

# Improvement Board Performance Report - December 2014

**Please note;**

Figures are accurate at time of Frameworki reporting, however, due to the live nature of the system, this can change subsequently. Reports were all run as at 31st December, 2014 and includes all data within Frameworki up to and including 31st December, 2014.

**For further information please contact:-**

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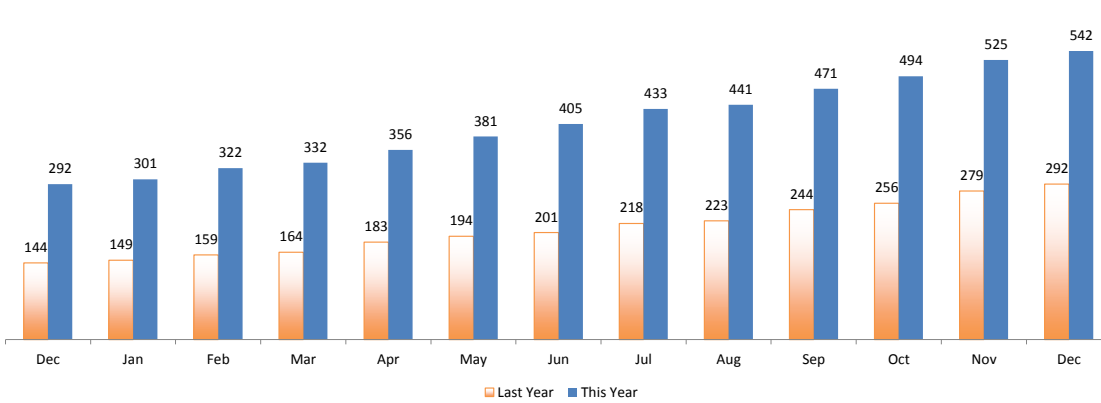
[marcia.gilbert@herefordshire.gov.uk](mailto:marcia.gilbert@herefordshire.gov.uk)

01432 381655

14th January, 2015

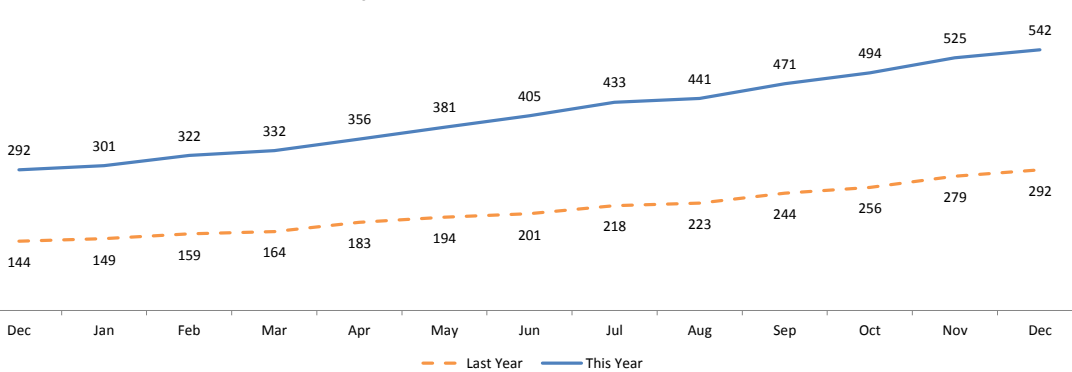
Code	1	Name	Open CAFs at Month End	Responsible officer	Nicola Turvey
Full Description	Total CAFs open at month end to show the level of new assessment activity in this area				
Measure	N/A	Indicator Guide	Looking to increase the numbers of CAFs offered to enquiries that do not meet the statutory thresholds or are being stepped down.		

### Open CAFs at Month End



Last Update	December 2014
Current Value	542
Rate per 10,000	150.14
Overall assessment	
Target	N/A

### Open CAFs at Month End - Trend



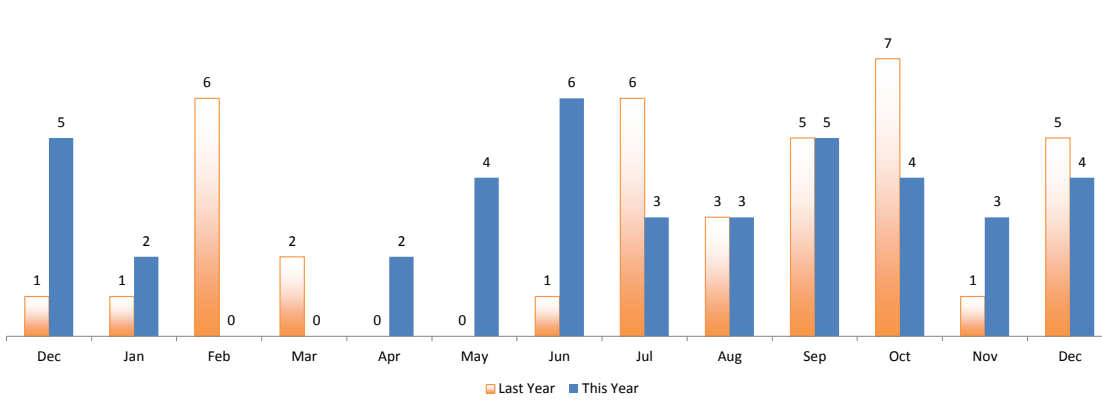
Direction of Travel (Comparator with last year)	↑
Previous Values	
Dec-13	292
Dec-12	144
England	
2013/14	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
Q1 2014/15	221.6
Measure Period	
Month End (Snapshot)	

#### Comments

Data cleansing of the CAF Registry was completed during September 2014, and the figures throughout 2014 to date reflects improved data recording. New CAFs are being completed primarily by schools and health visitors. There are a range of identified needs including support with behaviour, parenting and mentoring for children and young people.

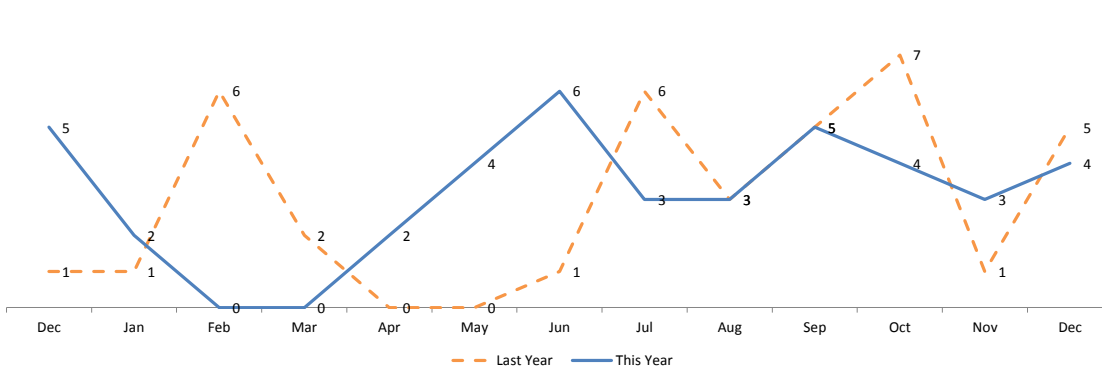
Code	2	Name	CAFs Stepped Down from Initial Assessment at Month End	Responsible officer	Nicola Turvey
Full Description	Total CAFs stepped down from Initial Assessment in month to show the level of new assessment activity in this area.				
Measure	N/A	Indicator Guide	Looking to increase the numbers of CAFs stepped down from Initial Assessment.		

