker in CWD Teams	Low	Maximum	23	27	25	26			↓																
	11.5a	Average number of cases per qualified social worker in CWD Teams	Low	Average	17	17	17	15			↑																
	11.6	Maximum caseload of qualified social workers in NIPE Teams	Low	Maximum	13	2	1																				
	11.6a	Average number of cases per qualified social worker in NIPE Teams	Low	Average	6	2	1																				
Foster Carers	12.1a	Task Centred Carer Household Approved (Rolling 12 months)	High	Count	16	18	17	17			→																
	12.1b	Kinship Carer Household Approved (Rolling 12 months)	High	Count	91	91	84	76			↓																
	12.1c	Short Breaks / Other Carer Household Approved (Rolling 12 months)	High	Count	10	10	9	7			↓																
		Total Carer Household Approved (Rolling 12 months)	High	Count	117	119	110	100			↓																
	12.2a	Task Centred Carer Household Ceased (Rolling 12 months)	Low	Count	37	36	38	36			↑																
	12.2b	Kinship Carer Household Ceased (Rolling 12 months)	Low	Count	63	70	64	66			↓																
		Short Breaks / Other Carer Household Ceased (Rolling 12 months)	Low	Count	21	21	21	25			↓																
	12.2c	Total Carer Household Ceased (Rolling 12 months)	Low	Count	121	127	123	127			↓																

Notes:

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

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

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

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

Performance analysis	The percentage of new EHFF cases that have stepped down from social care continues to rise, which is positive. However, there is a wide variation across the county. The most consistent locality is West, where the figure has been between 30-50% since April 17. The data in Norwich swings from very low (0% in July, 8% in October) to very high (64.7% in November). This could suggest that step-downs happen when back-logs are cleared as opposed to planned when the need is identified. The percentages in North have remained reasonably stable over the past three months but are low (between 10 and 15%). The reasons for this need to be jointly considered and addressed by the Head of Services and Partnerships and Head of Social Work.

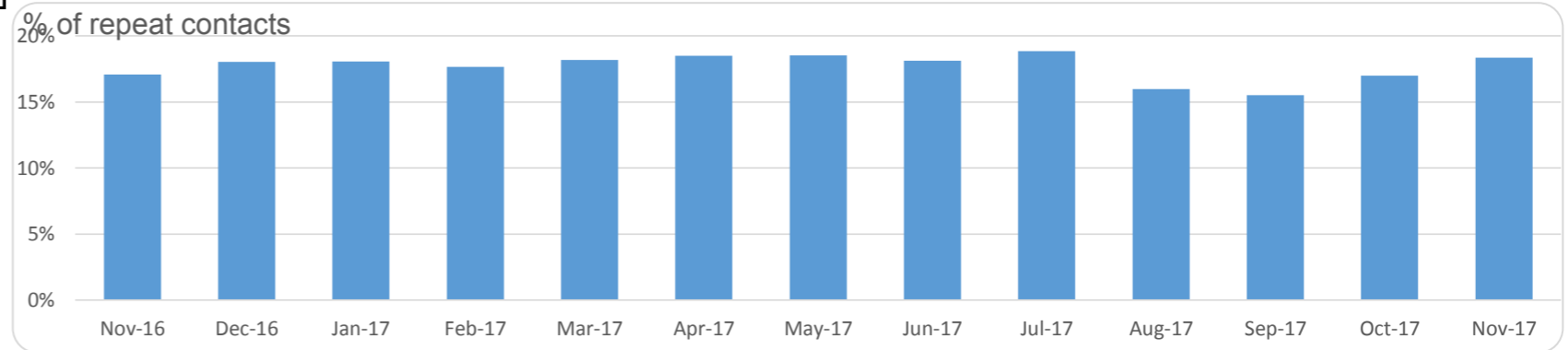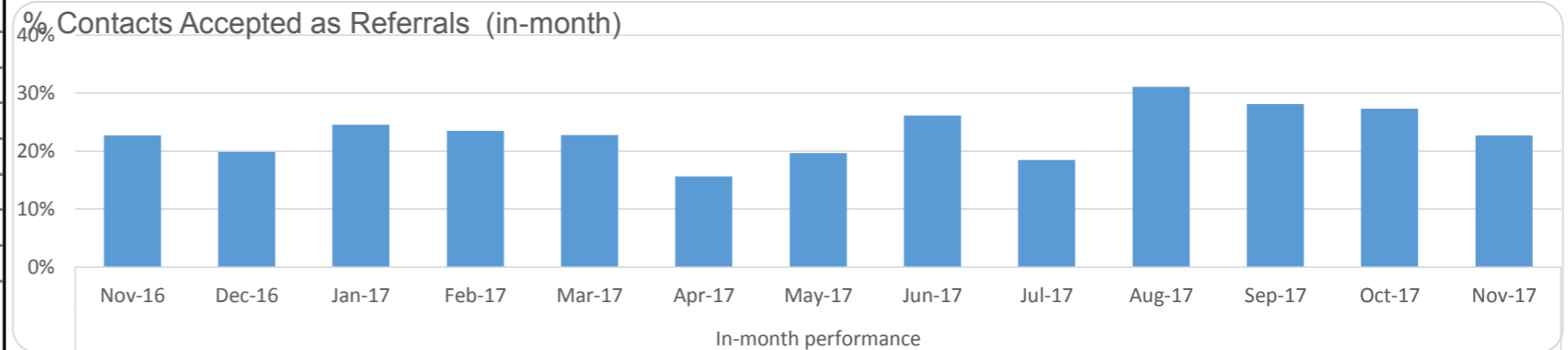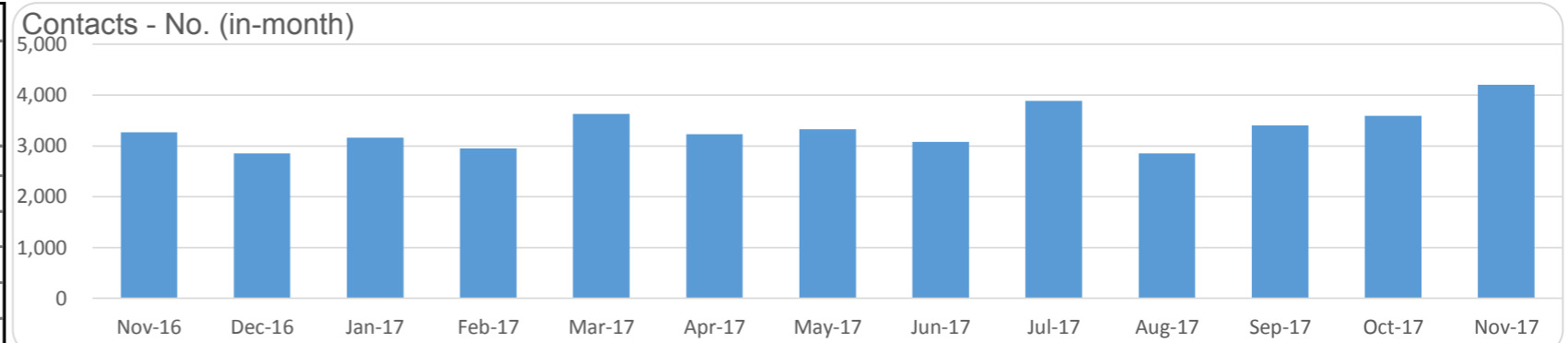|	1.6	1.7	1.8	1.9
	% of Requests for Support to EHFF that resulted in allocation to EHFF	% of new cases open under s47 previously open to EHFF	% of new EHFF cases that are re-referrals into early help	% of new EHFF cases that have stepped down from social care
Good perf. is:	*High*	*High*	*Low*	*High*
Nov-16	-	-	-	-
Dec-16	-	-	-	-
Jan-17	-	-	-	-
Feb-17	-	-	-	-
Mar-17	-	-	-	-
Apr-17	88.1%	-	14.7%	23.3%
May-17	85.6%	-	18.4%	21.9%
Jun-17	84.8%	-	16.8%	17.4%
Jul-17	63.6%	-	21.7%	16.1%
Aug-17	61.7%	-	11.3%	28.2%
Sep-17	59.8%	-	11.2%	21.5%
Oct-17	59.6%	-	6.8%	21.1%
Nov-17	56.1%	-	9.4%	29.4%

In-month performance

Note:

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

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

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

In-month performance

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

Definition	All contacts received by the LA via the MASH service are screened against an agreed multi-agency threshold criteria. Where a decision-maker in MASH agrees the threshold for social care involvement is met the contact progresses to a 'referral'. A number of the contacts made will be for information only or to ask for advice rather than be contacts seeking referral to social care services.
Performance analysis	The number of referrrals across the county continued to increase in November with nearly 1000 more referrals than was received in November 2016 (and over 600 more than in October 2017). Fewer contacts were converted into referrals than seen in the previous 3 months, this is in part due to a drop in the percentage of Police contacts converting to referrals. There continues to be concern regarding the number of contacts being made, the low conversion rate to referral and the impact this has on MASH capacity. This is explored further in the next section.

	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-16	3,271	22.7%	951	17.1%
Dec-16	2,852	19.8%	1,013	18.0%
Jan-17	3,163	24.5%	1,009	18.1%
Feb-17	2,950	23.5%	951	17.7%
Mar-17	3,628	22.8%	1,041	18.2%
Apr-17	3,234	15.6%	1,098	18.5%
May-17	3,329	19.6%	1,167	18.5%
Jun-17	3,081	26.1%	1,074	18.1%
Jul-17	3,885	18.5%	1,161	18.9%
Aug-17	2,852	31.1%	928	16.0%
Sep-17	3,405	28.1%	928	15.5%
Oct-17	3,594	27.3%	938	17.0%
Nov-17	4,205	22.7%	1,169	18.4%
			These are over a rolling 3 month period.	

In-month performance

Contacts - No. (in-month)

% Contacts Accepted as Referrals (in-month)

In-month performance

% of repeat contacts

20/12/2017   Contacts   6 of 29

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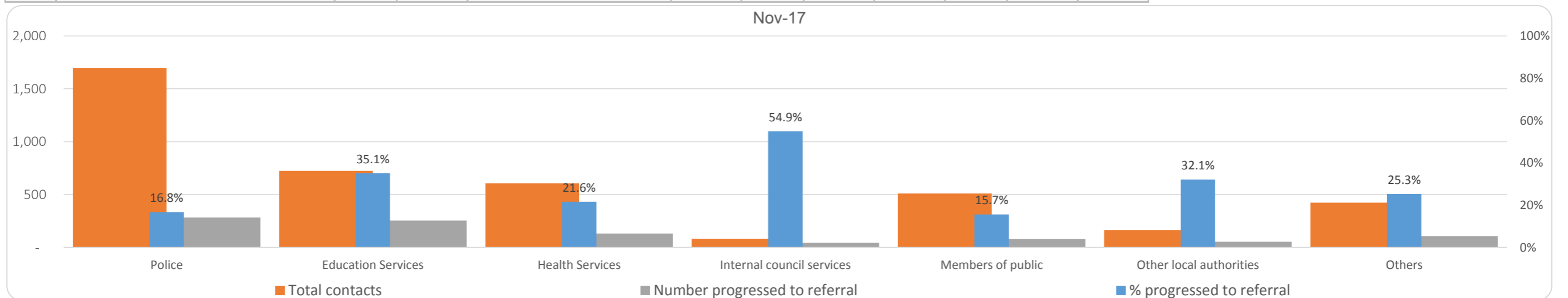|	
Definition	All contacts received by the LA via the MASH are screened against an agreed multi-agency threshold criteria. Where a decision-maker in MASH agrees the threshold for social care involvement is met the contact progresses to a 'referral'. Contacts come from a variety of sources and the data 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	Recent data analysis of contact and referral forms shows that between 01/11/16 and 31/10/17 14,072 Police contacts regarding children were sent to MASH. Of these only 16% met the threshold for Social Care. This represents a huge volume of work being processed by MASH that isn't resulting in ongoing intervention. The quality and relevance of contacts being submitted by the Police will be explored via dip-sampling work in order that this issue can be effectively addressed with our Police partners. This needs to happen alongside continuing evaluation of the contacts we receive from all agencies to ensure we are working with our partners to encourage good application of Thresholds at the point of considering making a contact. This includes conversations regarding other routes for support, i.e. FSP and referrals directly to NEHFF.

	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-16	1,336	208	15.6%	533	209	39.2%	393	88	22.4%	84	48	57.1%	455	57	12.5%	145	48	33.1%	325	85	26.2%
Dec-16	1,155	157	13.6%	422	142	33.6%	377	90	23.9%	88	42	47.7%	411	65	15.8%	94	24	25.5%	305	46	15.1%
Jan-17	1,402	239	17.0%	477	219	45.9%	350	102	29.1%	80	39	48.8%	426	56	13.1%	119	42	35.3%	309	79	25.6%
Feb-17	1,105	215	19.5%	438	145	33.1%	379	81	21.4%	93	72	77.4%	466	71	15.2%	124	45	36.3%	345	64	18.6%
Mar-17	1,330	254	19.1%	714	247	34.6%	500	98	19.6%	81	42	51.9%	476	56	11.8%	144	60	41.7%	383	69	18.0%
Apr-17	1,497	201	13.4%	301	74	24.6%	426	55	12.9%	56	32	57.1%	437	58	13.3%	127	33	26.0%	390	53	13.6%
May-17	1,350	223	16.5%	577	190	32.9%	433	75	17.3%	71	35	49.3%	408	31	7.6%	125	35	28.0%	365	65	17.8%
Jun-17	1,262	250	19.8%	490	185	37.8%	438	124	28.3%	84	57	67.9%	402	75	18.7%	114	43	37.7%	291	70	24.1%
Jul-17	1,594	251	15.7%	648	114	17.6%	512	107	20.9%	63	33	52.4%	544	87	16.0%	119	45	37.8%	405	80	19.8%
Aug-17	1,386	389	28.1%	21	1	4.8%	437	154	35.2%	67	39	58.2%	500	135	27.0%	127	59	46.5%	314	109	34.7%
Sep-17	1,450	283	19.5%	529	244	46.1%	422	153	36.3%	85	51	60.0%	441	85	19.3%	147	48	32.7%	331	92	27.8%
Oct-17	1,600	364	22.8%	568	213	37.5%	381	92	24.1%	63	41	65.1%	483	116	24.0%	122	44	36.1%	377	112	29.7%
Nov-17	1,694	284	16.8%	723	254	35.1%	607	131	21.6%	82	45	54.9%	511	80	15.7%	165	53	32.1%	423	107	25.3%

(Left row label: In-month performance)

Nov-17				Police	Edu.	Health	Internal	Public	Other LA	Other
	Total contacts in month	4,205	22.7%							
				% of total contacts	40.3%	17.2%	14.4%	2.0%	12.2%	3.9%	10.1%
	Total progressed to referral	954		**% of total referred**	29.8%	26.6%	13.7%	4.7%	8.4%	5.6%	11.2%

Nov-17

(Bar chart showing Total contacts, Number progressed to referral, and % progressed to referral by source: Police 16.8%, Education Services 35.1%, Health Services 21.6%, Internal council services 54.9%, Members of public 15.7%, Other local authorities 32.1%, Others 25.3%)

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	Despite the increase in contacts there has been a slight reduction in the number of referrals made across the county. However, there have been increases in referral rates in North (from 150 to 184) and West (from 133 to 163) and for both localities this represents the highest number they have had in the past 12 months. This is likely to impact on allocation levels and assessment performance over the next few months. Conversely Norwich saw its lowest number of referrals (189) since July, although it is noted that they had a very high referral rate of 35.7% and the reasons for this need to be explored on a case level basis to ascertain whether the high levels of work coming into the assessment teams alongside high caseloads has impacted on decision making (i.e. closing cases that may have benefitted from ongoing involvement or not closing work that requires no further action, thus remaining without ongoing intervention on a caseload).

	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*
Nov-16	743	527	26.4%	-
Dec-16	566	461	20.0%	-
Jan-17	776	540	23.8%	-
Feb-17	693	512	22.2%	-
Mar-17	826	617	22.6%	-
Apr-17	506	370	26.3%	-
May-17	654	491	28.6%	-
Jun-17	804	603	22.8%	-
Jul-17	717	539	24.0%	24.4%
Aug-17	886	713	21.9%	24.2%
Sep-17	956	678	21.1%	23.7%
Oct-17	982	704	25.5%	23.7%
Nov-17	954	689	24.0%	23.5%

In-month performance

Referrals with outcome of Social Work Assessment

In-month performance

Re-referrals - % (in-month)

In-month performance

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

In-month performance
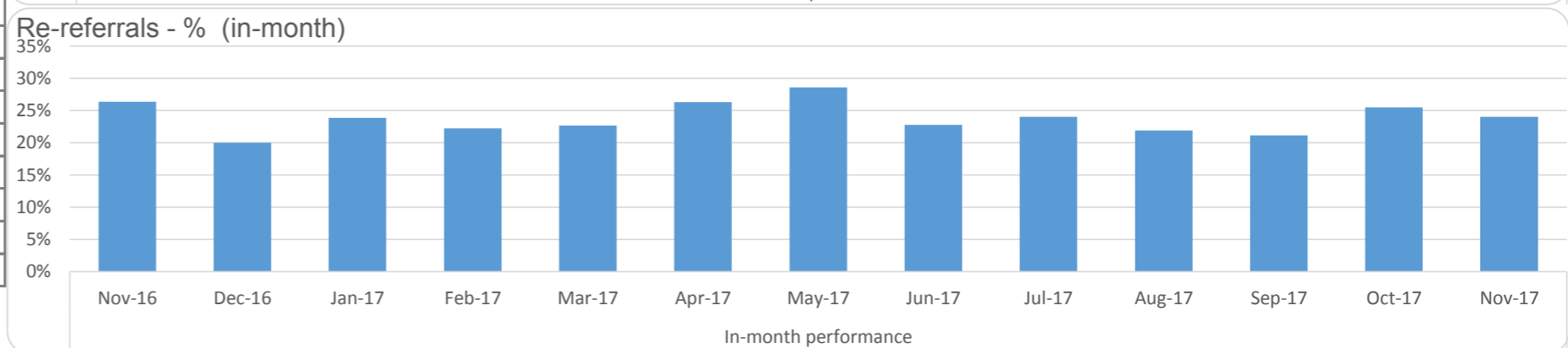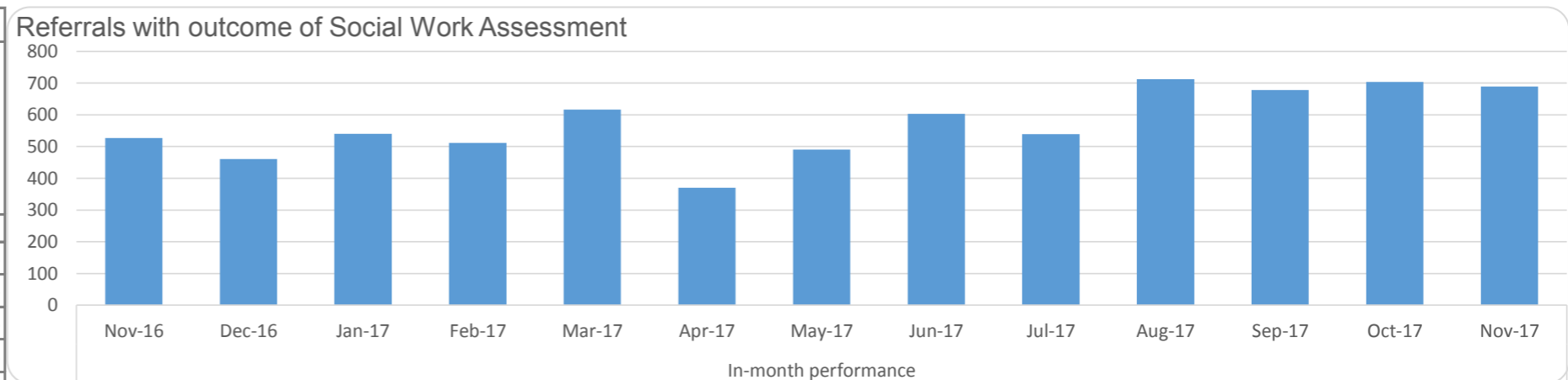
Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Re-referrals - % (in-month)	24.0%	20.7%	22.3%	12.4%	
% re-referral rate in the last 12 months (rolling year)	23.5%	20.7%	22.3%	12.4%	21.0%