CAFs Stepped Down from Initial Assessment at Month End



Last Update	December 2014
Current Value	4
Rate per 10,000	N/A
Overall assessment	<input type="checkbox"/>
Target	N/A

CAFs Stepped Down from Initial Assessment at Month End - Trend



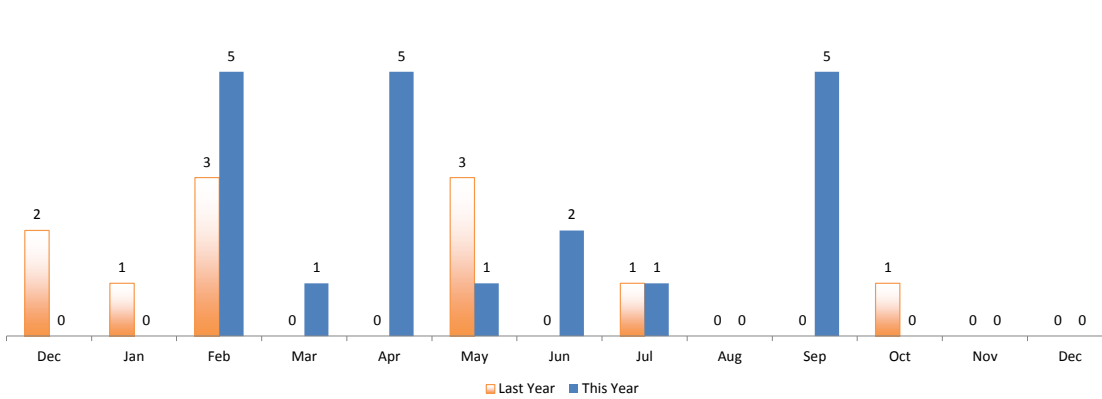
Direction of Travel (Comparator with last year)	↓
Previous Values	
Dec-13	5
Dec-12	1
England	
2013/14	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2013/14	N/A
Measure Period	
Month End (Snapshot)	

Comments

The number of CAFs stepped down from initial assessment continues to be variable: this reflects the trend seen in the previous year. The number of CAFs stepped down from initial assessment is the highest from the MASH and social workers are supported by the I&A coordinator to complete these and produce an action plan which ensures a package of support is in place for the family and that there is a named lead professional.

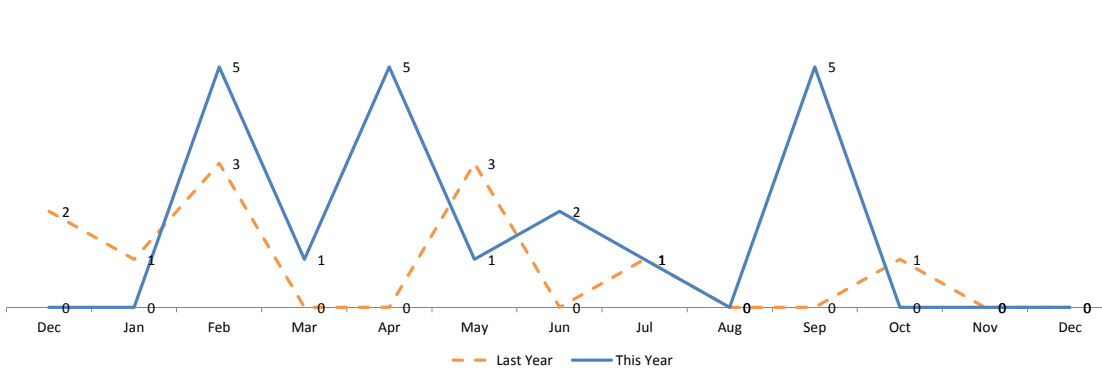
Code	3	Name	CAFs Stepped Down from Core Assessment at Month End	Responsible officer	Nicola Turvey
Full Description	Total CAFs stepped down from Core Assessment in month to show the level of new assessment activity in this area.				
Measure	N/A	Indicator Guide	Looking to increase the numbers of CAFs stepped down from Core Assessment.		

### CAFs Stepped Down from Core Assessment at Month End



Last Update	December 2014
Current Value	0
Rate per 10,000 (YTD)	5.54
Overall assessment	<input type="checkbox"/>
Target	N/A

### CAFs Stepped Down from Core Assessment at Month End - Trend



Direction of Travel (Comparator with last year)	↔
Previous Values	
Dec-13	0
Dec-12	2
England	
2013/14	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2013/14	N/A
Measure Period	
Month End (Snapshot)	

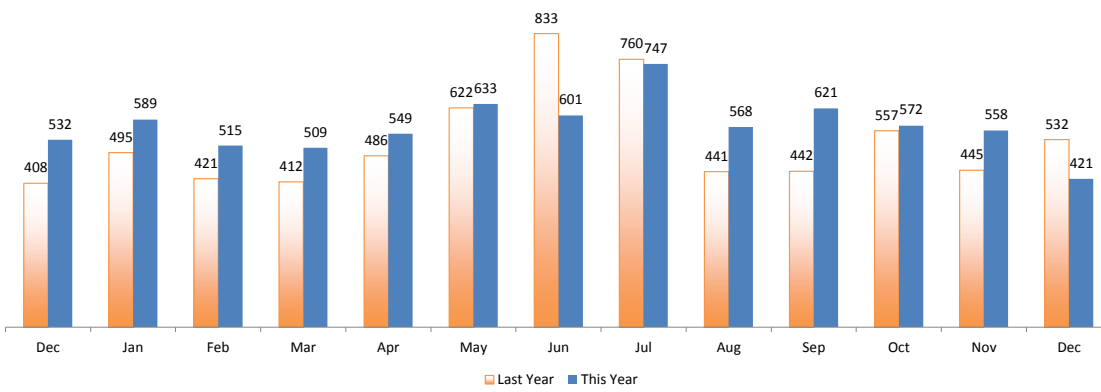
#### Comments

The trend of CAFs stepped down from core assessment mirrors that of the previous year. The numbers stepping down from core assessment to CAF are less than from initial assessments. The I & A Co-ordinators hold clinics in Bath Street to support workers in this process. A package of support tailored to the families needs is put in place and regularly reviewed.

2013 data showed that approximately 52% of cases stepped down from IAs and CAs to CAF have stepped back up since which shows the process has been positive for 48% of families which were open to social care. The aim is to improve this figure through closer monitoring through the MAG and more targeted support through Direct Work Services which also assesses whether families can sustain changes made when the support ends.

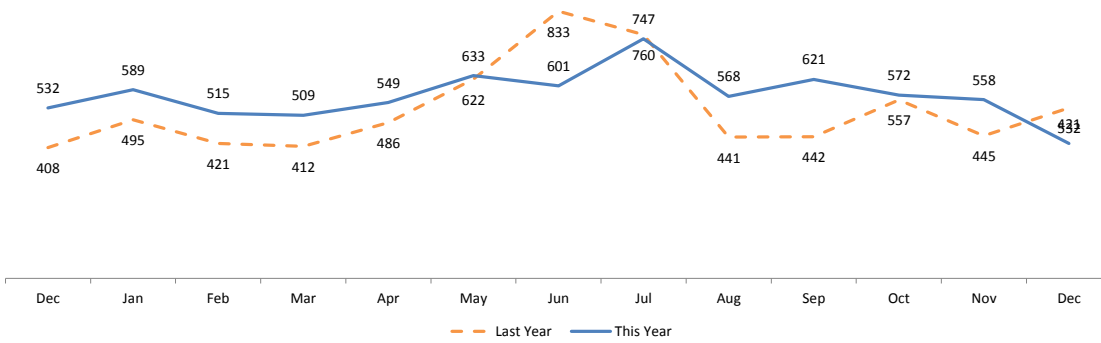
<b>Code</b>	<b>4</b>	<b>Name</b>	<b>Contacts Received Per Month</b>	<b>Responsible officer</b>	<b>Kay Prescott</b>
<b>Full Description</b>	Total number of contacts by month. This indicator is to ensure that all contacts are relevant and followed up where appropriate.				
<b>Measure</b>	<b>N/A</b>	<b>Indicator Guide</b>	Contacts are monitored to ensure relevance and identify trends in requests for services. Overall volumes will directly impact on the flow of work throughout Children's Wellbeing.		

### Contacts Received Per Month



<b>Last Update</b>	<b>December 2014</b>
<b>Current Value</b>	<b>421</b>
<b>Rate per 10,000</b>	<b>N/A</b>
<b>Overall assessment</b>	
✕	
<b>Target</b>	
<b>N/A</b>	

### Contacts Received Per Month - Trend



<b>Direction of Travel (Comparator with last year)</b>	
↓	
<b>Previous Values</b>	
Dec-13	532
Dec-12	408
<b>England</b>	
2013/14	N/A
<b>Statistical Neighbours</b>	
2012/13	N/A
<b>West Midlands</b>	
2013/14	N/A
<b>Measure Period</b>	
<b>Month End (Cumulative)</b>	

#### Comments

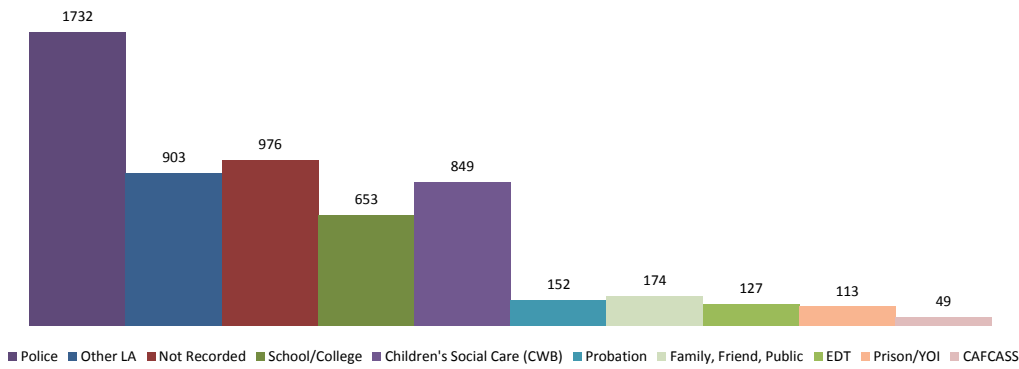
The figure of 421 contacts for December 2014 is a decrease of 43.64% from the peak figure of 747 in July 2014, and a decrease of 24.09% compared to the previous month.

A separate process to record Missing Children contacts went live in Frameworki on 5 November 2014, and this will have contributed towards a reduction in the overall number of contacts being received. 32 Missing Child notifications were received during the month and, if these were included in the overall contacts figure, the difference between November and December 2014 would be a decrease of 18.81%.

We are implementing a new system that will differentiate between notifications and contacts, and negotiating with the Police around new systems for managing information in relation to domestic abuse.

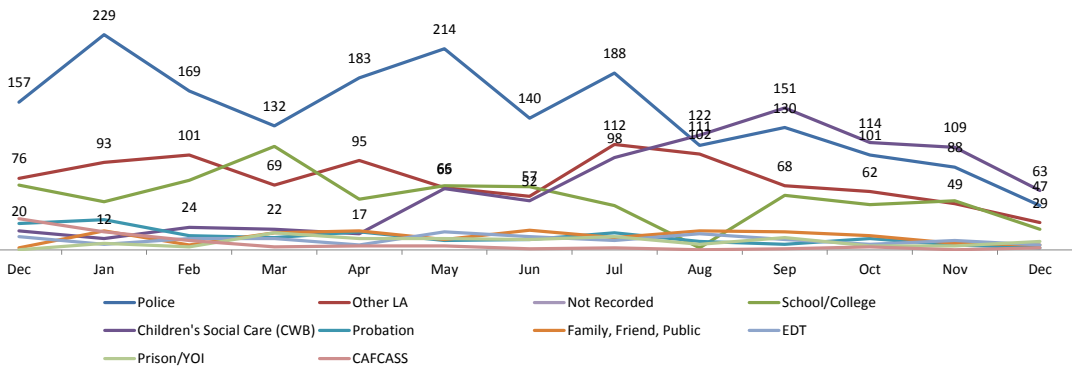
Code	5	Name	Contacts Received Per Agency - This Year	Responsible officer	Kay Prescott
Full Description	Total number of contacts per Team. This indicator is to ensure that all contacts are relevant and followed up where appropriate.				
Measure	N/A	Indicator Guide	Contacts are monitored to ensure relevance and identify trends in requests for services. Overall volumes will directly impact on the flow of work throughout Children's Wellbeing.		

Contacts Received Per Agency - This Year



Last Update	December 2014
Current Value	421
Rate per 10,000	N/A
Overall assessment	
Target	N/A

Contacts Received Per Agency - This Year - Trend



Direction of Travel (Comparator with last year)	↓
Previous Values	
Dec-13	532
Dec-12	408
England	
2013/14	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2013/14	N/A
Measure Period	
Month End (Cumulative)	

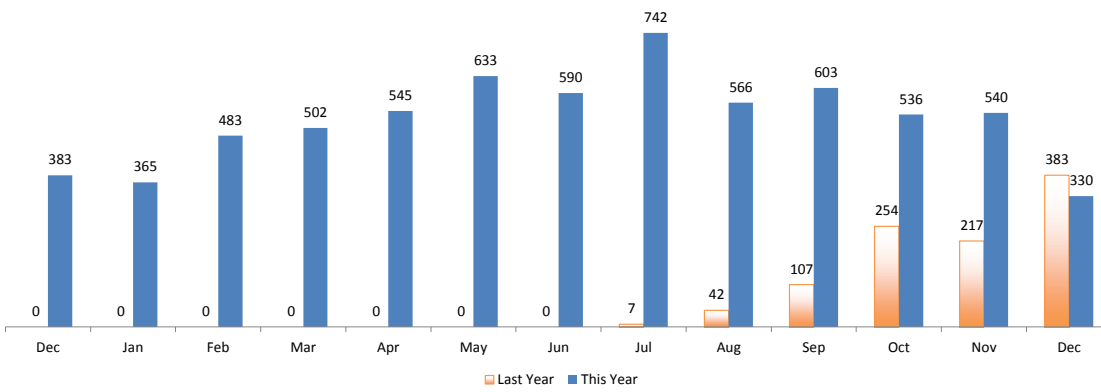
**Comments**

The highest percentage of contacts received in December 2014 were from the police at 19.48% and, of these, 43.90% were progressed to a referral. This compares to the CIN Census 2013-14 annual figure of 23.9% of referrals made by the Police across England.

19.00% of contacts were from Childrens Social Care (51.25% progressed to a referral), 12.59% were from other Local Authorities (9.43% progressed to a referral), 9.5% were from Health (45.00% progressed to a referral), and Schools/Colleges 7.84% (51.52% progressed to a referral)

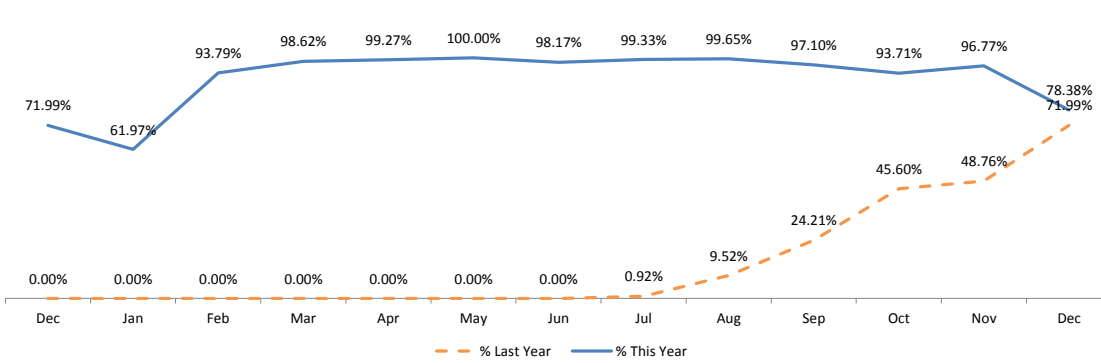
<b>Code</b>	<b>6</b>	<b>Name</b>	<b>Contacts Screened by a Qualified Practitioner within 24 Hours</b>	<b>Responsible officer</b>	<b>Kay Prescott</b>
<b>Full Description</b>	<b>Number of Contacts screened by a qualified practitioner within 24 hours, in month.</b>				
<b>Measure</b>	<b>Higher is Better</b>	<b>Indicator Guide</b>	<b>Increase the numbers of Contacts screened by a qualified practitioner within 24 hours to a level at, or above benchmarks.</b>		

**Contacts Screened by a Qualified Practitioner on Same Working Day**



<b>Last Update</b>	<b>December 2014</b>
<b>Current Value</b>	<b>78.38%</b>
<b>Rate per 10,000 (YTD)</b>	<b>N/A</b>
<b>Overall assessment</b>	
<b>Target</b>	<b>100%</b>

**Contacts Screened by a Qualified Practitioner on Same Working Day - Trend**



<b>Direction of Travel (Comparator with last year)</b>	
<b>Previous Values</b>	
<b>Dec-13</b>	71.99%
<b>Dec-12</b>	0.00%
<b>England</b>	
<b>2013/14</b>	N/A
<b>Statistical Neighbours</b>	
<b>2012/13</b>	N/A
<b>West Midlands</b>	
<b>2013/14</b>	N/A
<b>Measure Period</b>	
<b>Month End (Cumulative)</b>	