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20/12/2017   Referrals   8 of 29
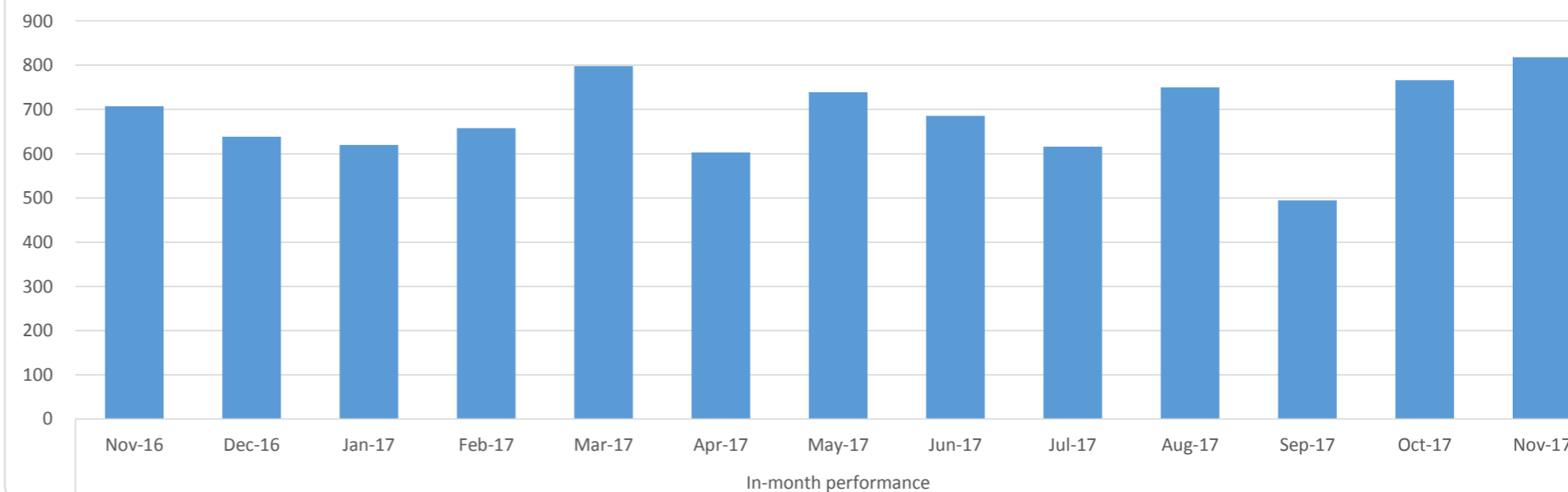
PMI Report Nov17

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 increase in assessments being completed is likely to be as a result of the higher number of referrals received by assessment teams in the past few months. The only locality that completed significantly less assessments than in October was South. However, the South's October figure of 111 was particularly high and November's figure of 84 was still significantly higher than usual.

	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-16	707	-
Dec-16	638	-
Jan-17	620	-
Feb-17	658	-
Mar-17	798	-
Apr-17	603	-
May-17	739	-
Jun-17	686	-
Jul-17	616	491.4
Aug-17	750	487.6
Sep-17	494	473.6
Oct-17	766	480.8
Nov-17	818	487.4

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	487.4	455.3	489.5	305.6	387.8355

PMI Report Nov17
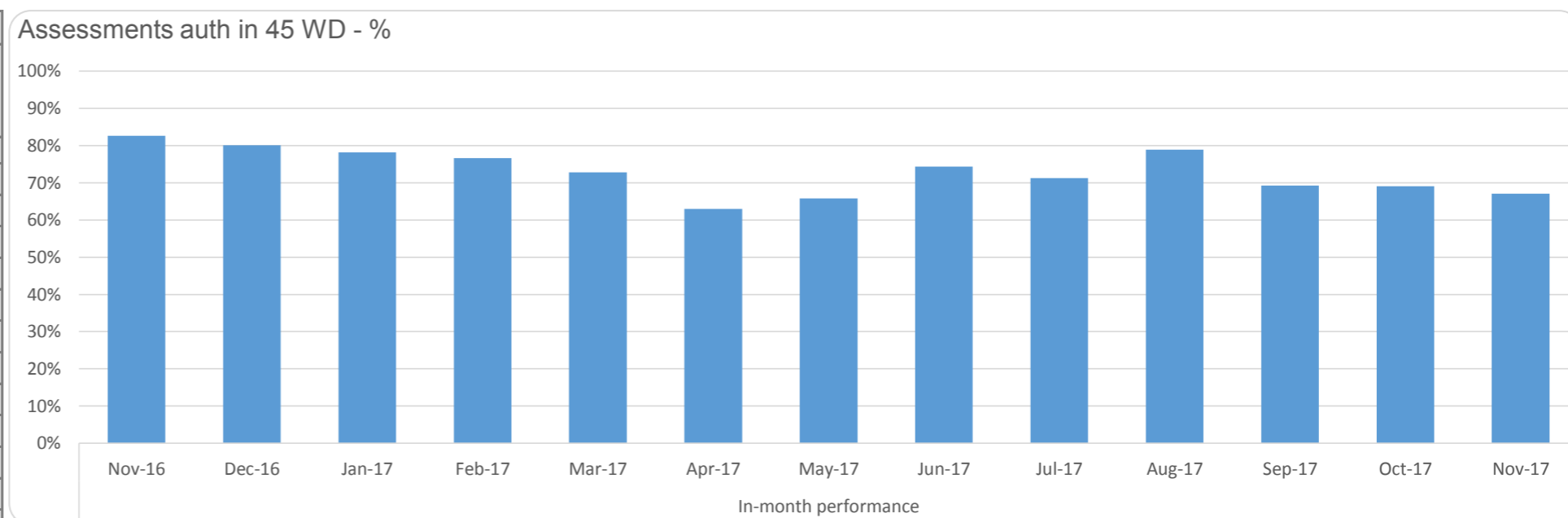
Definition	National Working Together guidelines, and the local recording timescales policy, state that the maximum timeframe for an assessment to be completed is 45 working days from the point of referral. If, in discussion with the child, family and other professionals, an assessment exceeds 45 working days a clear reason should be recorded on the assessment by the social worker and/or the social work manager.
Performance analysis	The continuing drop in assessments being completed in timescales is a concern. The only locality that has achieved over 75% is West, although it is a drop from 91.7% and with 23 other assessments still open over 45 working days, this is likely to drop further next month. Gt Yarmouth have maintained their performance at 66.3%, however this is significantly lower than performance seen prior to March 17. Whilst Norwich has only seen a small change, they have 51 assessments open that are over 45 working days and therefore December's data will show a further drop in performance. North have shown a big rise in the percentage of assessments authorised in timescales (from 45% to 67.5%). Referral rates have been high over the past 3 months and it is acknowledged that this will have impacted on assessments being completed in 45 days. However, issues around timeliness of assessments has been a concern prior to the rise in referral rates, and the cumulative effect of this has impacted on assessments completed data and high caseload levels in some assessment teams.

	3.3	3.4
	Assessments auth in 45 WD - %	Open assessments already past 45 working days
Good perf. is:	*High*	*Low*
Nov-16	82.6%	47
Dec-16	80.1%	50
Jan-17	78.2%	48
Feb-17	76.6%	61
Mar-17	72.8%	81
Apr-17	63.0%	82
May-17	65.8%	64
Jun-17	74.3%	-
Jul-17	71.3%	39
Aug-17	78.9%	57
Sep-17	69.2%	65
Oct-17	69.1%	62
Nov-17	67.1%	127

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 - %	67.1%	81.0%	81.0%	95.0%	83.9%

PMI Report Nov17
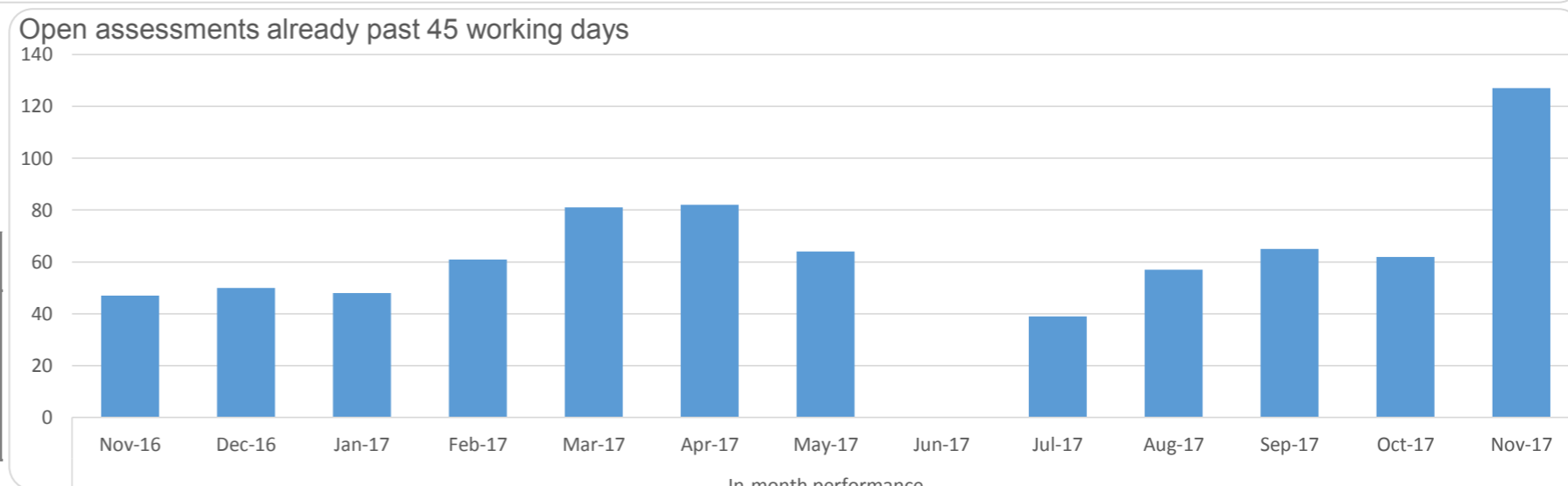
Definition	Every assessment should be focused on outcomes, deciding which services and support to provide to deliver improved welfare for the child and reflect the child's best interest. The data below shows a breakdown of the options for outcomes from Social Work Assessments in Norfolk.
Performance analysis	Too high a proportion of Social Work Assessments result in closed with info and advice. Q2 data shows that Norfolk had the second highest rate of assessments closing with no ongoing social care involvement (62.7%) in the Eastern Region, with the region's average being 33.5%. However, it is positive to see that the percentage that stepped down to FSP/TS rather than closing has increased. South has the highest percentage of assessments with an outcome of ongoing involvement (45%) whilst North have the highest proportion that stepped down to FSP/TS (25.6%). This is significantly higher than previous months. Although their rate of ongoing involvement (26.5%) is still lower than the county average. Of most concern is in Breckland and Norwich where 63% of assessments were closed with information and advice. This raises questions about thresholds being applied either at the point of referral or the point of assessment completion. The QA team is testing thresholds through a dip-sampling exercise of decisions made in MASH followed by decision making at the end of assessments in assessment teams.

	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-16	343	49.1%	105	15.0%	250	35.8%
Dec-16	293	46.0%	96	15.1%	248	38.9%
Jan-17	274	44.2%	88	14.2%	258	41.6%
Feb-17	319	48.5%	97	14.7%	242	36.8%
Mar-17	362	45.4%	118	14.8%	318	39.8%
Apr-17	286	47.4%	121	20.1%	196	32.5%
May-17	362	49.1%	98	13.3%	278	37.7%
Jun-17	298	43.4%	75	10.9%	313	45.6%
Jul-17	291	47.2%	105	17.0%	220	35.7%
Aug-17	343	45.7%	121	16.1%	286	38.1%
Sep-17	245	49.6%	93	18.8%	156	31.6%
Oct-17	417	54.4%	105	13.7%	244	31.9%
Nov-17	403	49.3%	151	18.5%	263	32.2%

In-month performance

Close with info and advice

Step down to FSP/TS
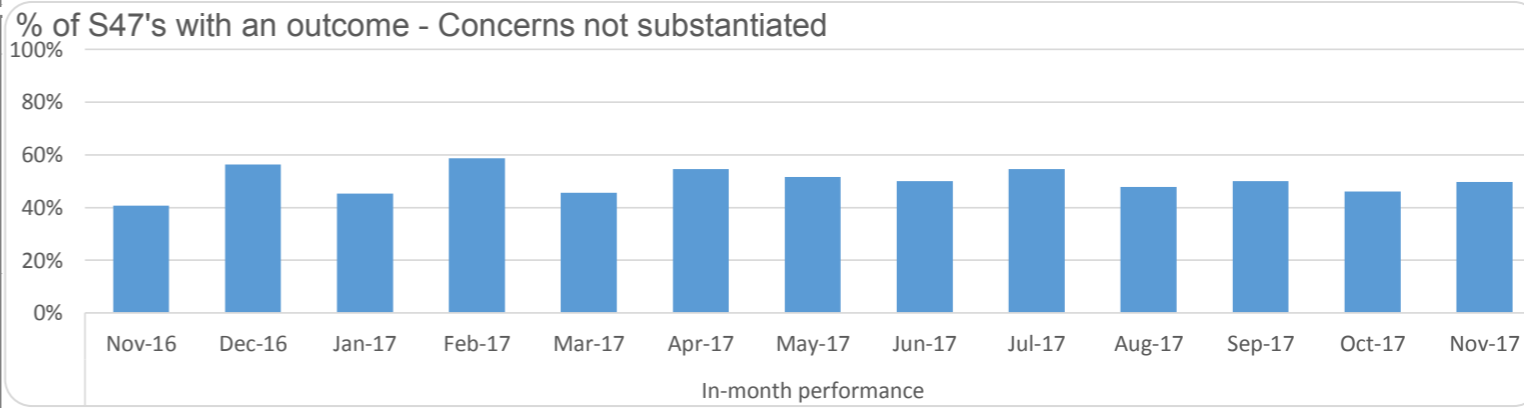

Ongoing involvement
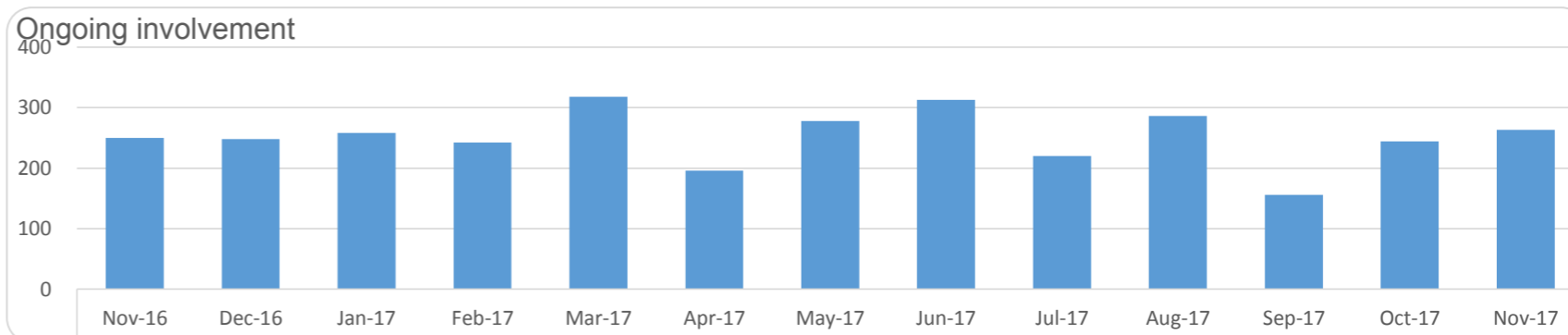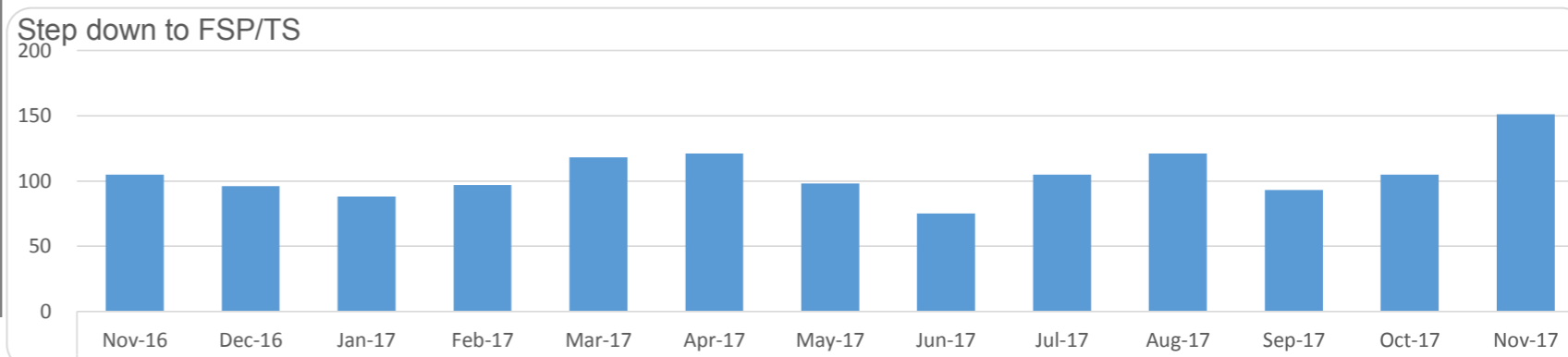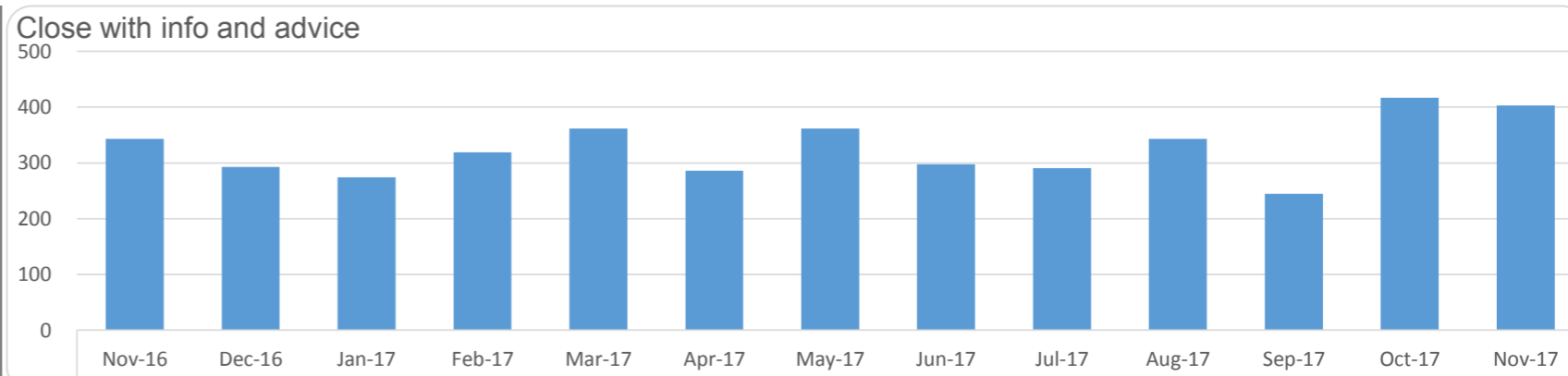
Definition	S47 of the Children Act 1989 states that where there is reasonable cause to suspect that a child may have suffered or is likely to suffer significant harm the local authority must make such inquiries as are necessary in order to determine what if any action needs to be taken to safeguard the child. This is the duty to investigate.
Performance analysis	Whilst lower than the National average, the number of S47s per 10k population is higher than the statistical and Eastern Region figures. However, we have similar performance regarding % of S47s with an outcome of concerns not substantiated with the Eastern Region average. New, separate forms have been introduced into CareFirst for practitioners to record section 47 investigations (including any ABE undertaken as part of it). This will enable us to not only be clearer about the data, but also allow easier review of the quality & timeliness of the investigations being undertaken.