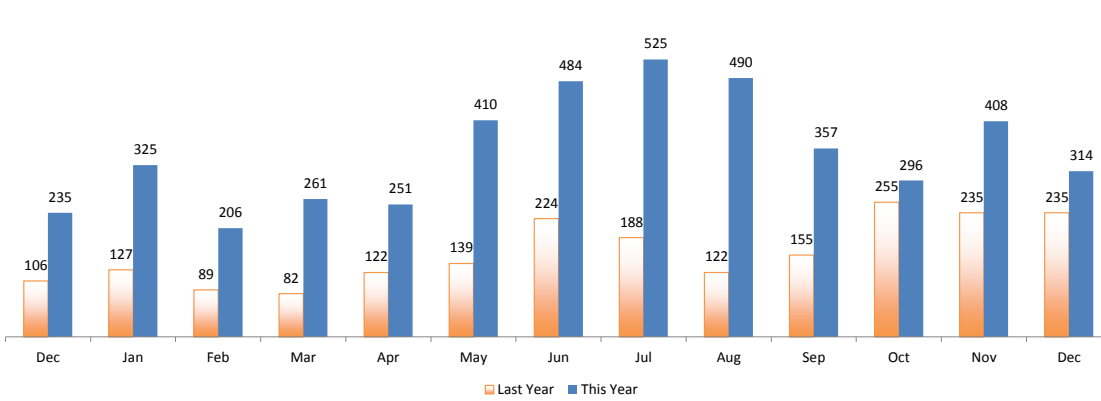
**Comments**

The drop in performance from the previous month is due to data recording issues within Frameworki as a result of the introduction of new staff to the computer system. This has been investigated by the Head of Service Fieldwork who audited the non-performing cases, and evidenced that all contacts had been screened on the same working day, but this had not been correctly entered on to the computer system.

Staff have received supplementary training and it is envisaged the issue will not recur. It is noted that this performance indicator operates at a higher level than the national indicator, which only requires referrals to be screened within 24 hours and not on the same working day of receipt as is the case here.

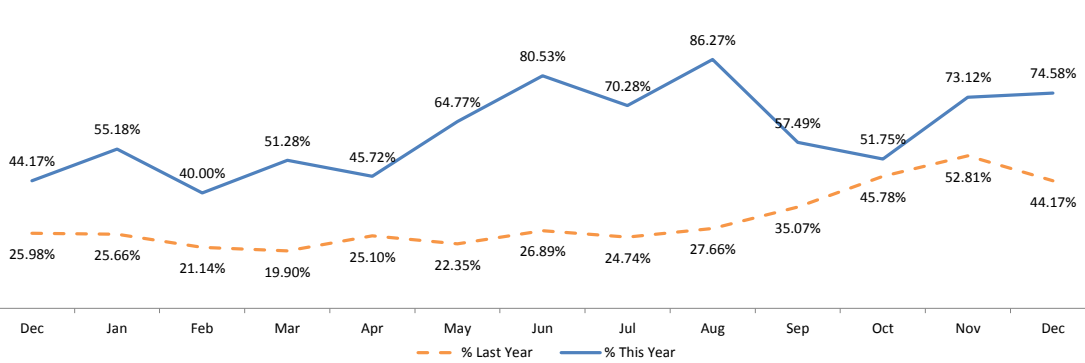
Code	7	Name	Contacts Progressed to Referral	Responsible officer	Kay Prescott
Full Description	Number of Contacts which have progressed onto a referral in the month.				
Measure	N/A	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall assessment levels and should be in line with benchmarks.		

### Contacts Progressed to Referral



Last Update	December 2014
Current Value	74.58%
Rate per 10,000	N/A
Overall assessment	
Target	N/A

### Contacts Progressed to Referral - Trend



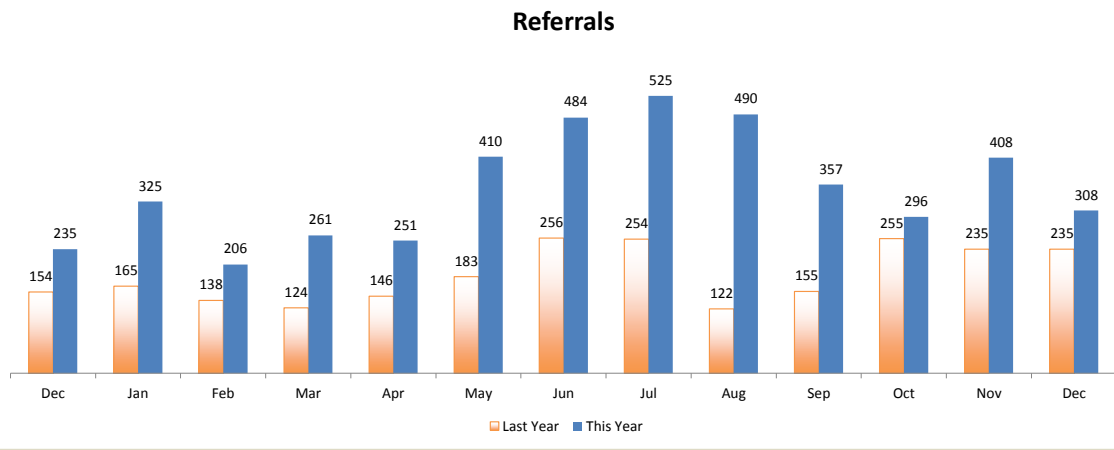
Direction of Travel (Comparator with last year)	
Previous Values	
Dec-13	44.17%
Dec-12	25.98%
England 2013/14	N/A
Statistical Neighbours 2012/13	N/A
West Midlands 2013/14	N/A
Measure Period	Month End (Cumulative)

#### Comments

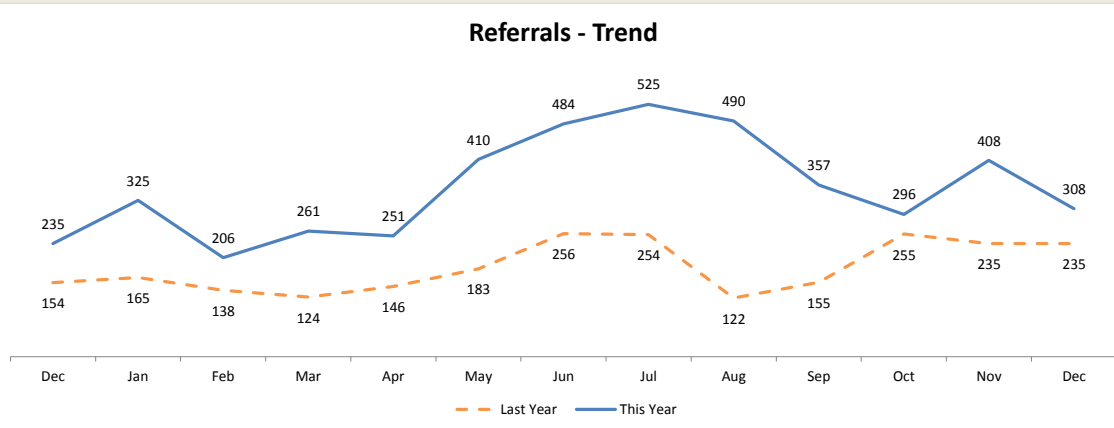
The number of contacts progressed to a referral follows the previous month, and is 40.19% less than the highest peak to date which was in July 2014.