	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-16	119.3	167	78	46.7%	21	12.6%	68	40.7%
Dec-16	135.8	190	66	34.7%	17	8.9%	107	56.3%
Jan-17	135.8	190	80	42.1%	24	12.6%	86	45.3%
Feb-17	142.2	199	75	37.7%	7	3.5%	117	58.8%
Mar-17	180.1	252	97	38.5%	40	15.9%	115	45.6%
Apr-17	115.0	161	55	34.2%	18	11.2%	88	54.7%
May-17	150.8	211	79	37.4%	23	10.9%	109	51.7%
Jun-17	141.5	198	70	35.4%	29	14.6%	99	50.0%
Jul-17	132.2	185	69	37.3%	15	8.1%	101	54.6%
Aug-17	143.6	201	69	34.3%	36	17.9%	96	47.8%
Sep-17	87.2	122	47	38.5%	14	11.5%	61	50.0%
Oct-17	139.3	195	86	44.1%	19	9.7%	90	46.2%
Nov-17	140.8	197	69	35.0%	30	15.2%	98	49.7%

In-month performance
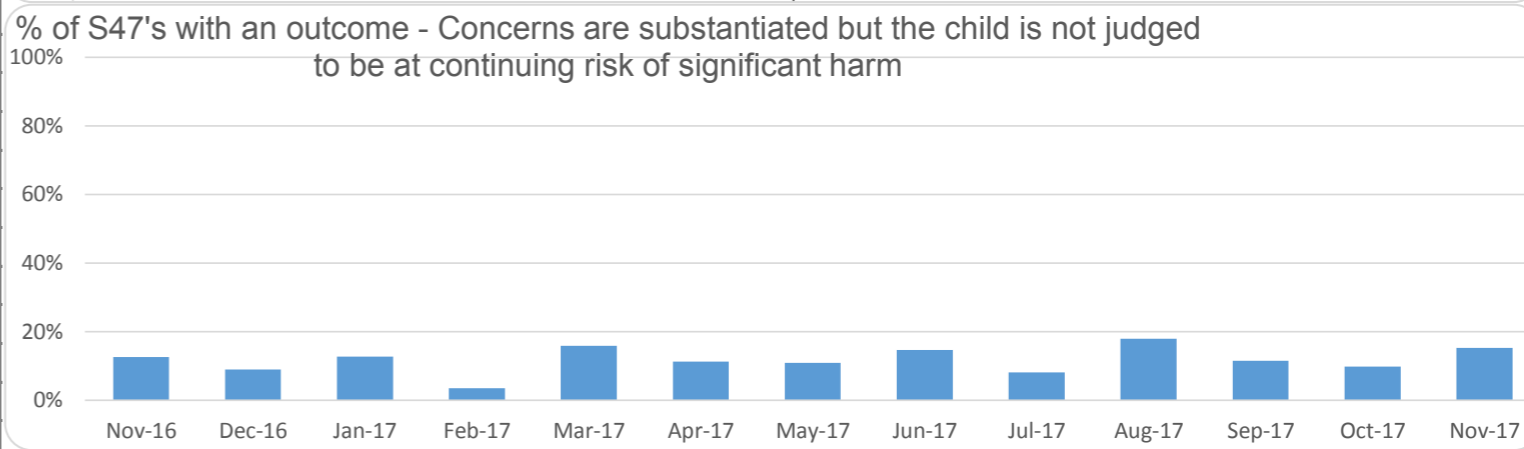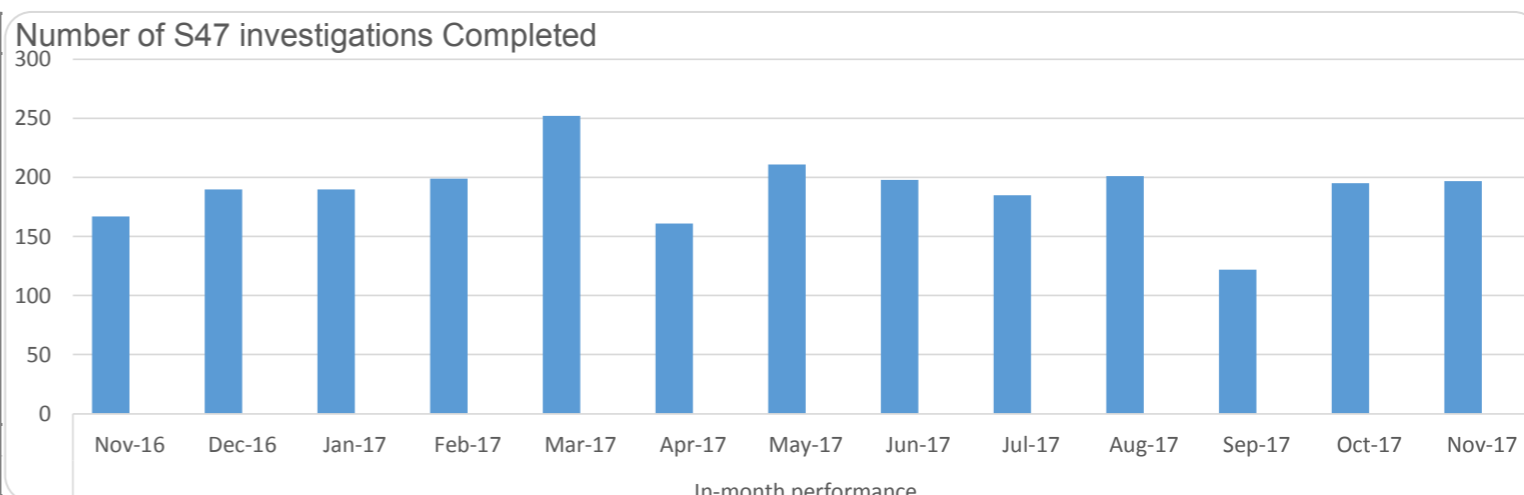
Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Number of S47's per 10,000 population aged 0-17 - rolling 12 month performance	140.8	131.9	147.5	91.7	93.9
% of S47's with an outcome - Concerns not substantiated					44.8%

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

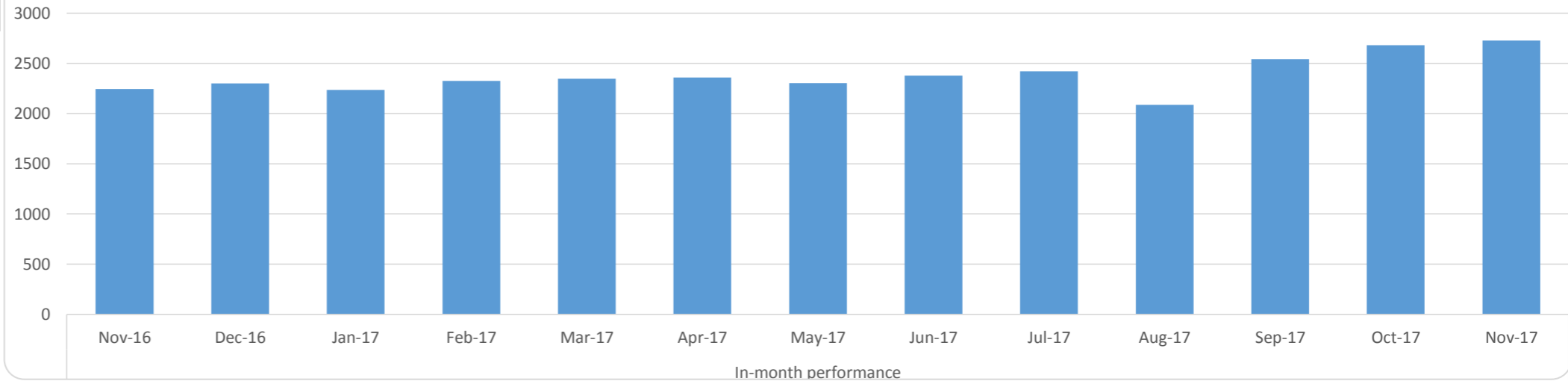| Definition	If a child is found to be disabled or the assessment finds that their health and development is likely to suffer without local authority intervention, the child will be classed as 'in need' as defined by Section 17 of the Children Act 1989. This means that the Local Authority will then be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

Performance analysis	The CIN numbers have risen in line with the increase in referrals. It is acknowledged that this is having an impact on caseloads, particualrly within the Assessment Teams.

	5.1	**5.2**
	Section 17 CIN Nos.	Number of CIN (inc. CPP as per DfE definition)
Good perf. is:	*Low*	*Low*
Nov-16	1,723	2,245
Dec-16	1,775	2,302
Jan-17	1,701	2,237
Feb-17	1,770	2,327
Mar-17	1,765	2,347
Apr-17	1,778	2,360
May-17	1,735	2,303
Jun-17	1,829	2,379
Jul-17	1,863	2,420
Aug-17	1,534	2,087
Sep-17	2,005	2,541
Oct-17	2,139	2,682
Nov-17	2,182	2,727
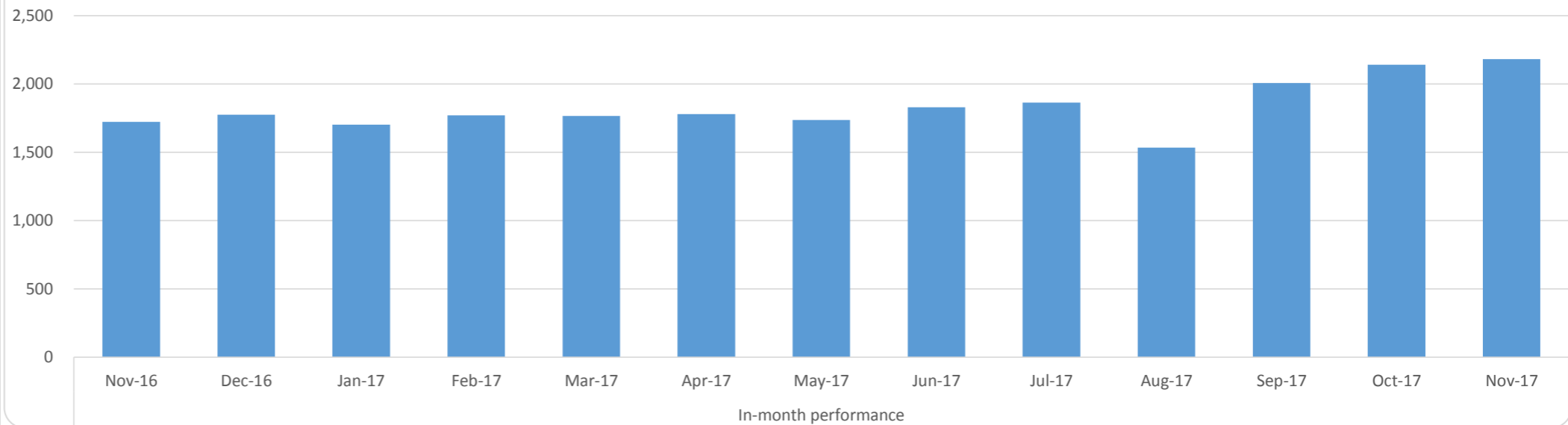
(In-month performance)

Section 17 CIN Nos.

In-month performance

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

In-month performance

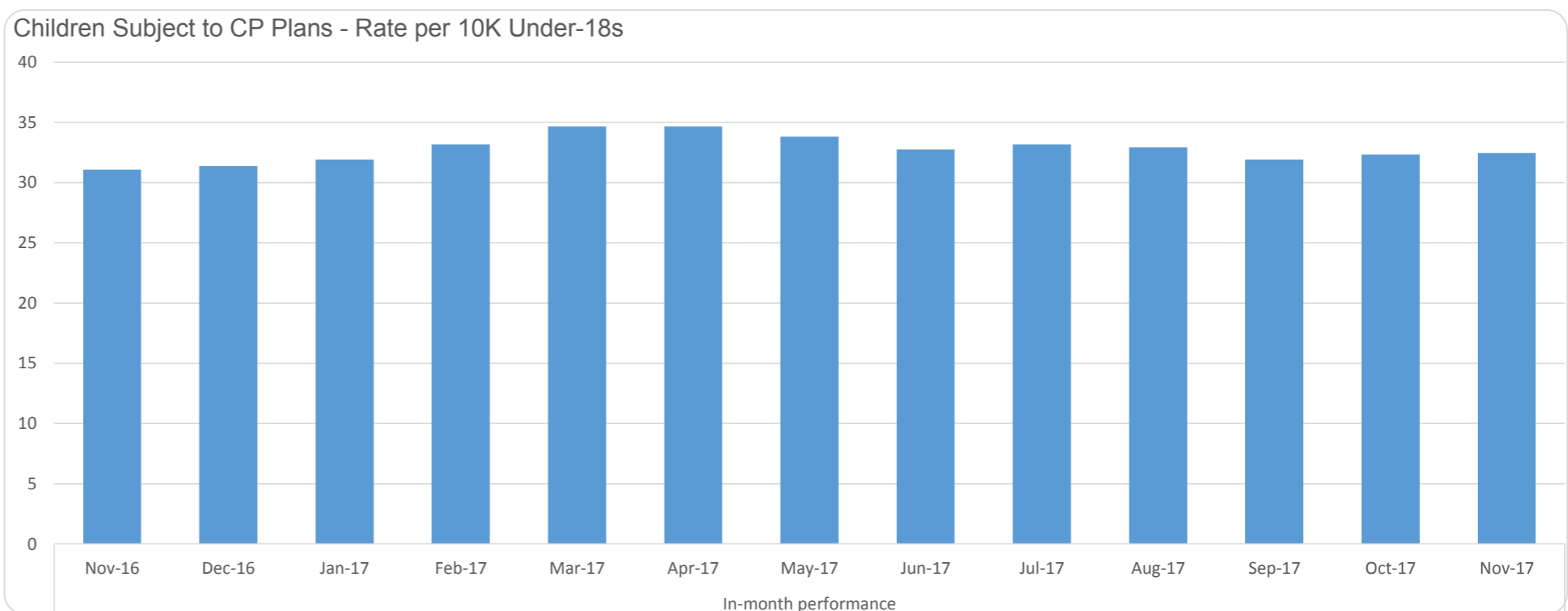|	
Definition	A child's plan needs to be developed for each individual child taking into account any identified needs that require intervention. Each type of plan has a completion timescale. The data below looks at Child in Need Plans.
Performance analysis	The percentage of CIN with an up to date plan is linked to the percentage of social work assessments completed in timescales - where assessment have gone over timescales but the plan is for closure or stepdown, the reporting counts those children as being out of timescales for a CIN plan. This is particularly evidenced in Norwich where only 46% of CIN appear to have an up to date plan - it is known that there is a backlog of cases with a number of Social workers in one of the assessment teams that need to be written up and closed or stepped down. It is right that CIN plans are not added to these children's records as it is disproportionate to do so. However, it is important that all team mangers know which of the children without a CIN plan should have one and ensure that this is completed in a timely way.