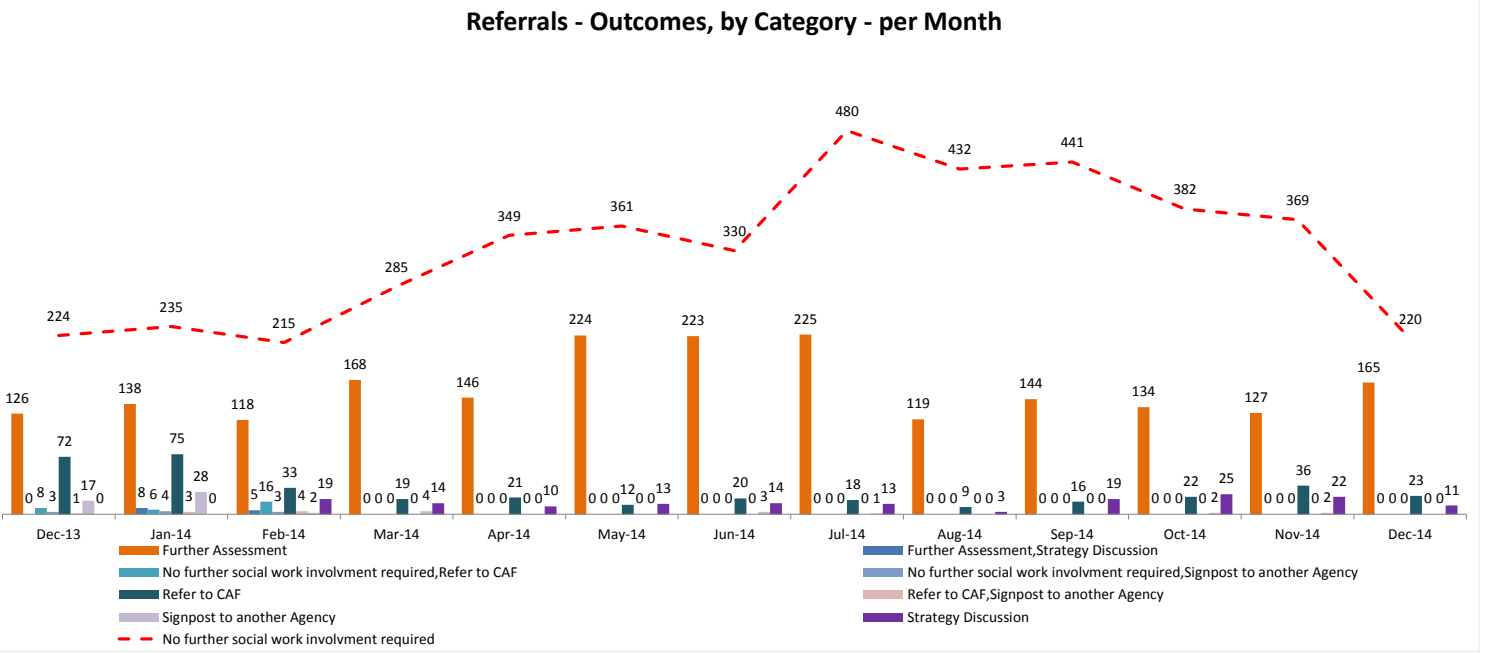
Code	8	Name	Referrals	Responsible officer	Kay Prescott
Full Description	Total number of referrals to social care teams by month. This indicator is to ensure that all referrals to Children's Wellbeing are followed up where appropriate. It is reported in the Children in Need Census.				
Measure	To Target	Indicator Guide	Referrals should directly reflect level of demand for statutory responses in the authority. It should also reflect the confidence of partners to appropriately identify children who are potentially at risk. The rates should be in line with authorities experiencing similar levels of deprivation and need.		



Last Update	December 2014
Current Value	308
Rate per 10,000 (YTD)	
Overall assessment	
Target	



Direction of Travel (Comparator with last year)	↓
Previous Values	
Dec-13	628.25
Dec-12	414.40
England	
2013/14	573
Statistical Neighbours	
2012/13	464.2
West Midlands	
2013/14	614.9
Measure Period	
Month End (Cumulative)	



Comments

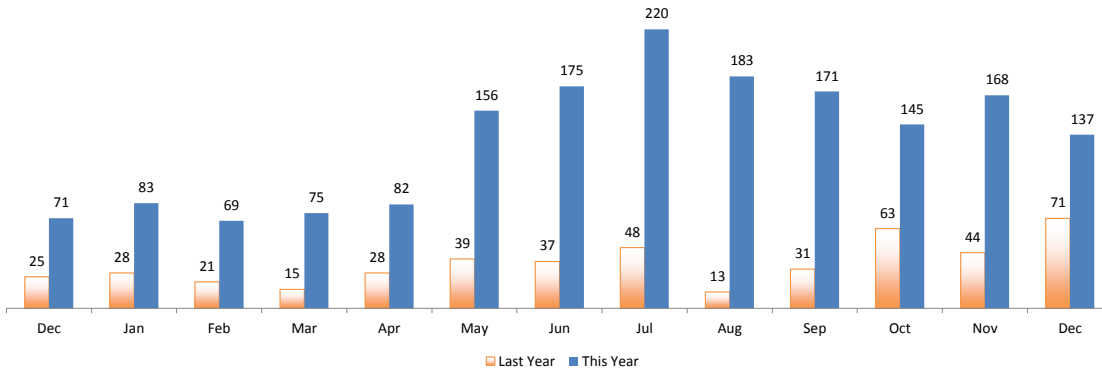
The number of referrals in December 2014 was 24.50% less than those in November 2014. This is in line with the drop in the number of contacts during December of 24.09%. The referral rate rose following the Peer Review and again following the OFSTED inspection in May 2014. CIN Census data for 2013-14 shows the largest increase in referrals for a number of years, and anecdotal evidence from local authorities is that this is as a result of increased media attention on child protection.

The percentage of contacts received from primary agencies progressed to referral during December 2014 were:

Childrens Social Care = 51.25%  
Health = 45.00%  
Police = 43.90%  
Schools/Colleges = 51.52%  
Ambulance Service = 66.67% (6 contacts)  
CAMHS = 66.67% (9 contacts)  
Adults Mental Health = 40.00% (5 contacts)  
Probation = 50% (2 contacts)  
Nursery = 100% (2 contacts)

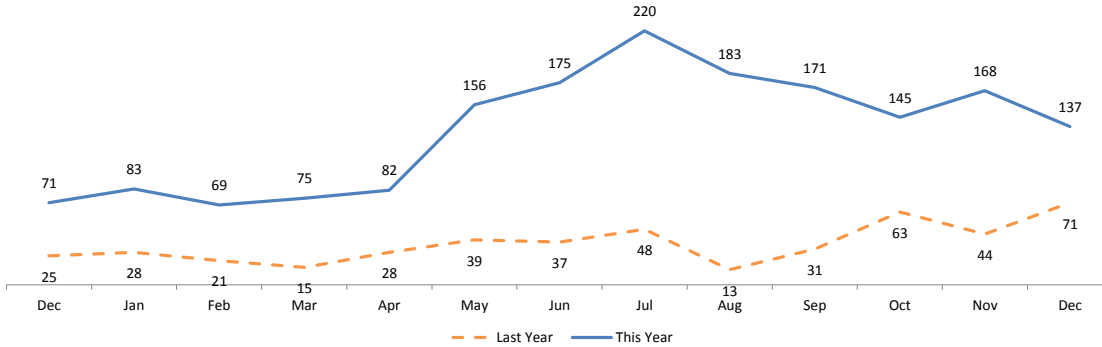
Code	9	Name	Re-Referrals	Responsible officer	Kay Prescott
Full Description	Total number of Rereferrals to social care teams by month. This indicator is to ensure that all referrals to Children's Wellbeing are followed up where appropriate. It is reported in the Children in Need Census.				
Measure	To Target	Indicator Guide	ReReferrals should directly reflect level of demand for statutory responses in the authority. It should also reflect the confidence of partners to appropriately identify children who are potentially at risk. The rates should be in line with authorities experiencing similar levels of deprivation and need.		

### Re-Referrals



Last Update	December 2014
Current Value	44.48%
Rate per 10,000 (YTD)	460.94
Overall assessment	
Target	N/A

### Re-Referrals - Trend



Direction of Travel (Comparator with last year)	
Previous Values	
Dec-13	41.18%
Dec-12	48.99%
England	
2013/14	23.4
Statistical Neighbours	
2012/13	23.65
West Midlands	
2013/14	20.7
Measure Period	
Month End (Cumulative)	

#### Comments

The number of re-referrals in December 2014 has dropped from the previous month by 18.45%, and is the lowest rate since April 2014.

A sample audit of 148 re-referrals has been completed. This has indicated that 89 (60.14%) of either the original referral or the subsequent referrals had been incorrectly coded on the computer system. So contacts were being coded as referrals and they did not meet the criteria for progression to a referral. The elements relating to this are:

- the contact was for information only
- the outcome of the contact was no further action
- on some cases there were numbers of contacts relating to the same issue
- there were a significant number of police contacts where there had been a domestic abuse incident which did not necessitate progression to a referral
- some contacts were in relation to missing persons

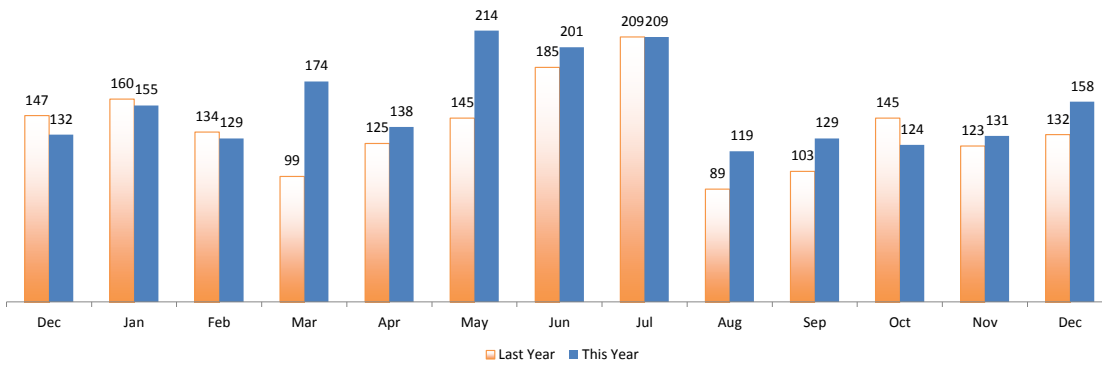
This has led to the inflated figure identified above. However, the actual number of genuine re-referrals in the sample was 19.93% slightly below the national average of 23.4%. In order to remedy this situation the following actions are underway:

- the new Missing Persons module has been introduced and these are now counted separately
- refresher training is being organised for all involved staff
- an updated monthly audit process has commenced

The audit concluded that there was no evidence of systematic poor case decision making, nor any evidence of a child left at direct risk.