	5.5
	S17 CIN with an up to date CIN plan - %
Good perf. is:	*High*
Nov-16	75.8%
Dec-16	73.5%
Jan-17	85.7%
Feb-17	86.7%
Mar-17	81.9%
Apr-17	78.3%
May-17	82.1%
Jun-17	79.9%
Jul-17	84.0%
Aug-17	80.0%
Sep-17	75.1%
Oct-17	71.5%
Nov-17	64.7%
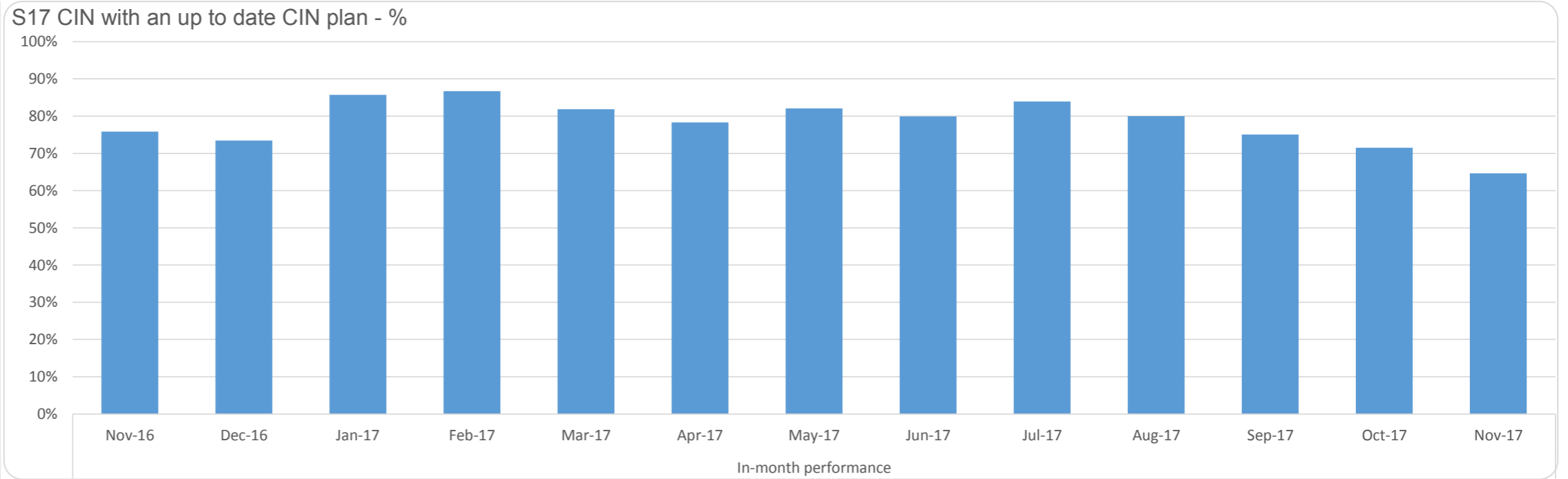
In-month performance

S17 CIN with an up to date CIN plan - %

In-month performance

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	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 | Despite the increase in referrals the number of children subject to CP plans has not significantly increased and is in line with the Eastern Region average. Norwich continue to have a very high rate per 10k of 67.4, however this has reduced from the high of 77.0 in May 17. Whilst it is acknowledged that Norwich is an area of high deprivation, the CP numbers need to continue to be monitored and thresholds tested through audit and performance and challenge conversations. |

	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-16	522	31.1
Dec-16	527	31.4
Jan-17	536	31.9
Feb-17	557	33.2
Mar-17	582	34.7
Apr-17	582	34.7
May-17	568	33.8
Jun-17	550	32.7
Jul-17	557	33.2
Aug-17	553	32.9
Sep-17	536	31.9
Oct-17	543	32.3
Nov-17	545	32.5

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

Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Children Subject to CP Plans - Rate per 10K Under-18s	32.5	42.6	43.1	27.2	30.6

Children Subject to CP Plans - Rate per 10K Under-18s, by locality
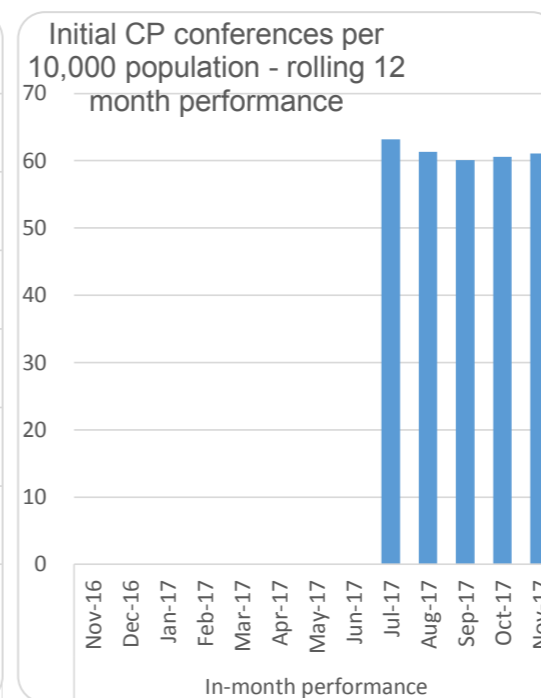
Definition	Following a Section 47 investigation a child protection conference may be convened to consider all the information gained and determine the next course of action. The conference will decide if the child needs to be made subject to a child protection plan. The aim of the plan is to ensure the child is safe from harm and remains that way.
Performance analysis	Whilst the data indicates that 30% of ICPCs were not held in timescales, a quick dip sampling exercise indicates that this figure should be smaller as in many of the cases there are recording errors and it is clear that the ICPCs were held in timescales. Other cases show clearly that the initial, in timescale, ICPC was stood down and rearranged.

	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-16	-	-	88	77	87.5%
Dec-16	-	-	64	54	84.4%
Jan-17	-	-	83	61	73.5%
Feb-17	-	-	97	95	97.9%
Mar-17	-	-	110	97	88.2%
Apr-17	-	-	64	59	92.2%
May-17	-	-	94	74	78.7%
Jun-17	-	-	88	70	79.5%
Jul-17	1,061	63	108	98	90.7%
Aug-17	1,030	61	55	48	87.3%
Sep-17	1,009	60	74	65	87.8%
Oct-17	1,017	61	92	67	72.8%
Nov-17	1,026	61	97	68	70.1%

In-month performance
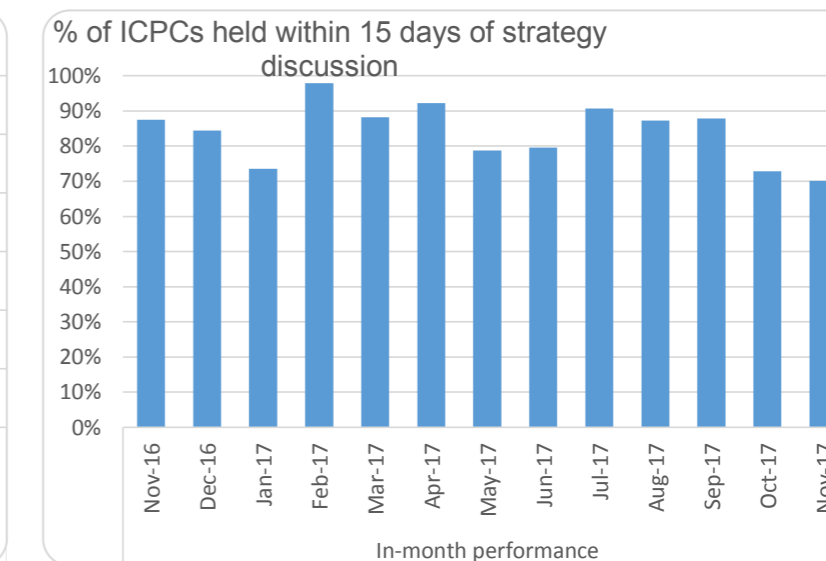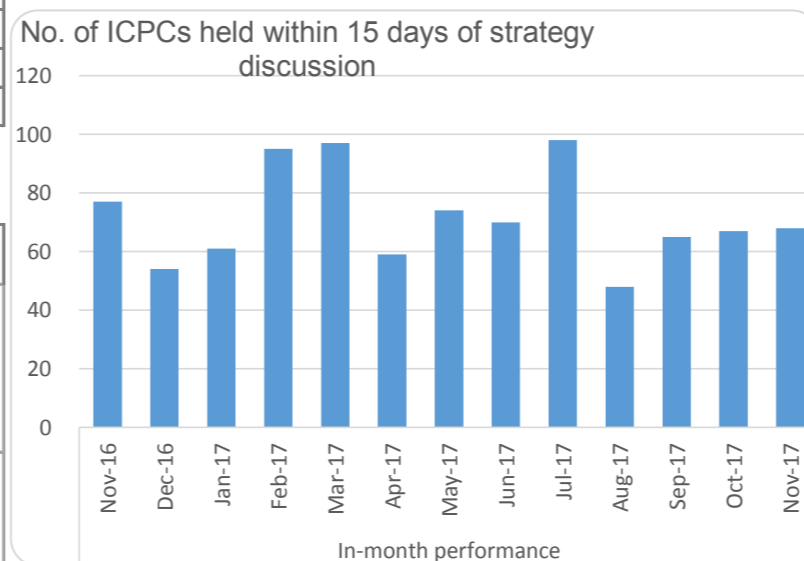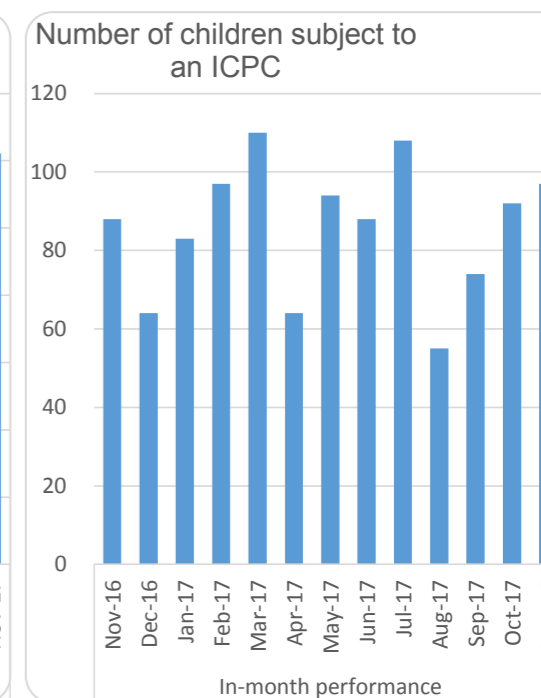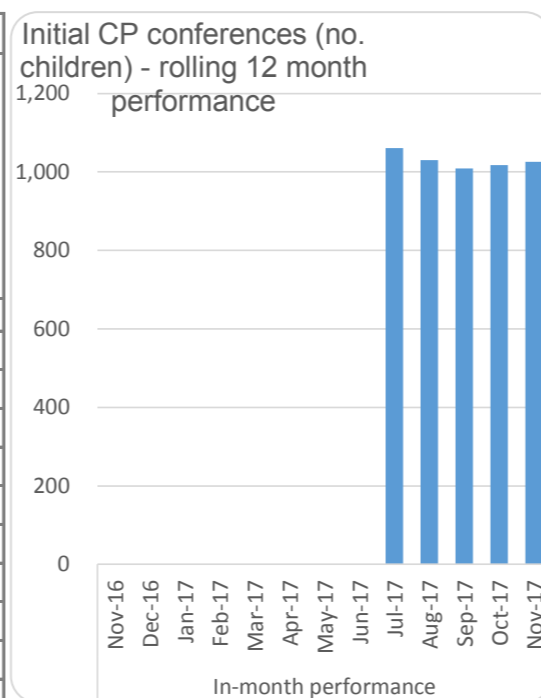
Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
Initial CP conferences per 10,000 population - rolling 12 month performance	61.1	65.9	62.6	40.1	44.7
% of ICPCs held within 15 days of strategy discussion	70.1%	81.6%	77.1%	93.4%	69.8%

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

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

Number of children subject to an ICPC — *In-month performance*

No. of ICPCs held within 15 days of strategy discussion — *In-month performance*

% of ICPCs held within 15 days of strategy discussion — *In-month performance*

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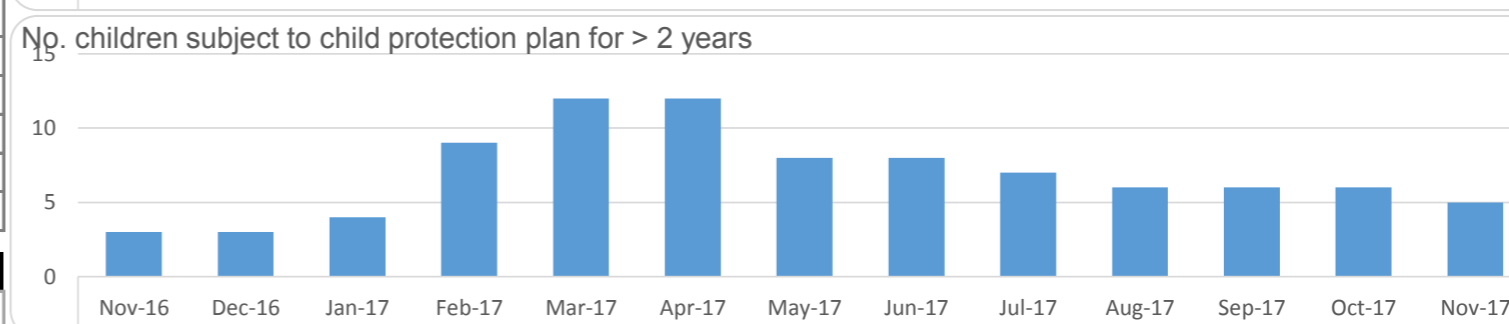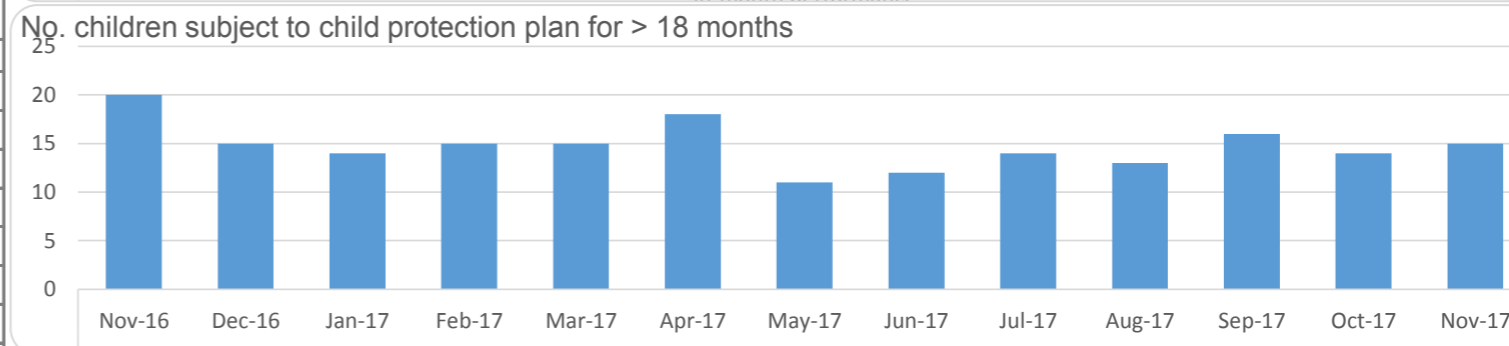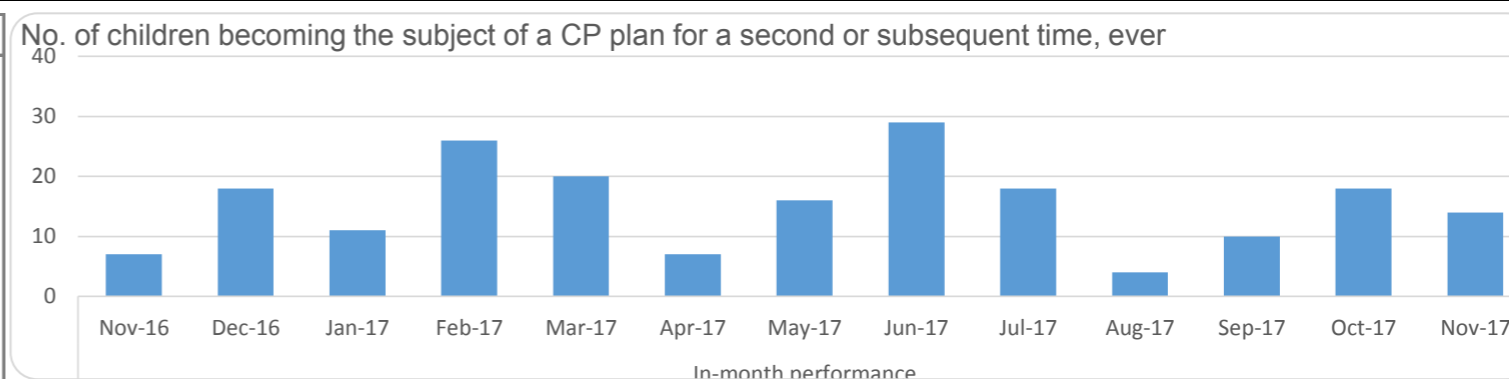|	
Definition	Child Protection plans remain in force until the child is considered to no longer be at risk of harm, moves out of the local authority area, or reaches the age of 18.
Performance analysis	Whilst the numbers of children subject to a second to subsequent CP are lower than they have been, the % remains higher than statistical neighbour and national averages. A recent audit of cases in this cohort raised a hypothesis regarding a possible lack of robust support when previous CP plans have closed. If numbers rise in the next few months, further exploration of this may be needed to test the previously considered hypothesis.