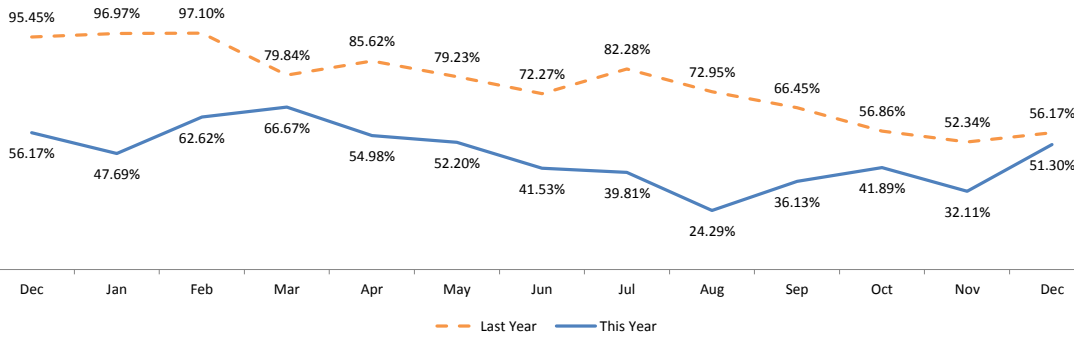
<b>Code</b>	<b>10</b>	<b>Name</b>	<b>Referrals to Initial Assessment</b>	<b>Responsible officer</b>	<b>Kay Prescott</b>
<b>Full Description</b>	<b>Total number of referrals to social care which lead to completion of an initial assessment.</b>				
<b>Measure</b>	<b>N/A</b>	<b>Indicator Guide</b>	<b>Looking for highest possible % of referrals to the MASH team to lead to an initial assessment. This is to ensure that all referrals are relevant and any unnecessary referrals are limited.</b>		

### Referrals to Initial Assessment



<b>Last Update</b>	<b>December 2014</b>
<b>Current Value</b>	<b>51.30%</b>
<b>Rate per 10,000 (YTD)</b>	<b>521.05</b>
<b>Overall assessment</b>	
✕	
<b>Target</b>	<b>N/A</b>

### Referrals to Initial Assessment - Trend



<b>Direction of Travel (Comparator with last year)</b>	
↓	
<b>Previous Values</b>	
<b>Dec-13</b>	56.17%
<b>Dec-12</b>	95.45%
<b>England</b>	
<b>2013/14</b>	86.0%
<b>Statistical Neighbours</b>	
<b>2012/13</b>	62.4%
<b>West Midlands</b>	
<b>Q2 2014/15</b>	81.77%
<b>Measure Period</b>	
<b>Month End (Cumulative)</b>	

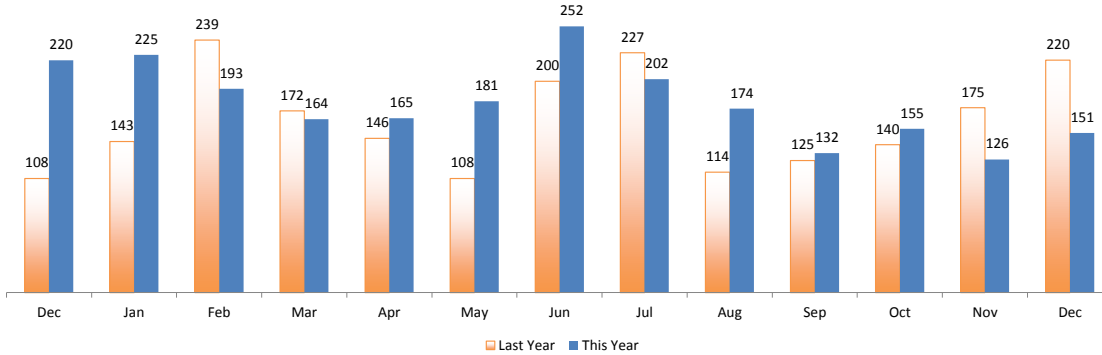
#### Comments

The number of referrals leading to an initial assessment has steadily increased since August 2014, and there was an increase in December 2014 of 20.61% compared to the previous month. During December, there were 4 sibling groups of 4 children, and 4 sibling groups of 3 children who were the subject of an initial assessment.

The very low conversion rate at 51.3% compared to the national average of 86% provides further evidence of the inappropriate classification of contacts as referrals as highlighted earlier.

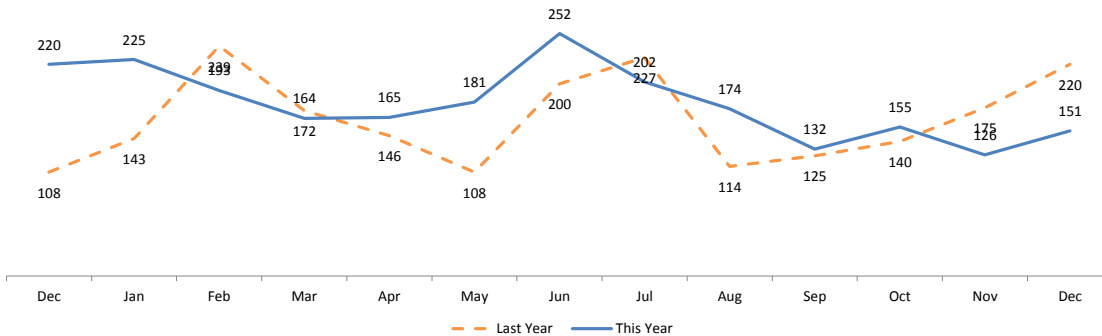
Code	11	Name	Initial Assessments Completed	Responsible officer	Kay Prescott
Full Description	Initial Assessments completed per month.				
Measure	N/A	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall assessment levels and should be in line with benchmarks.		

### Initial Assessments Completed



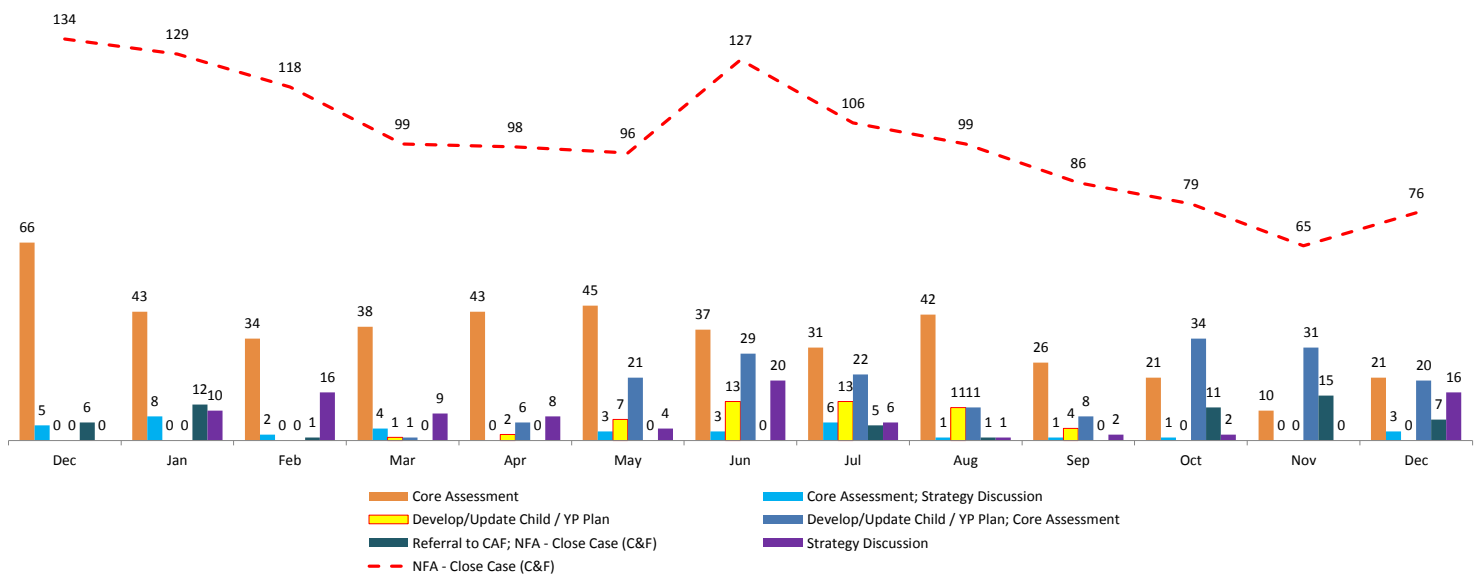
Last Update	December 2014
Current Value	151
Rate per 10,000 (YTD)	587.26
Overall assessment	
Target	