	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-16	7	22.5%	20	3	0.6%	5	4.7%
Dec-16	18	22.2%	15	3	0.6%	0	0.0%
Jan-17	11	21.6%	14	4	0.7%	0	0.0%
Feb-17	26	22.6%	15	9	1.6%	1	1.6%
Mar-17	20	23.1%	15	12	2.1%	0	0.0%
Apr-17	7	22.7%	18	12	2.1%	0	0.0%
May-17	16	21.8%	11	8	1.4%	5	5.8%
Jun-17	29	23.1%	12	8	1.5%	0	0.0%
Jul-17	18	23.1%	14	7	1.3%	1	1.3%
Aug-17	4	23.3%	13	6	1.1%	0	0.0%
Sep-17	10	22.8%	16	6	1.1%	2	2.8%
Oct-17	18	22.4%	14	6	1.1%	0	0.0%
Nov-17	14	23.6%	15	5	0.9%	0	0.0%

Benchmarking							
Norfolk		23.6%			0.9%		0.0%
Stat neigh avg		19.2%			3.3%		
Nat. avg		17.9%			2.1%		
Nat. top quartile		10.5%			0.3%		
Eastern region		10.6%			1.9%		3.1%

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

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

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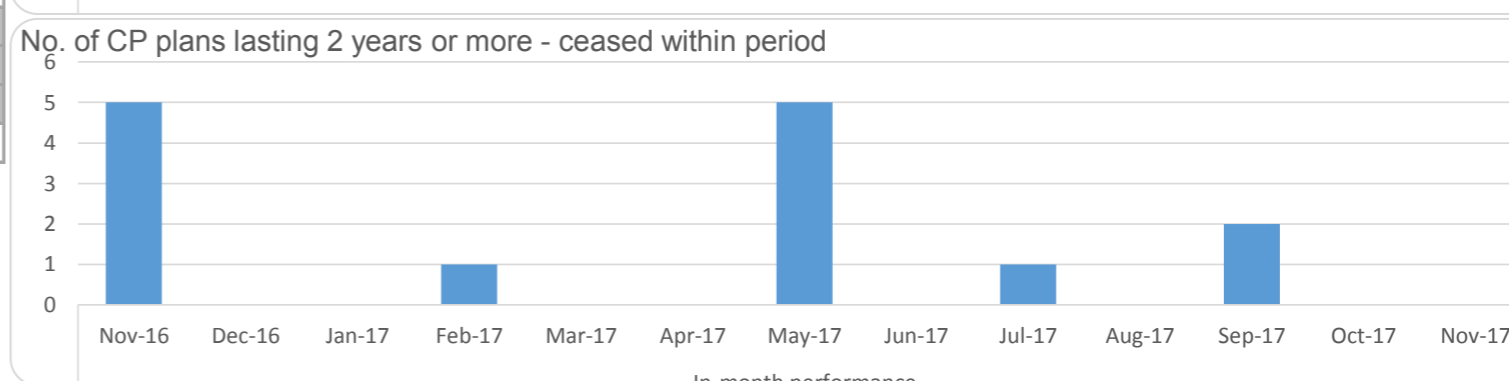
Definition	A child protection plan is reviewed after 3 months at a Review Conference and at intervals of no more than 6 months thereafter. The Norfolk Recording Timescales Framework states that children subject to a CP plan should be visited a minimum of 4 weekly (20 working days), however this timescale was changed in July 17 to 10 working days
Performance analysis	It is concerning that the percentage of children on CP plans seen within the 10 day timescales has fallen to 58%. The timescale was reduced from 20 working days in July 17 and whilst an initial dip in performance was expected, it was expected that this practice would become quickly embedded. Breckland and South are both showing good performance at circa 84%, whilst North have shown a big drop in performance from 72% in October to 31.8%. The Head of Social Work in the North needs to work with team managers to ensure there is clear expectation regarding whether children have been seen or not (i.e. if it is a recording issue) and put plans in place to address this. Given the differences in performance, consideration is needed as to why some localities can meet the timescale and others are finding this more of a challenge. Is this a caseload/SW vacancy issue or a fundemental practice issue?

	6.12	6.14
	% RCPCs held in timescale in month	% children on child protection plans seen within timescales**
Good perf. is:	*High*	*High*
Nov-16	97.2%	87.5%
Dec-16	97.0%	90.7%
Jan-17	95.1%	89.1%
Feb-17	97.9%	84.5%
Mar-17	93.8%	93.3%
Apr-17	100.0%	90.5%
May-17	87.1%	90.0%
Jun-17	90.7%	58.3%
Jul-17	95.8%	68.6%
Aug-17	96.8%	56.9%
Sep-17	91.4%	67.3%
Oct-17	95.8%	67.5%
Nov-17	95.7%	58.1%
Benchmarking		
Eastern region		77.5%

(In-month performance)

% RCPCs held in timescale in month

In-month performance

% children on child protection plans seen within timescales**

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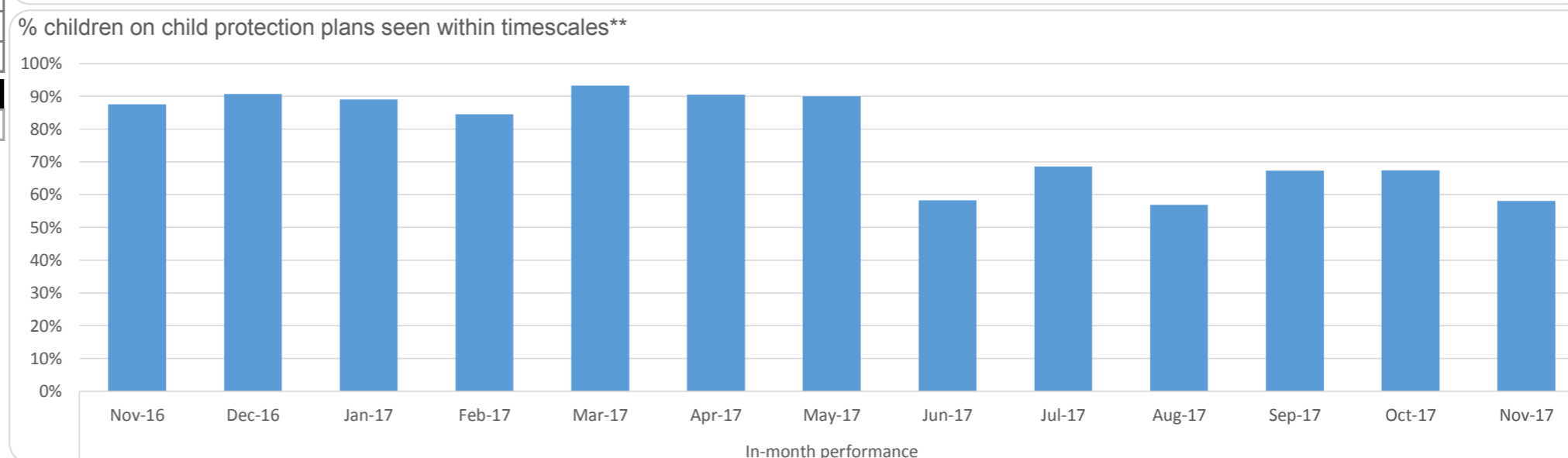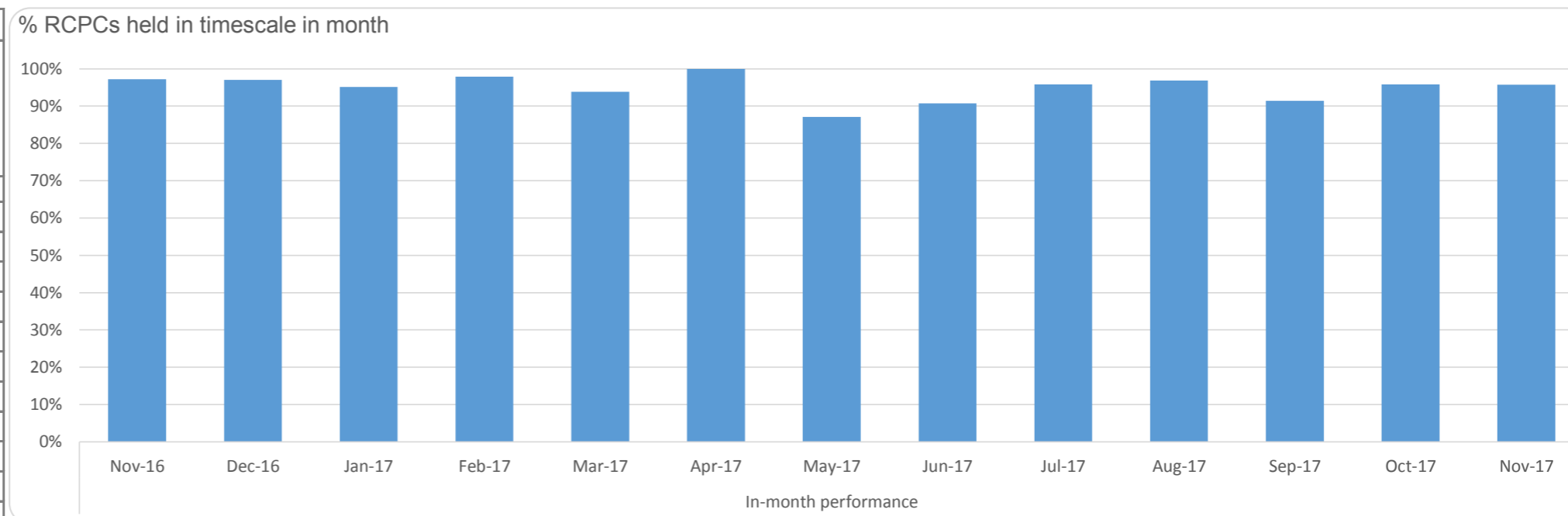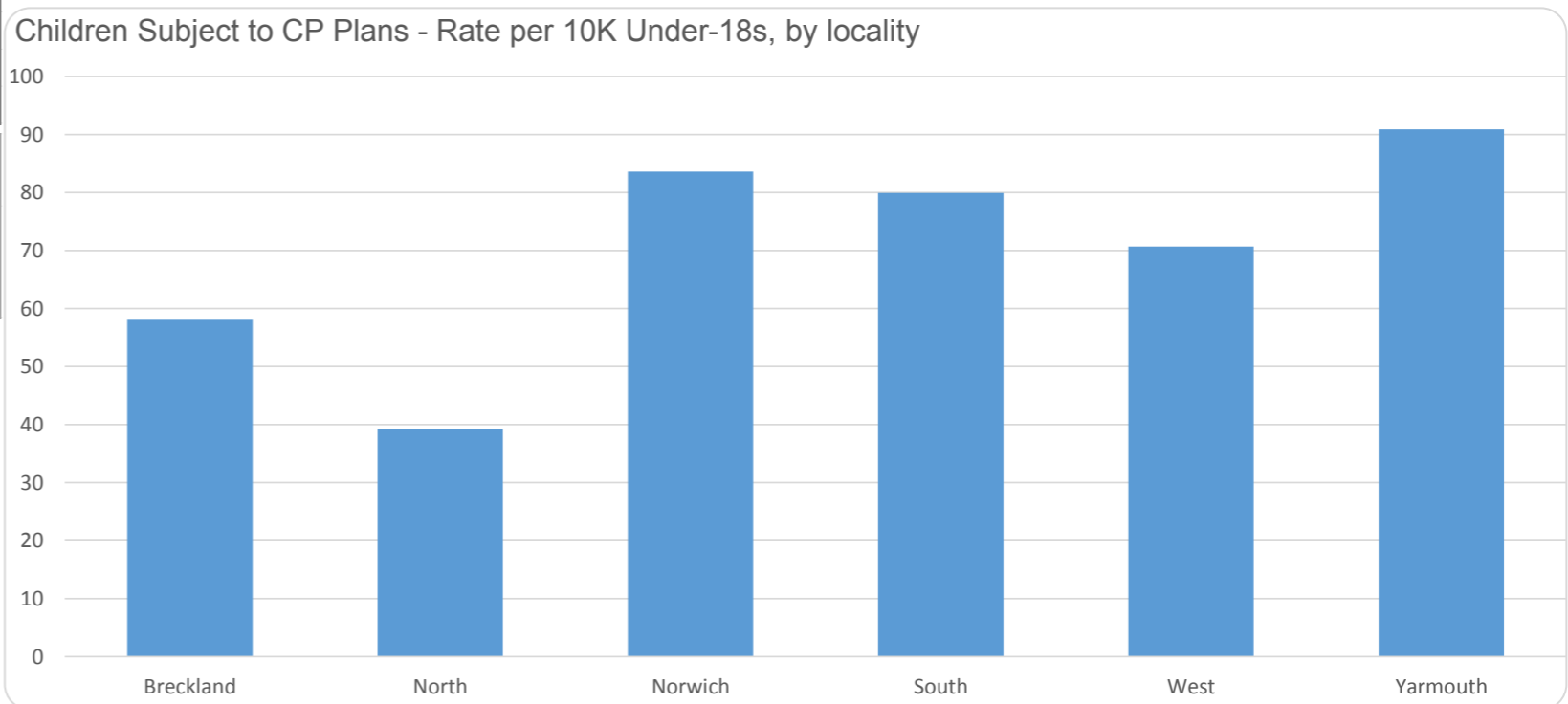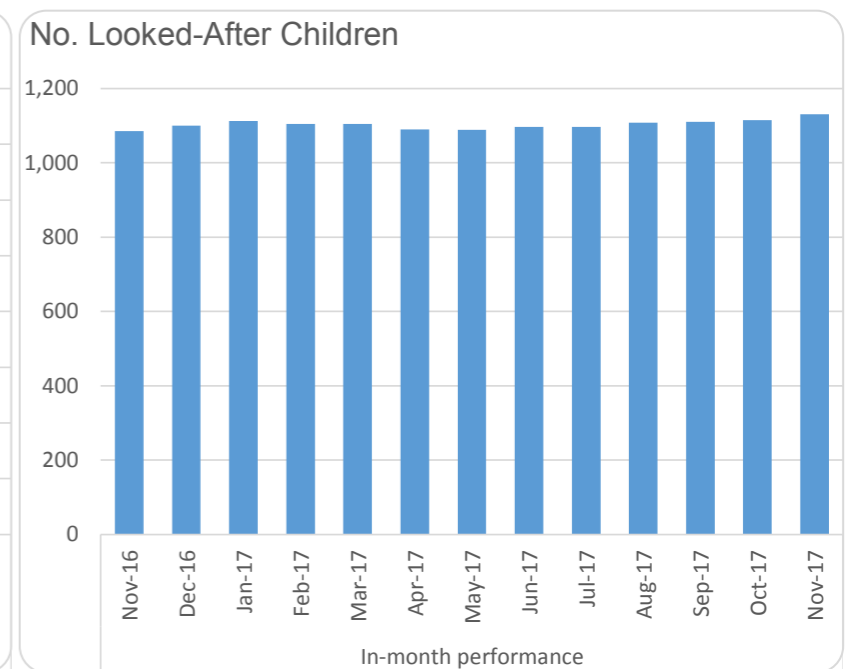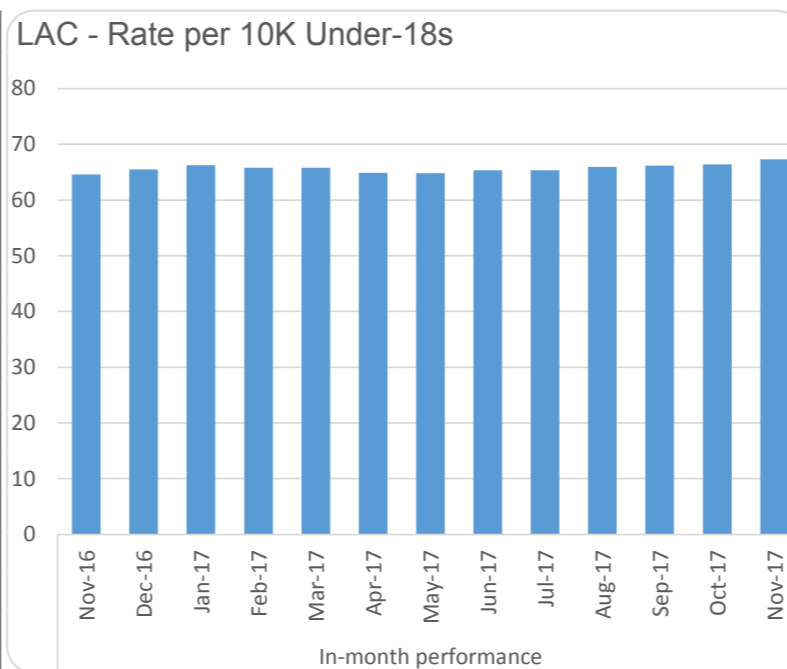
| | Definition | Looked After Children are those children who have become the responsibility of the Local Authority. This can happen voluntarily by parents (section 20) or through Care Proceedings. |

| | Performance analysis | The number of LAC in Norfolk has increased from 1085 in November 16 to 1131 at the end of November 17, an increase of 46 children in 12 months. Between November 16 and February 17 there was a small rise in numbers but this did start to decrease again, and by April 17 the figure was 1093. It was hoped that new initiatives around 'Edge of Care' and Early Help, alongside identified practice changes would start to show a small impact on our Looked after Children numbers over the following months. Whilst initially we did see some decrease, this has not been sustained. An analytical report is being completed to look at the cohort of children who have become Looked After between 01/04/17 & 30/11/17 to ascertain whether there are any trends or indicators that could lead to hypothesis around the increase in numbers and any practice issues. It also considers all children who have ceased to be looked after in the same period of time, looking in particular at age groups and the length of time spent in care. It is currently too soon to speculate about the impact of the New Directions Service as it has only been fully operational dince October 2017. |

	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-16	64.6	1,085	56	33
Dec-16	65.5	1,100	42	29
Jan-17	66.3	1,113	42	27
Feb-17	65.8	1,105	22	25
Mar-17	65.8	1,105	45	38
Apr-17	64.9	1,090	32	45
May-17	64.8	1,089	30	29
Jun-17	65.3	1,097	40	28
Jul-17	65.3	1,097	43	36
Aug-17	66.0	1,108	34	23
Sep-17	66.2	1,111	41	20
Oct-17	66.4	1,115	41	33
Nov-17	67.3	1,131	59	35

Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
LAC - Rate per 10K Under-18s	67.3	53.0	60.0	36.0	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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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	In respect of care planning, all localities aside from Norwich and Gt Yarmouth have seen small decline in performance from last month, although all still remain over 90%. The percentage of care leavers with Pathway plans has increased which is positive, although it is acknowledged more work is needed to return to the high performance seen in the Spring. What is even more encouraging is latest data from audit shows that more Pathway Plans that have been audited have been considered good (66% as at end October 17).

	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-16	97.1%	93.8%
Dec-16	98.5%	90.4%
Jan-17	98.6%	90.6%
Feb-17	98.0%	96.4%
Mar-17	97.3%	97.2%
Apr-17	97.1%	95.8%
May-17	96.5%	93.8%
Jun-17	96.6%	91.1%
Jul-17	96.7%	92.0%
Aug-17	96.1%	87.1%
Sep-17	96.8%	87.6%
Oct-17	97.0%	87.4%
Nov-17	95.3%	89.2%
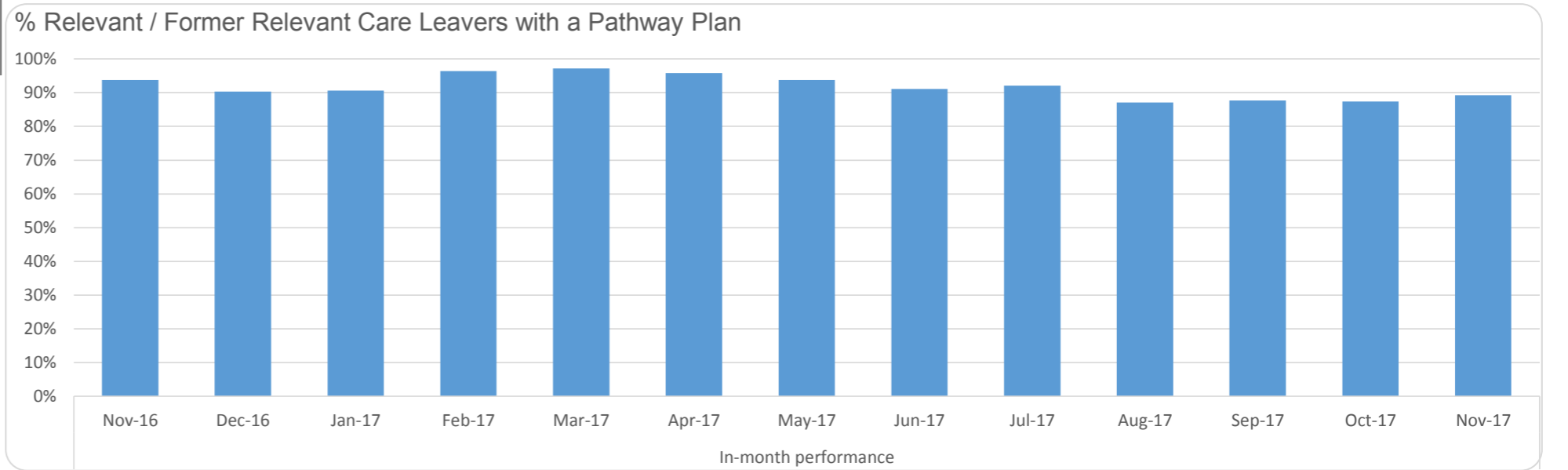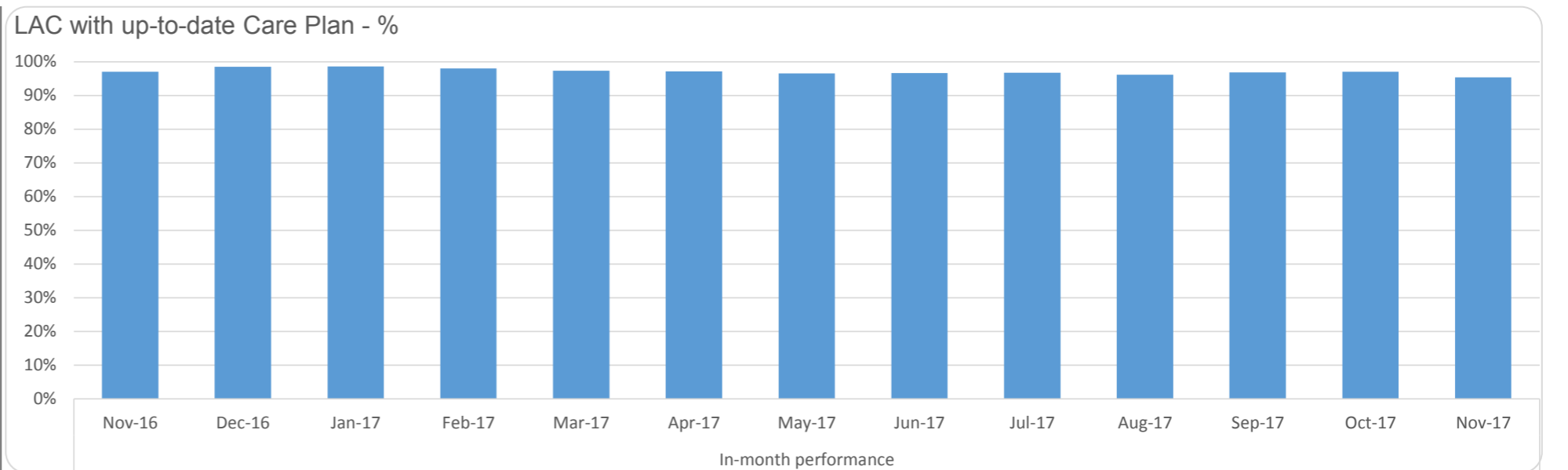
In-month performance

LAC with up-to-date Care Plan - %

In-month performance

% Relevant / Former Relevant Care Leavers with a Pathway Plan
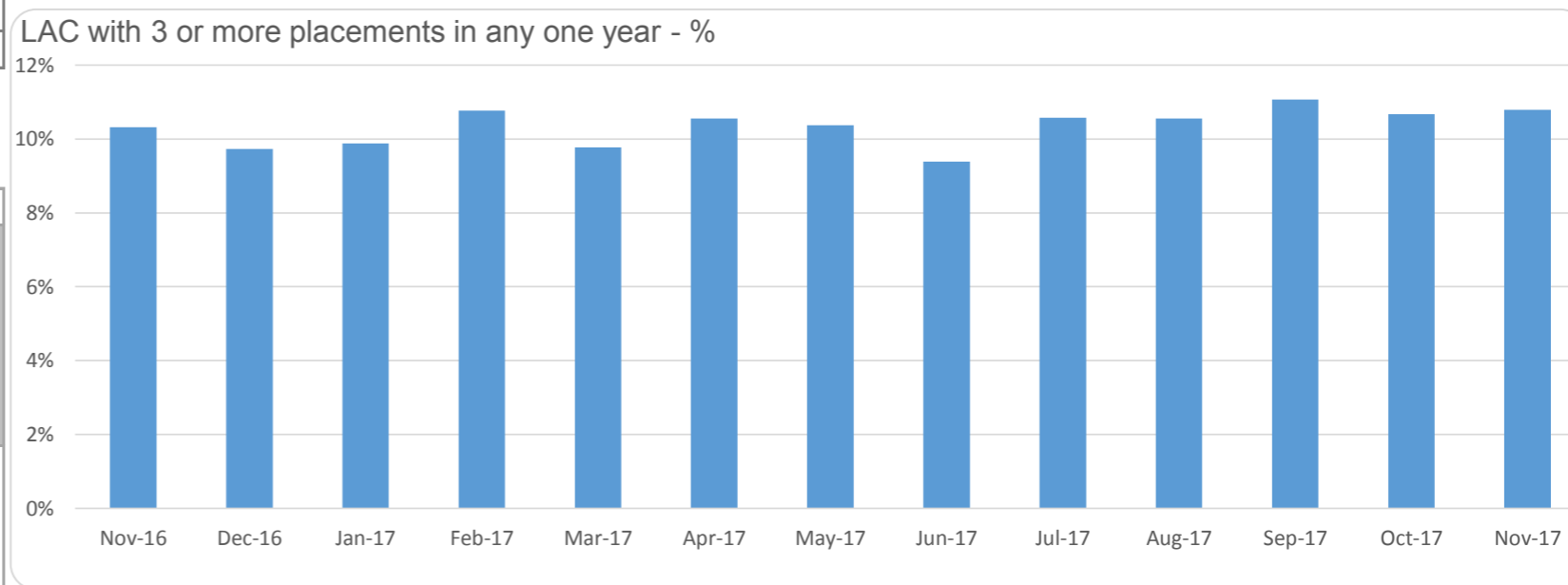

In-month performance

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	The figures for stability of placement remain reasonably in line with statistical neighbour and national averages. The issues of long term foster care as a permanency option for our looked after children is raised in recent analysis of LAC starts and ceases, whereby although it is acknowledged that long term foster/ residential care is the right permanency plan for some children, we need ensure we are not defaulting to care plans of long term care until independence without tenacious work to establish an alternative to care option for children alongside reassessment of children's care needs and their parents' (or wider family's) ability to meet these as they get older.

	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-16	70%	112	10.3%
Dec-16	70%	107	9.7%
Jan-17	71%	110	9.9%
Feb-17	71%	119	10.8%
Mar-17	66%	108	9.8%
Apr-17	72%	115	10.6%
May-17	73%	113	10.4%
Jun-17	73%	103	9.4%
Jul-17	71%	116	10.6%
Aug-17	72%	117	10.6%
Sep-17	71%	123	11.1%
Oct-17	71%	119	10.7%
Nov-17	72%	122	10.8%

In-month performance

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

In-month performance
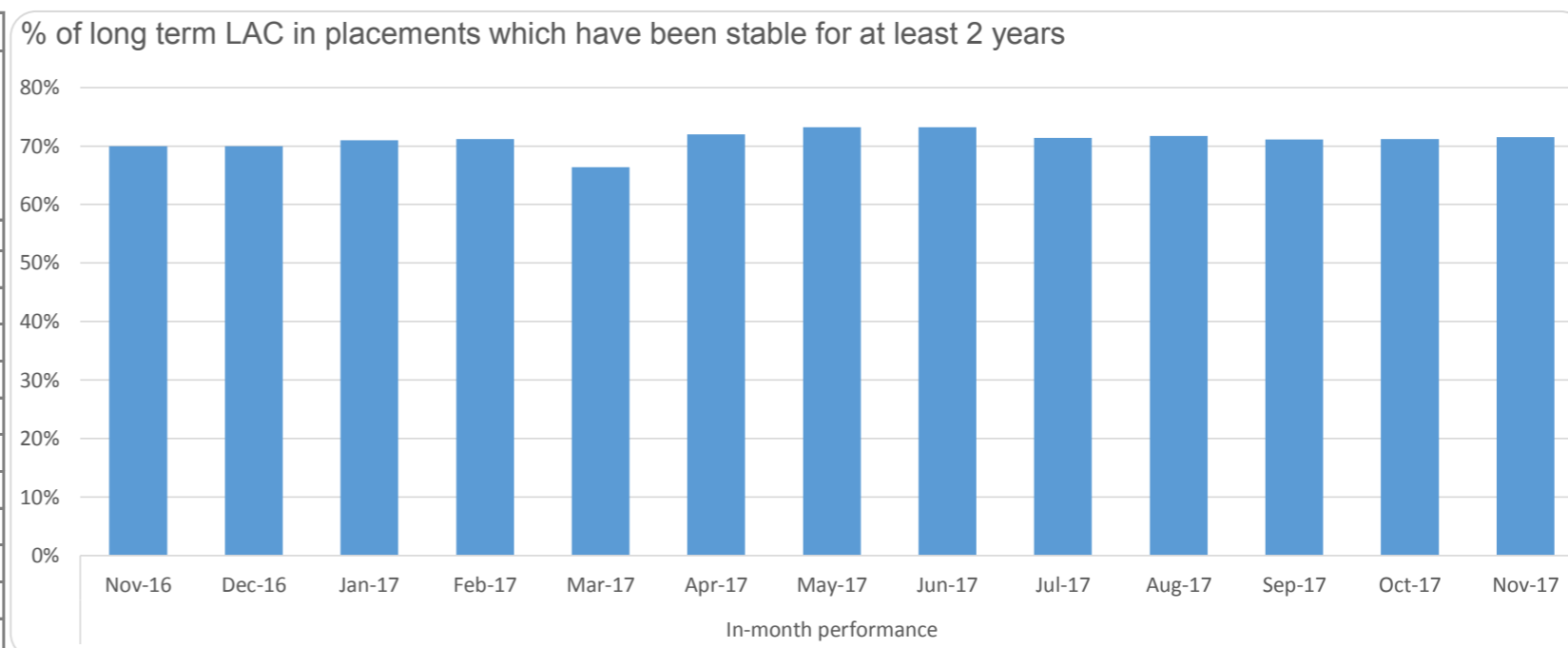
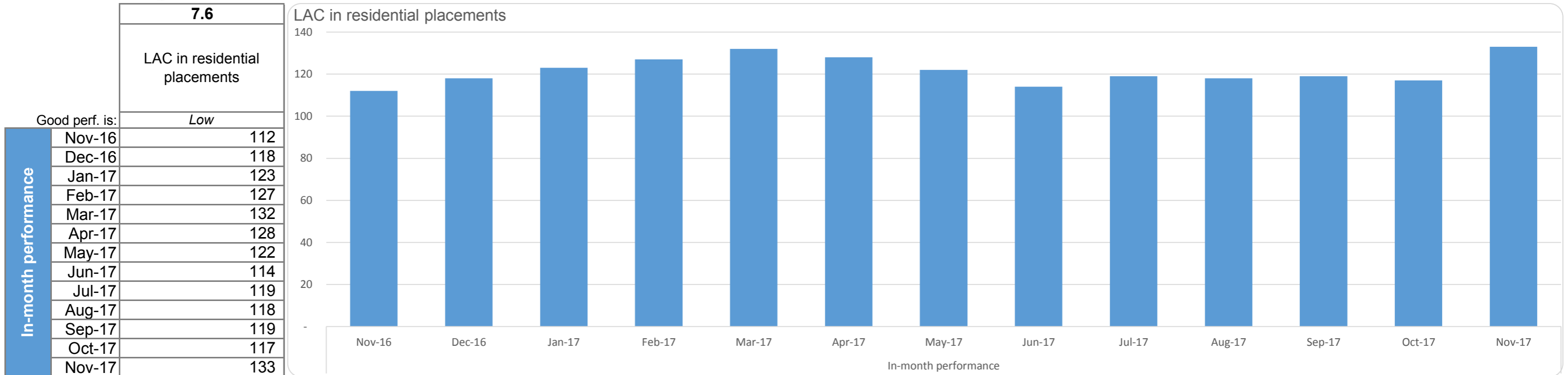| Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Eastern region
% of long term LAC in placements which have been stable for at least 2 years	71.5%	66.9%	68.0%	
LAC with 3 or more placements in any one year - %	10.8%	10.3%	10.0%	8.6%

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

Looked After Children in residential placements — (County - November 2017)
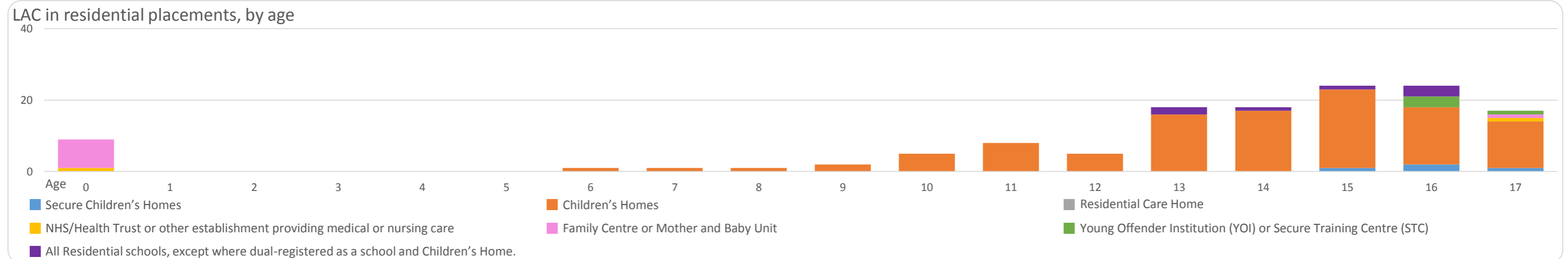
Definition	A LAC placement is where a child has become looked after by the Local Authority and is placed with foster carers, in a residential home or with parents or other relatives.

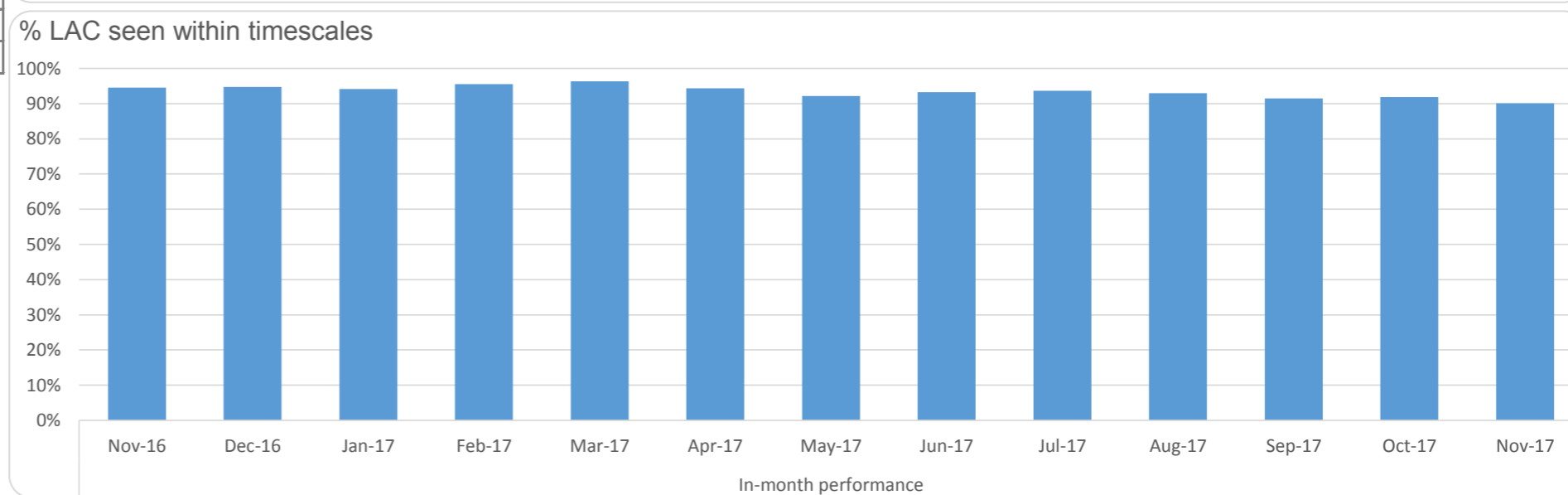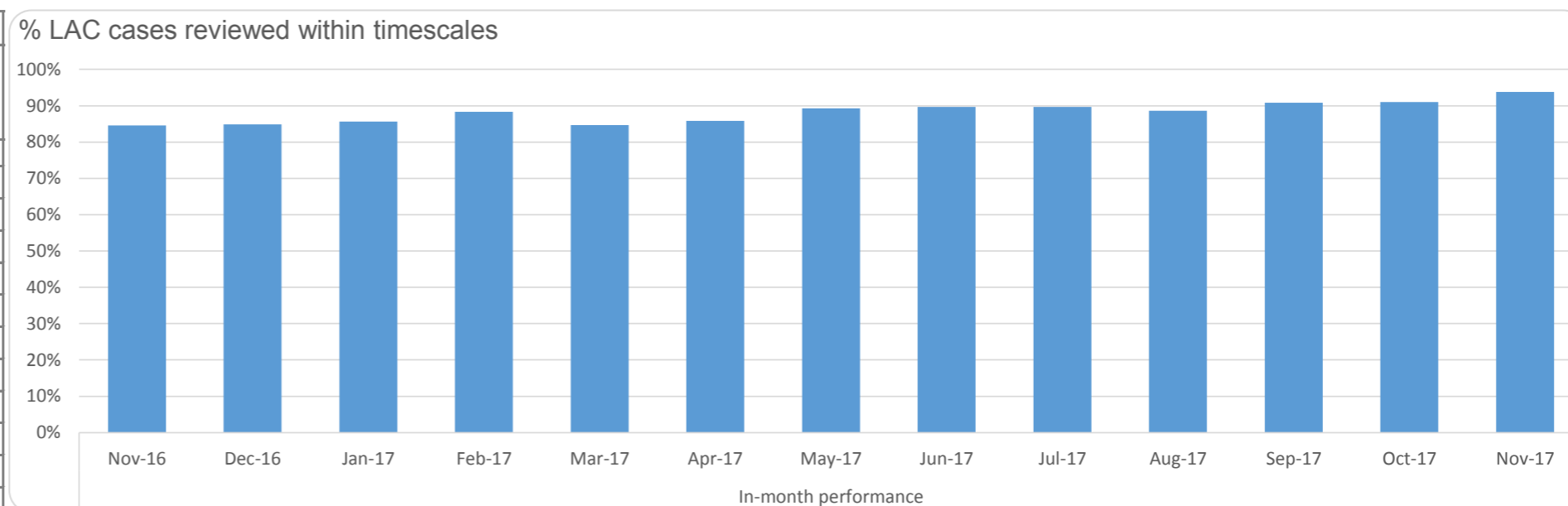|	
Performance analysis	The number of children placed in residential placements has risen sharply in the past month, to the highest number seen in the past year. The Local Authorities goal was to reduce this number to 105 children by the end of 2017, and although it was acknowledged that this was unlikely to be achieved, it was hoped that numbers would continue to fall. There were 58 children who started to be looked after in November, and this is likely to account for some of the increase in residential placements, especially given the sufficiency and availability of some foster carers who can work with complex and challenging behaviour. More case level examination of those children who have recently been placed in residential settings is needed to fully understand the increase. We are continuing work to increase the number of in-house carers to provide suitable alternatives to residential.