### Initial Assessments Completed - Trend



Direction of Travel (Comparator with last year)	↑
Previous Values	
Dec-13	556.51
Dec-12	352.08
England	
2013/14	267.45
Statistical Neighbours	
2012/13	281.32
West Midlands	
2013/14	309.87
Measure Period	
Month End (Cumulative)	

### Initial Assessments Completed - Outcomes, by Category - per Month



### Comments

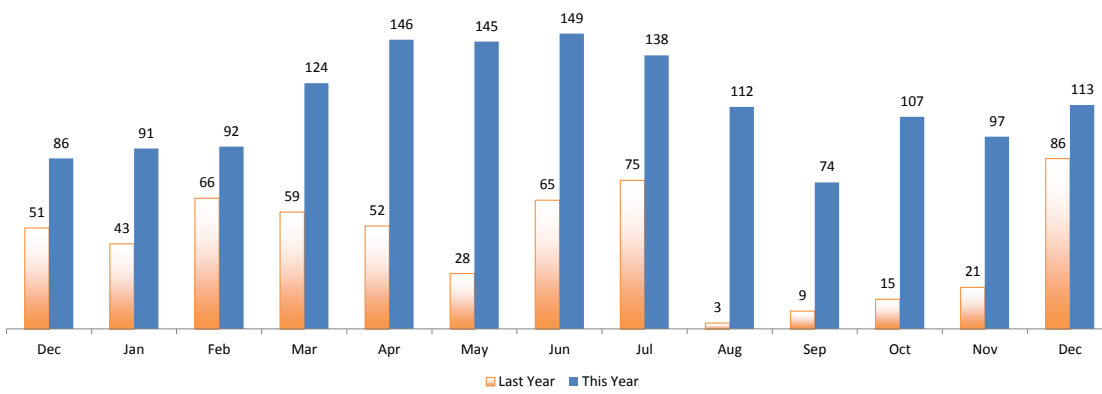
There has been a steady decline in the number of initial assessments completed since June 2014, although there has been an increase of 19.84% in the number completed in December 2014 compared to the previous month. This was due to the high number of sibling groups referred. However, the number of initial assessments per 10,000 children continues to be higher than that of our statistical neighbours and the all England average.

The number of initial assessments in December 2014 which resulted in no further action was 50.33%. This is a considerably higher rate than the recently published 2013-14 figure for all England of 19.4% and 22.2% for West Midlands authorities.

We will be undertaking further analysis of this shortly

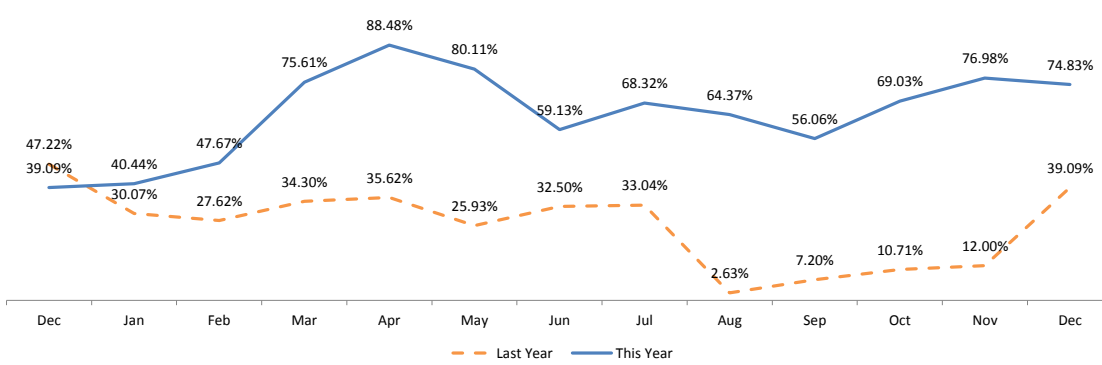
Code	12	Name	Initial Assessments Completed within 10 Working Days	Responsible officer	Kay Prescott
Full Description	Percentage of Initial Assessments completed within 10 working days (completed is when the family has agreed to the assessment and the manager has authorised it)				
Measure	Higher is Better	Indicator Guide	Looking for the highest possible % of Initial Assessments to be completed within 10 days.		

### Initial Assessments Completed within 10 Working Days



Last Update	December 2014
Current Value	74.83%
Rate per 10,000 (YTD)	384.49
Overall assessment	
Target	85%

### Initial Assessments Completed within 10 Working Days - Trend



Direction of Travel (Comparator with last year)	
Previous Values	
Dec-13	39.09%
Dec-12	47.22%
England	
2013/14	69.57%
Statistical Neighbours	
2012/13	56.87%
West Midlands	
Q2 2014/15	25.20%
Measure Period	
Month End (Cumulative)	

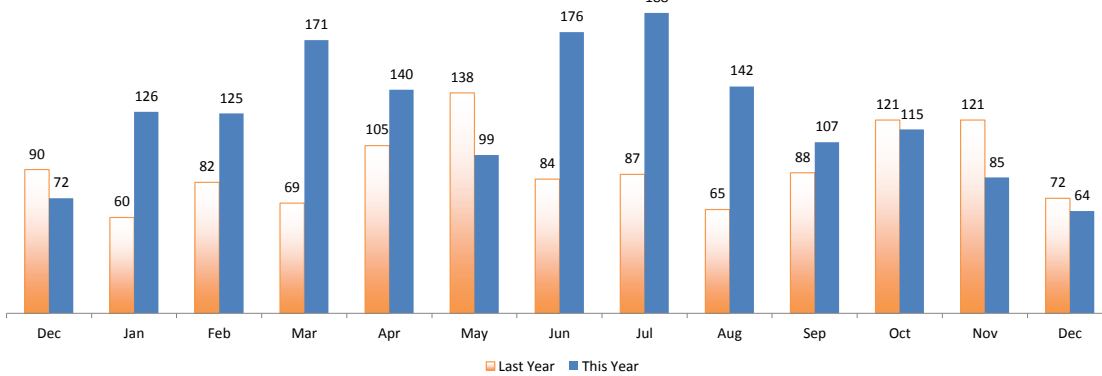
#### Comments

Whilst the direction of travel compared to last year continues to improve, our local target of 85% was not met. However, performance is better than the 2013-14 all England average, our statistical neighbours and the West Midlands local authorities for the completion of initial assessments within 10 working days.

Of the 38 initial assessments completed out of timescales, 28 were completed within 15 working days and 9 within 21 working days. The one initial assessment which was completed in 22+ working days was part of a wider investigation around concerns in relation to child sexual exploitation involving a 15 year old girl. These concerns were unsubstantiated, and the case was closed in December 2014.