7.6

LAC in residential placements

In-month performance

Good perf. is: *Low*

Month	LAC in residential placements
Nov-16	112
Dec-16	118
Jan-17	123
Feb-17	127
Mar-17	132
Apr-17	128
May-17	122
Jun-17	114
Jul-17	119
Aug-17	118
Sep-17	119
Oct-17	117
Nov-17	133

LAC in residential placements

In-month performance

By age and placement:

Nov-17	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	2	1
Children's Homes	0	0	0	0	0	0	1	1	1	2	5	8	5	16	17	22	16	13
Residential Care Home	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NHS/Health Trust or other establishment providing medical or nursing care	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Family Centre or Mother and Baby Unit	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Young Offender Institution (YOI) or Secure Training Centre (STC)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	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	0	2	1	1	3	0

LAC in residential placements, by age

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

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Looked After Children Reviews and Visits   (County - November 2017)

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	LAC reviews in timescales data is at its highest for the last 12 months and evidences that alongside routine data checking to correct errors, the recording of meetings is more likely to be error free than previously. Thus the data gives a truer picture of performance than before and we can be assured that the majority of children have LAC reviews in timescales. Whilst over 90% of Looked After Children are still seen within timescales the figure has been dropping since July 17. The fall this month is due to small percentage decreases (between 2.5% and 5%) in West, South and Gt Yarmouth. This may be due to the impact of increasing LAC numbers but needs scrutiny by managers within those localities to ensure they know which children haven't been seen, why and what the plan is.

	7.7	7.15
	% LAC cases reviewed within timescales	% LAC seen within timescales
Good perf. is:	*High*	*High*
Nov-16	84.6%	94.6%
Dec-16	84.9%	94.7%
Jan-17	85.6%	94.2%
Feb-17	88.3%	95.5%
Mar-17	84.7%	96.3%
Apr-17	85.8%	94.4%
May-17	89.3%	92.1%
Jun-17	89.7%	93.2%
Jul-17	89.7%	93.7%
Aug-17	88.6%	93.0%
Sep-17	90.8%	91.4%
Oct-17	91.0%	91.9%
Nov-17	93.8%	90.1%

(In-month performance)

% LAC cases reviewed within timescales

In-month performance

% LAC seen within timescales

In-month performance

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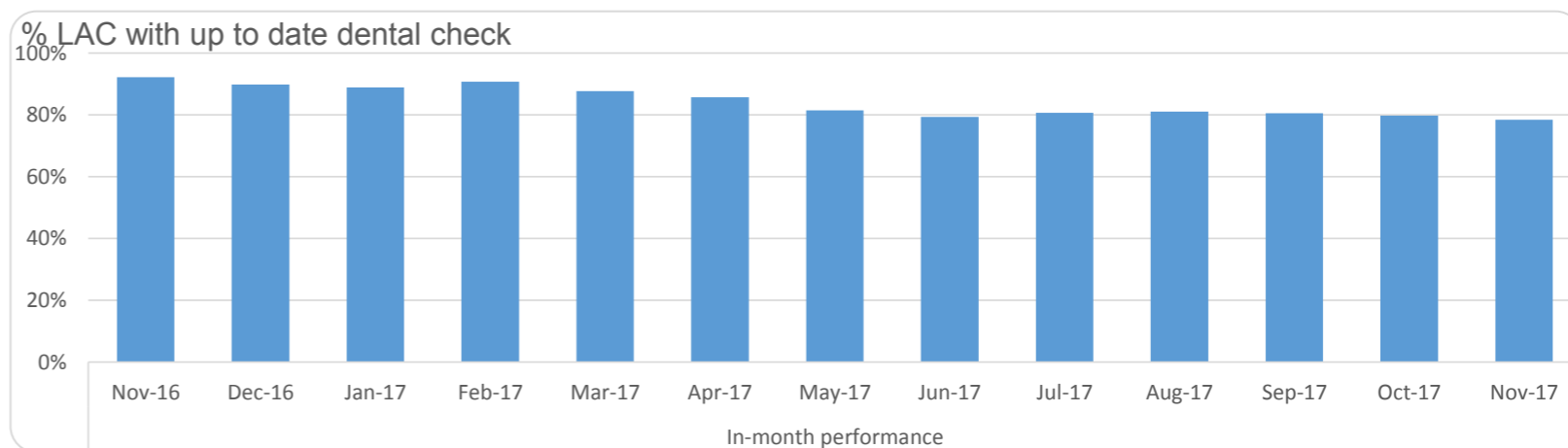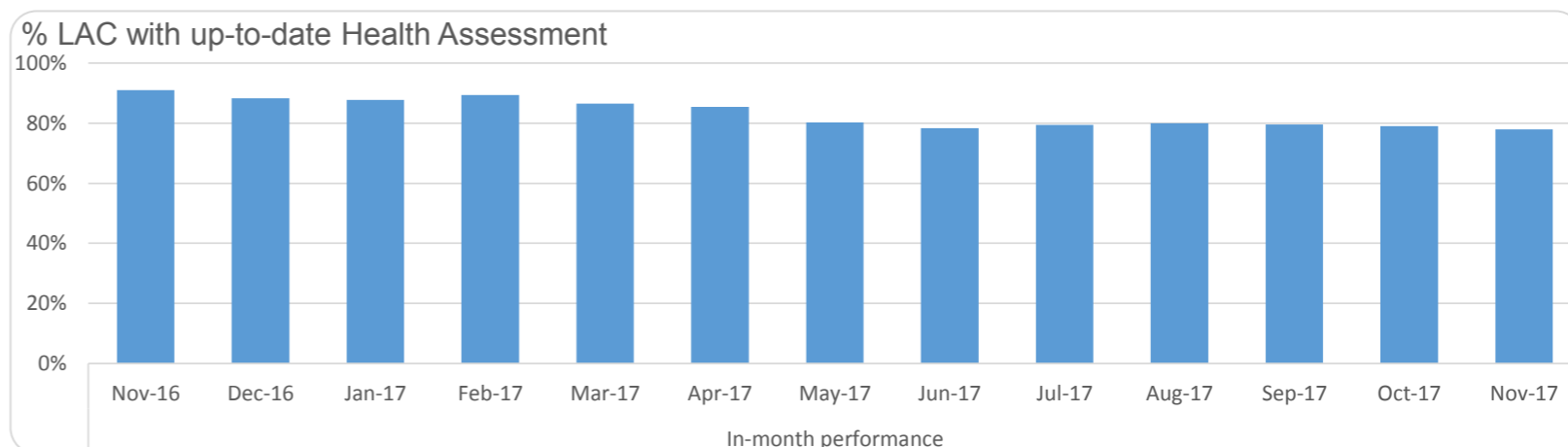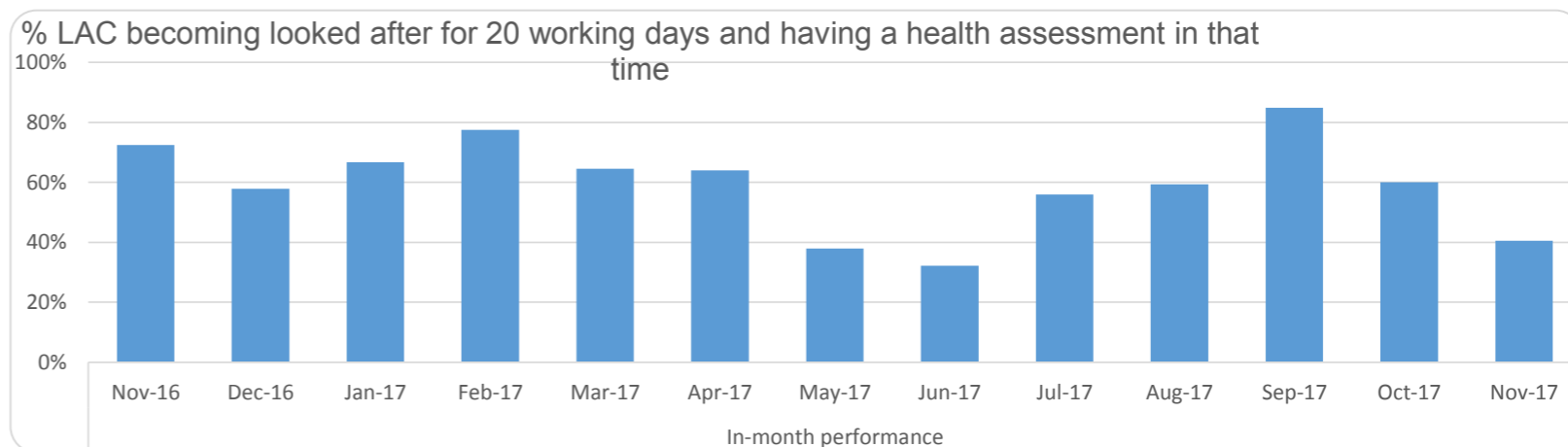|	
Definition	Local Authorities have a duty to safeguard and to promote the welfare of the children they look after. There is a statutory duty on Local Authorities to make arrangements to ensure that every child who is looked after has his/her health needs fully assessed and a health plan clearly set out.
Performance analysis	The drop in Initial Health Assessment (IHAs) figures is disappointing as we want to see sustained improvement in this area. Previously delays in health assessment were primarily due to our Health Partners capacity to offer appointments. They have addressed this and are now more able to offer timely assessments. The QA Hub log all reasons for delays and it is apparent that the drop in IHAs in timescales is due to 3 main factors - social work teams not forwarding the relevant paperwork within 5 working days of the child becoming LAC, difficulties in arranging IHAs for our children placed out of county and foster carers cancelling or not arriving for appointments. Whilst the issue of IHAs for out of county children is more complex, the other factors for the drop in performance can be remedied via strong messages to social work teams regarding the expectations around completing requests for IHA and Supervising Social Workers advising foster carers of the importance of the IHA and that they should not be cancelled (or not attend) without very good reason and agreement.

	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-16	29	72.5%	683	91.1%	691	92.1%
Dec-16	26	57.8%	661	88.4%	672	89.8%
Jan-17	28	66.7%	652	87.8%	660	88.8%
Feb-17	31	77.5%	666	89.4%	676	90.7%
Mar-17	20	64.5%	641	86.5%	650	87.7%
Apr-17	16	64.0%	622	85.4%	624	85.7%
May-17	11	37.9%	590	80.3%	599	81.5%
Jun-17	9	32.1%	579	78.3%	586	79.3%
Jul-17	19	55.9%	602	79.4%	611	80.6%
Aug-17	19	59.4%	614	79.9%	622	81.0%
Sep-17	28	84.8%	611	79.6%	618	80.5%
Oct-17	24	60.0%	613	79.1%	618	79.7%
Nov-17	15	40.5%	610	78.0%	613	78.4%
Benchmarking						
Eastern region		44.2%				

(Left vertical label: In-month performance)

% LAC becoming looked after for 20 working days and having a health assessment in that time
(In-month performance)

% LAC with up-to-date Health Assessment
(In-month performance)

% LAC with up to date dental check
(In-month performance)

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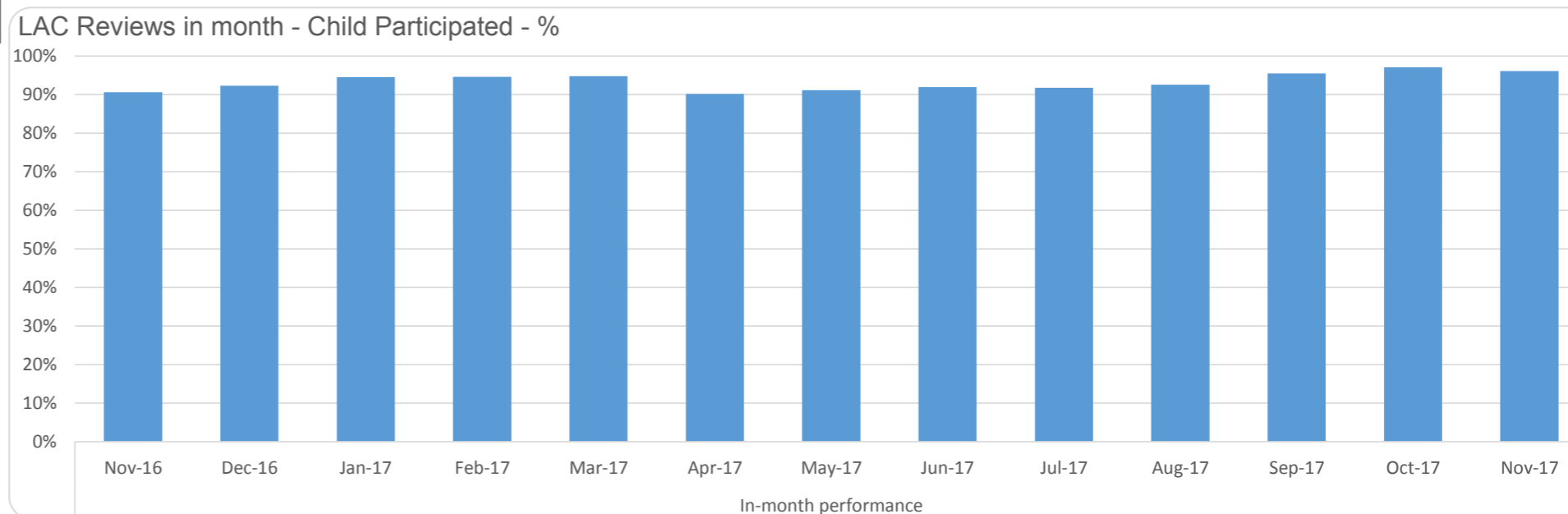| Definition	A personal education plan (PEP) is a school based meeting to plan for the education of a child in care. These are a statutory requirement for children in care to help track and promote their achievement.
Performance analysis	The practice of completing PEPs is now embedded in the service and performacne in this area continues to be good. Q2 data suggests that Norfolk is slightly above the Eastern Region average of 85.8%.

	7.13
	LAC with up-to-date PEP - %
Good perf. is:	*High*
Nov-16	82.5%
Dec-16	83.2%
Jan-17	70.0%
Feb-17	79.7%
Mar-17	84.2%
Apr-17	64.4%
May-17	73.3%
Jun-17	89.2%
Jul-17	89.5%
Aug-17	89.6%
Sep-17	89.4%
Oct-17	89.3%
Nov-17	89.7%

(In-month performance)

LAC with up-to-date PEP - %

In-month performance
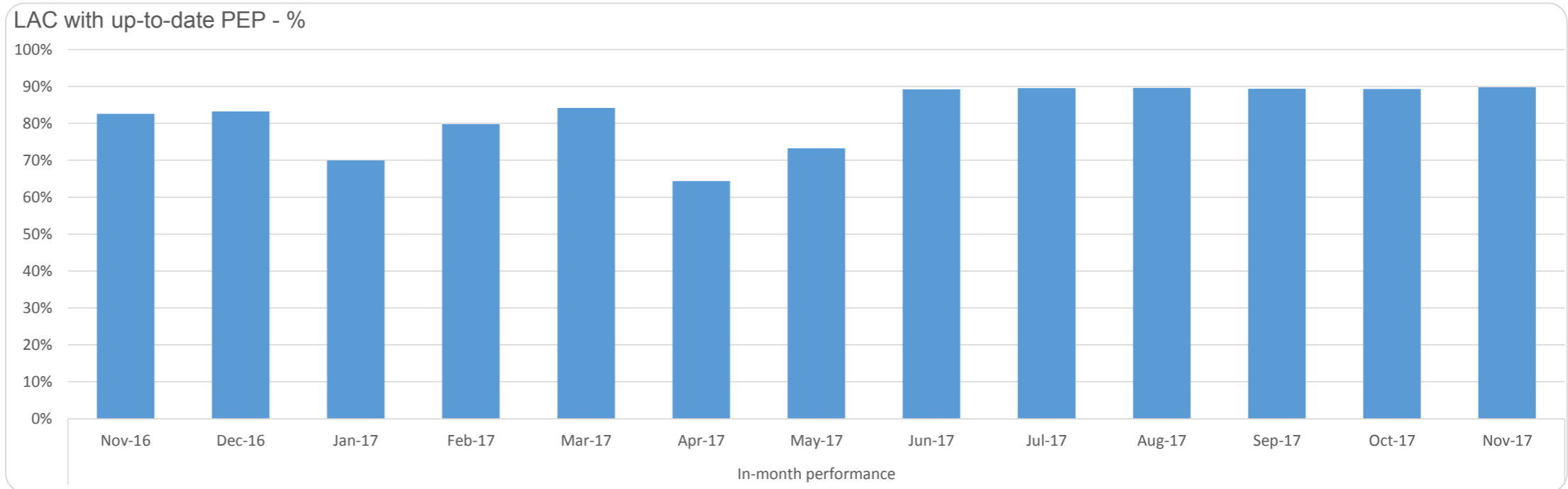
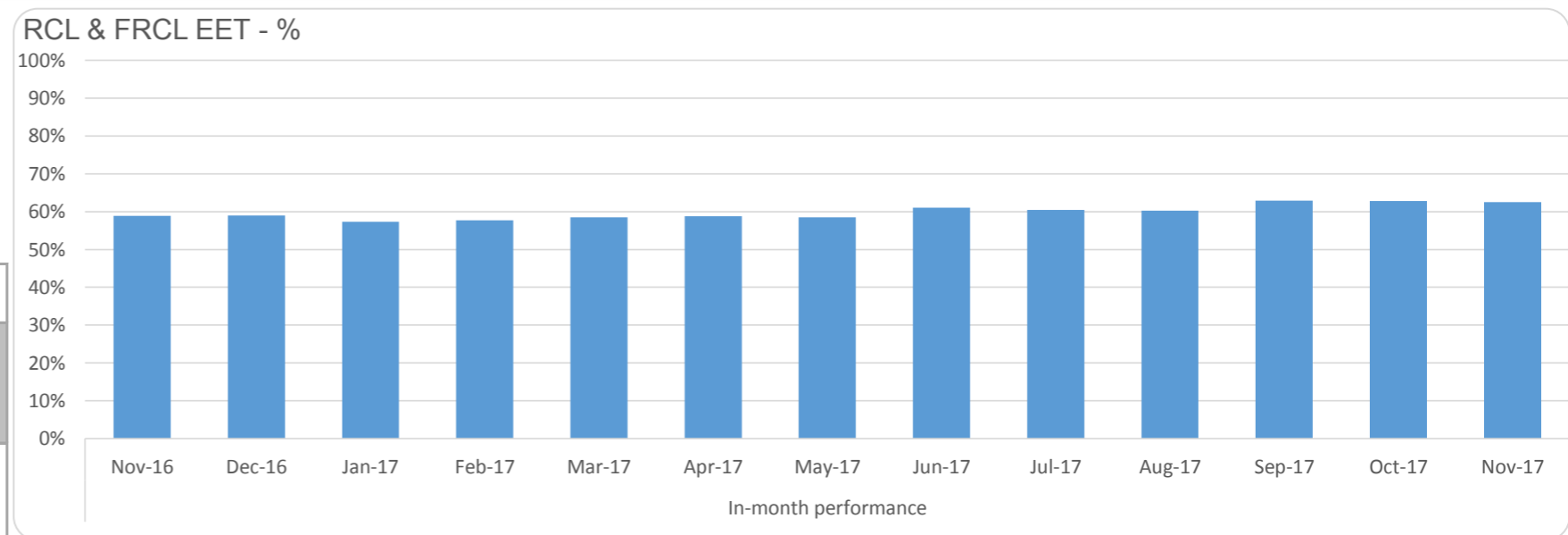|	
Definition	The Child's Voice is a phrase used to describe the real involvement of children and young people. They should always have the opportunity to describe things from their point of view, be continually involved in assessments and planning and have things fed back to them in a way they can understand. 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	The attendance of children at their LAC reviews has fallen slightly in November. Whilst this is still higher than before August it is important we do not lose the momentum of the good practice implemented by the IRO service and social work teams to facilitate reviews that encourage children to attend.

	7.17	7.18
	LAC Reviews in month - Child Attended - %	LAC Reviews in month - Child Participated - %
Good perf. is:	*High*	*High*
Nov-16	63.3%	90.6%
Dec-16	61.3%	92.3%
Jan-17	52.8%	94.5%
Feb-17	63.1%	94.6%
Mar-17	57.6%	94.8%
Apr-17	61.4%	90.2%
May-17	55.0%	91.1%
Jun-17	64.0%	91.9%
Jul-17	57.1%	91.7%
Aug-17	72.4%	92.5%
Sep-17	72.3%	95.5%
Oct-17	73.4%	97.0%
Nov-17	68.2%	96.1%

In-month performance

LAC Reviews in month - Child Attended - %

In-month performance

LAC Reviews in month - Child Participated - %

In-month performance
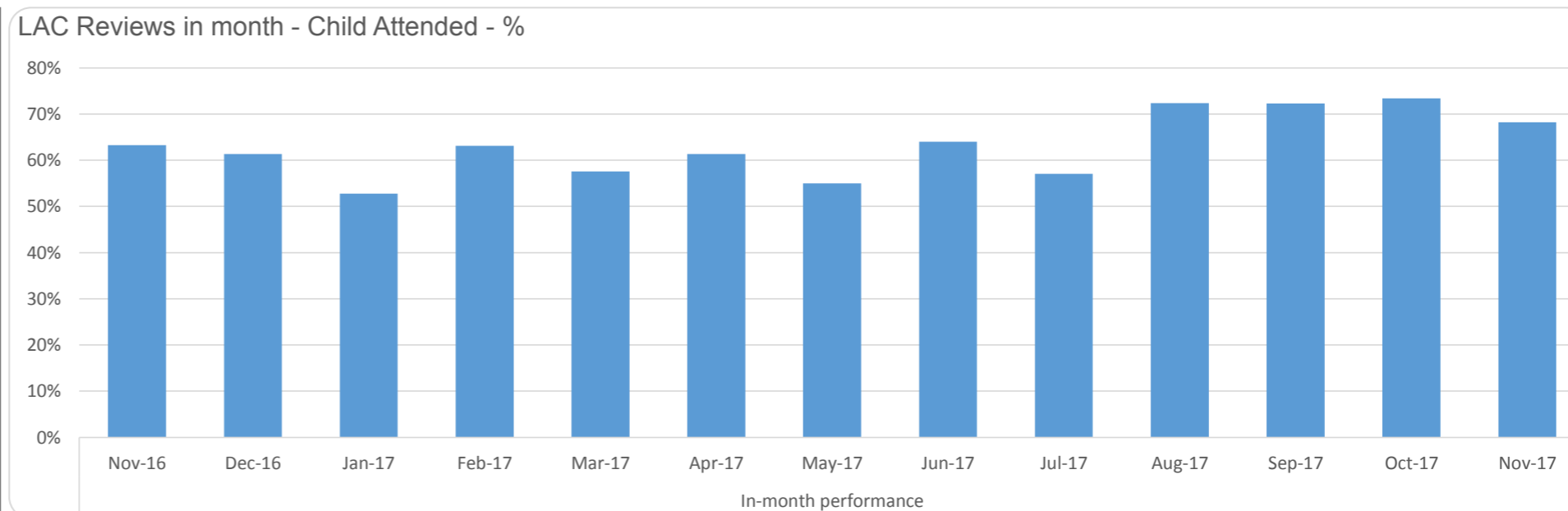
Care Leavers

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	Eastern Region Q2 data shows that Norfolk is the second best performing local authority in the region for Care Leavers being in Education, Employment or Training and we are significantly above national average. It is important that we remain focused on being aspirational for our care leavers and the continuing improvements in the quality of Pathways Plans will support this.

	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-16	482	90.5%	58.9%
Dec-16	488	89.1%	59.0%
Jan-17	478	90.2%	57.3%
Feb-17	471	94.3%	57.7%
Mar-17	463	93.7%	58.5%
Apr-17	473	91.3%	58.8%
May-17	465	90.5%	58.5%
Jun-17	462	91.1%	61.0%
Jul-17	465	91.0%	60.4%
Aug-17	395	89.9%	60.3%
Sep-17	445	91.9%	62.9%
Oct-17	436	91.5%	62.8%
Nov-17	446	93.9%	62.6%

In-month performance

RCL & FRCL in Suitable Accommodation - %

In-month performance

RCL & FRCL EET - %

In-month performance
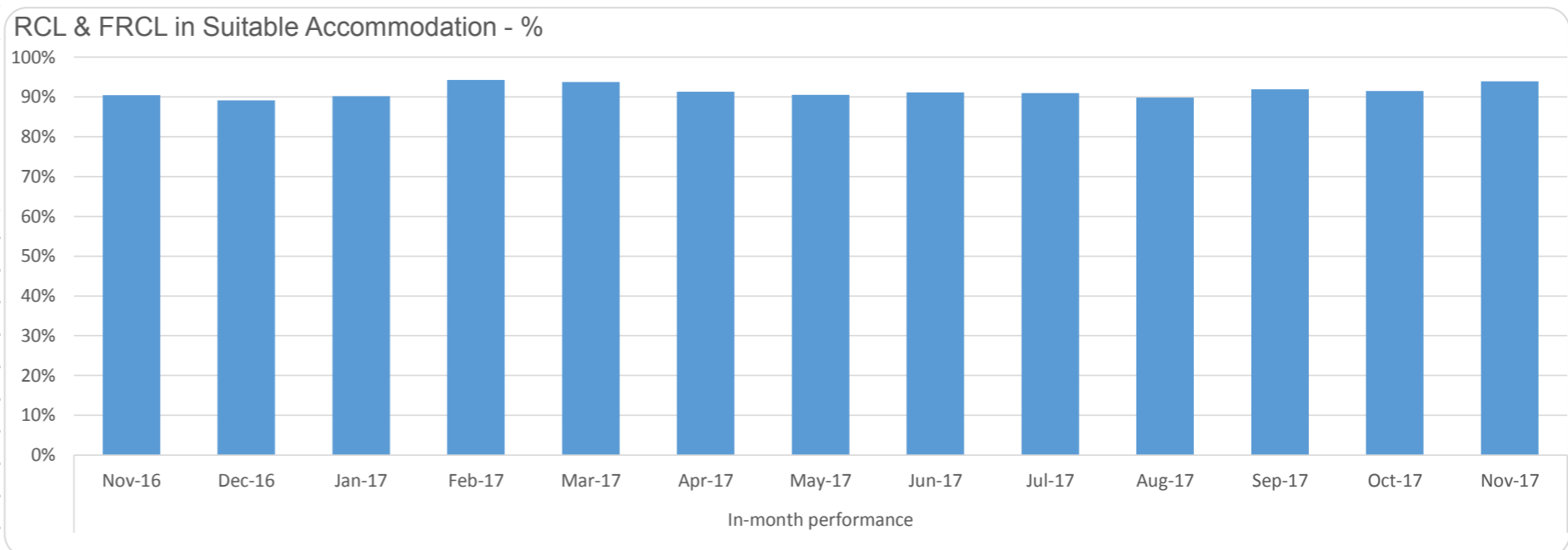
Benchmarking	Norfolk	Stat neigh avg	Nat. avg	Nat. top quartile	Eastern region
RCL & FRCL in Suitable Accommodation - %	93.9%	88.0%	83.0%	94.0%	
RCL & FRCL EET - %	62.6%	53.0%	49.0%	63.0%	59.7%

Definition	Following a child becoming a LAC, it may be deemed suitable for a child to be adopted, a legal process of becoming a non-biological parent. The date it is agreed that it is in the best interests of the child to be placed for adoption is known as their SHOBPA. Following this family finding is undertaken to find a suitable match based on the child's needs. Once placed for adoption the placement is monitored for a minimum of 10 weeks before the matter is placed before the Court for an adoption order to be made.
Performance analysis	Our adoption performance continues to improve and we are evidencing that we secure permanence through adoption in a timely way for most of our children with placement orders. There will be children who fall outside of these timescales, but these are often 'good news' stories where older children, or children with more complex needs, are placed in 'forever families' after a long time in foster care.

	10.1a	10.1b	10.2	10.3
	Number of adoptions completed wilhin 12 months of SHOBPA	% of adoptions completed wilhin 12 months of SHOBPA	Average number of days between a child becoming Looked After and having an adoption placement (A1) (Rolling12months)	Average number of days between a placement order and being matched with an adoptive family (A2) (Rolling 12 months)
Good perf. is:	*Info*	*High*	*Low*	*Low*
Nov-16	25	29%	367	201
Dec-16	26	31%	356	202
Jan-17	23	30%	357	198
Feb-17	25	31%	348	190
Mar-17	28	33%	344	192
Apr-17	28	33%	338	187
May-17	31	35%	337	184
Jun-17	34	39%	330	182
Jul-17	32	38%	325	184
Aug-17	31	38%	313	179
Sep-17	29	38%	315	145
Oct-17	32	39%	317	156
Nov-17	36	43%	318	161
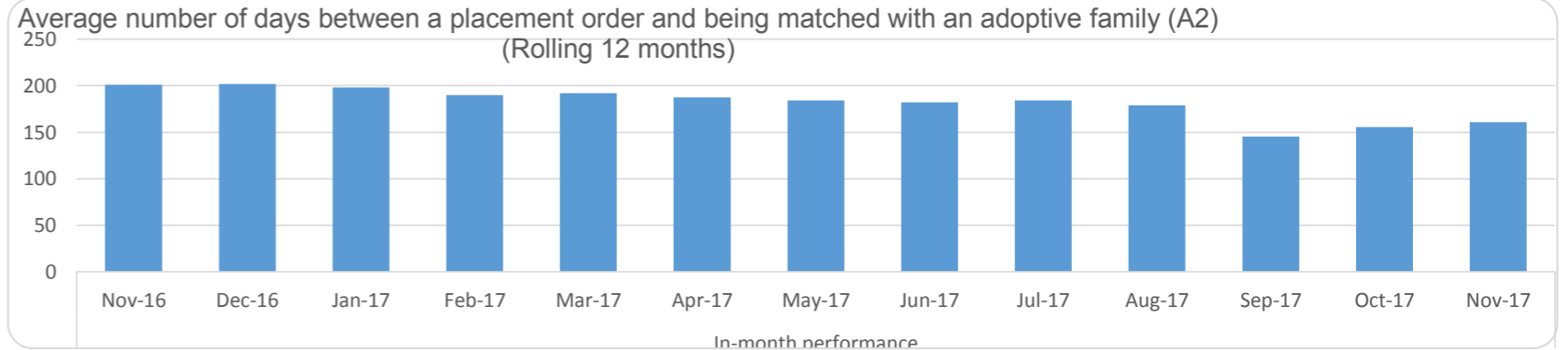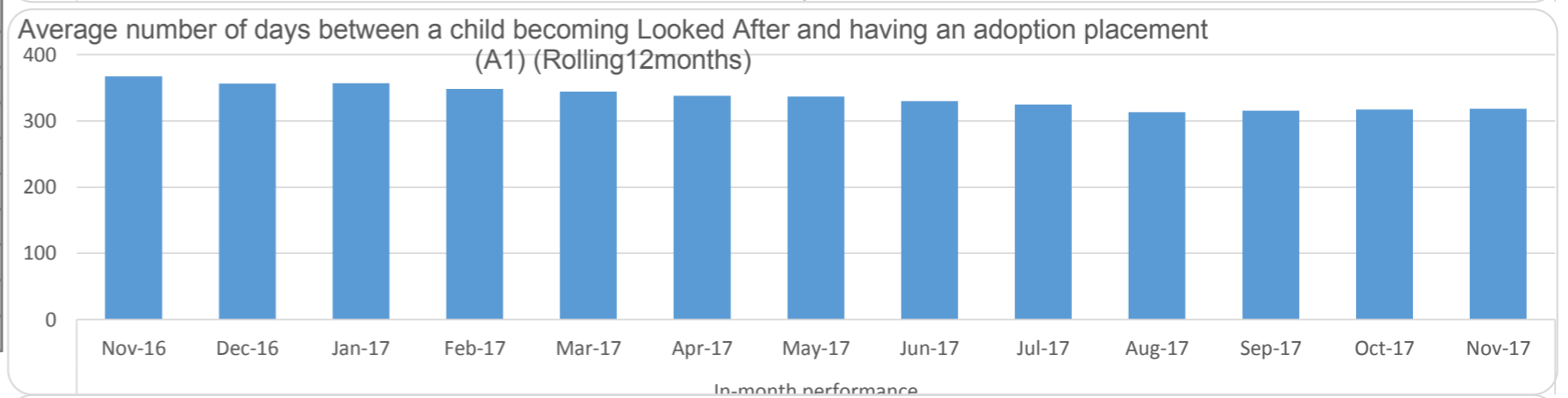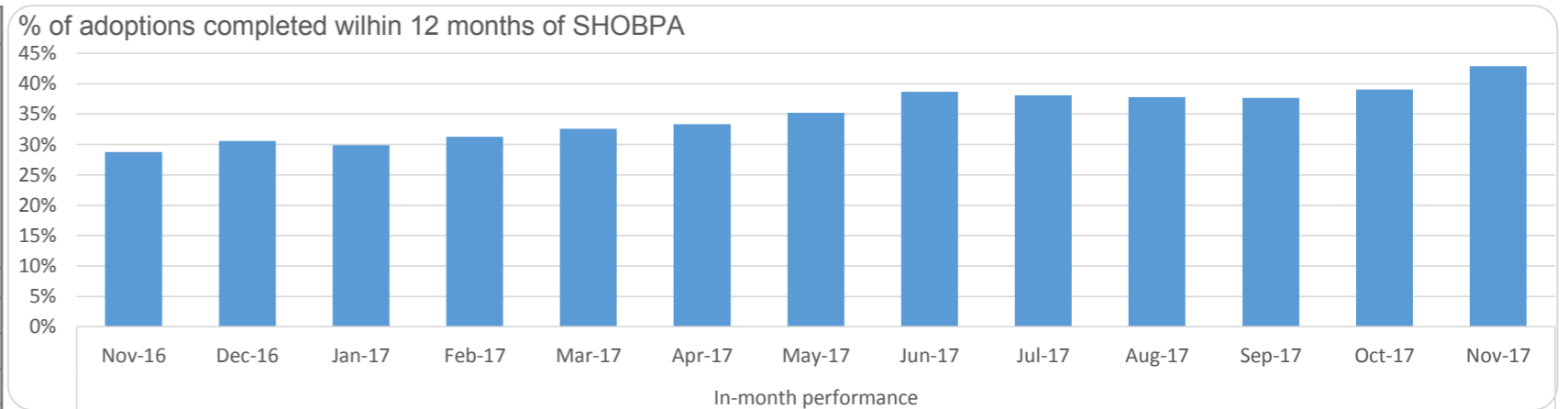
Benchmarking	Eastern region
Average number of days between a child becoming Looked After and having an adoption placement (A1) (Rolling12months)	386
Average number of days between a placement order and being matched with an adoptive family (A2) (Rolling 12 months)	179

% of adoptions completed wilhin 12 months of SHOBPA

In-month performance

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

In-month performance

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

In-month performance

Definition	Caseloads refer to the number of children allocated to individual workers.
Performance analysis	The caseloads within Assessment Teams are a concern across most of the localities. The allocations data on 06/12/17 showed that 12 Assessment team social workers across 5 localities had caseloads of over 40 children (the only locality where this was not the case was North). Whilst the increase in referrals has impacted on increased caseloads, there are also issues regarding staff vacancies and sickness and throughput of work, with many of these cases already having been assessed and awaiting either closure or step down. Whilst this is an issue that needs to be addressed strategically by CSLT, Heads of Localities and Heads of Social Work, it is also important that each worker concerned has a work plan devised with their team manager.

	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-16	36	21	36	26	21	13	7
Dec-16	32	23	32	27	22	13	7
Jan-17	38	21	38	26	21	17	8
Feb-17	51	21	51	26	22	12	6
Mar-17	36	21	36	26	23	9	3
Apr-17	37	21	37	26	23	13	3
May-17	32	23	32	27	23	14	7
Jun-17	43	21	43	27	24	13	6
Jul-17	38	22	38	26	23	13	5
Aug-17	37	19	37	27	23	13	6
Sep-17	41	25	41	26	27	2	2
Oct-17	43	23	43	26	25	1	1
Nov-17	51	25	51	29	26	-	-

(In-month performance)

In-month performance

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

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