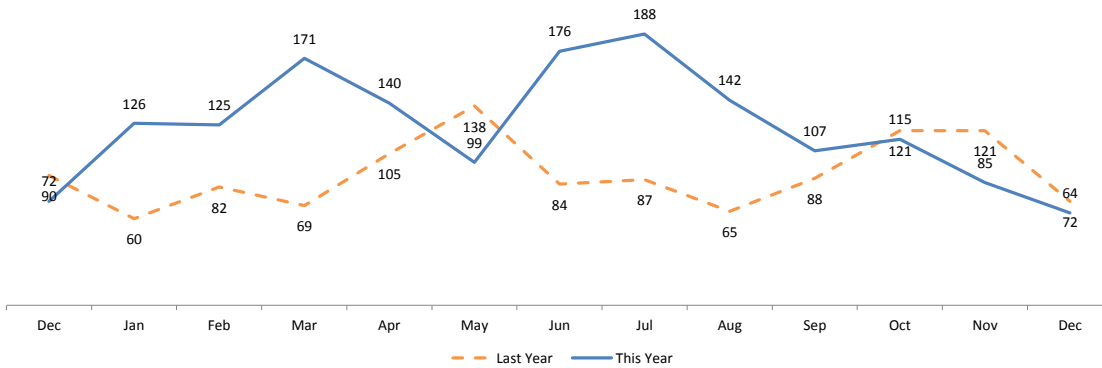
Code	13	Name	Core Assessments Completed	Responsible officer	Kay Prescott
Full Description	Core Assessments completed per month.				
Measure	N/A	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall assessment levels and should be in line with benchmarks.		

### Core Assessments Completed



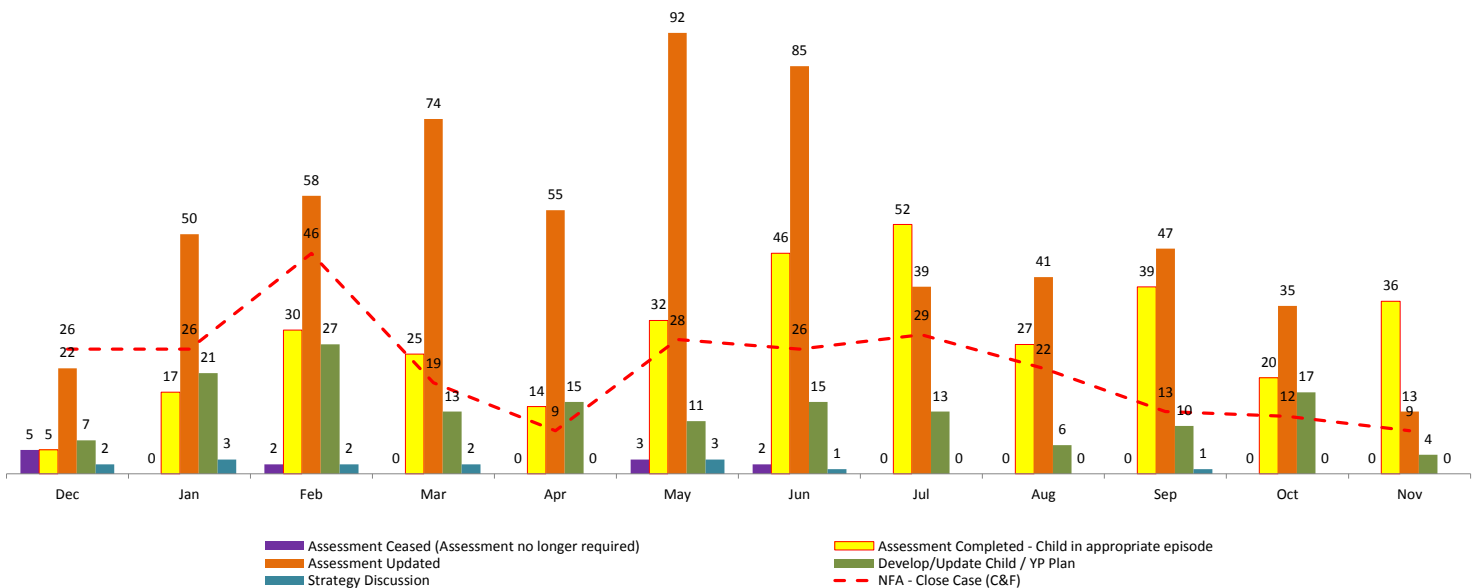
Last Update	December 2014
Current Value	64
Rate per 10,000 (YTD)	426.04
Overall assessment	
Target	

### Core Assessments Completed - Trend



Direction of Travel (Comparator with last year)	
Previous Values	
Dec-13	302.49
Dec-12	237.67
England	
2013/14	147.93
Statistical Neighbours	
2012/13	107.7
West Midlands	
2013/14	117.64
Measure Period	
Month End (Snapshot)	

### Core Assessments Completed - Outcomes, by Category - per Month



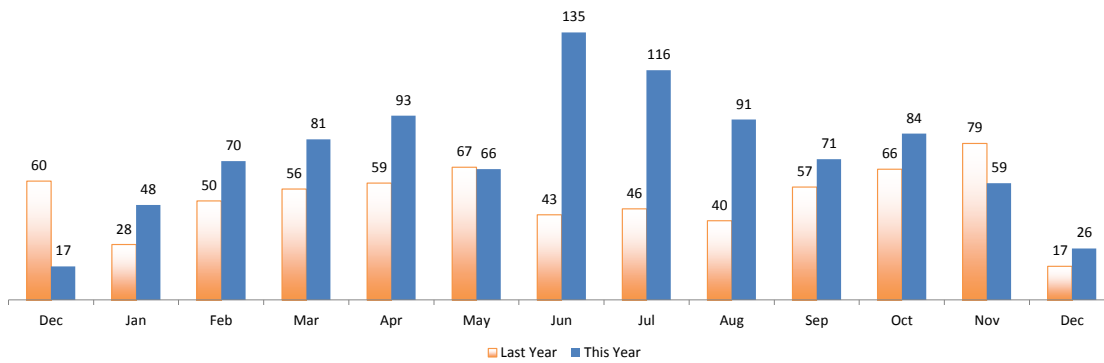
### Comments

Please note that due to technical issues, the figures in the chart above showing the number of core assessments completed are transposed. The number of core assessments completed in December 2014 was 64.

There has been a drop of 24.7% in the number of core assessments completed in December 2014 compared to the previous month, and also a reduction in the number of updated core assessments completed during November and December 2014. This is due to the new, streamlined child protection processes which went live in Frameworki in November 2014 and is in line with our updated definitions of when a core assessment is required. This brings us more in line with the national average.

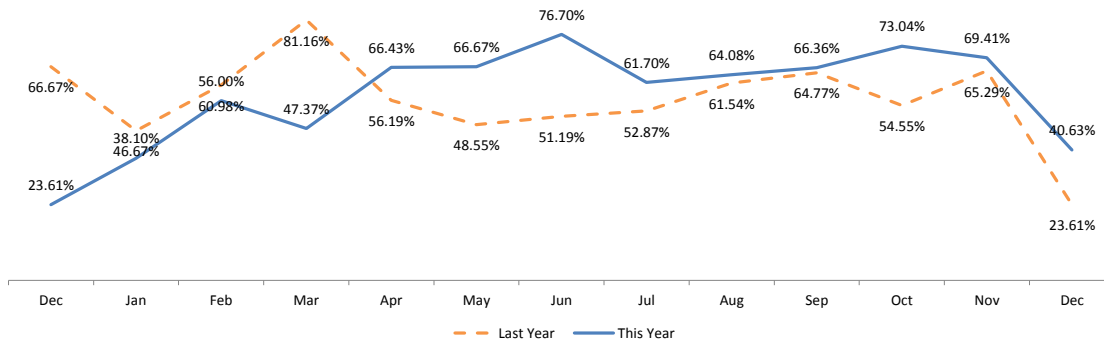
Code	14	Name	Core Assessments Completed within 35 Working Days	Responsible officer	Kay Prescott
Full Description	The indicator measures the percentage of Core Assessments completed within 35 working days. Core Assessments are in-depth assessments of a child, or children, and their family, as defined in the Framework for the Assessment of Children in Need and their Families. They are also the means by which s47 (Child Protection) enquiries are undertaken following a strategy discussion.				
Measure	Higher is Better	Indicator Guide	Looking for the highest possible % of Core Assessments to be completed within 35 working days.		

### Core Assessments Completed within 35 Working Days



Last Update	December 2014
Current Value	40.63%
Rate per 10,000 (YTD)	260.39
Overall assessment	
Target	
85%	

### Core Assessments Completed within 35 Working Days - Trend



Direction of Travel (Comparator with last year)	
Previous Values	
Dec-13	23.61%
Dec-12	66.67%
England	
2013/14	72.84%
Statistical Neighbours	
2012/13	68.72%
West Midlands	
2013/14	68.3%
Measure Period	
Month End (Snapshot)	

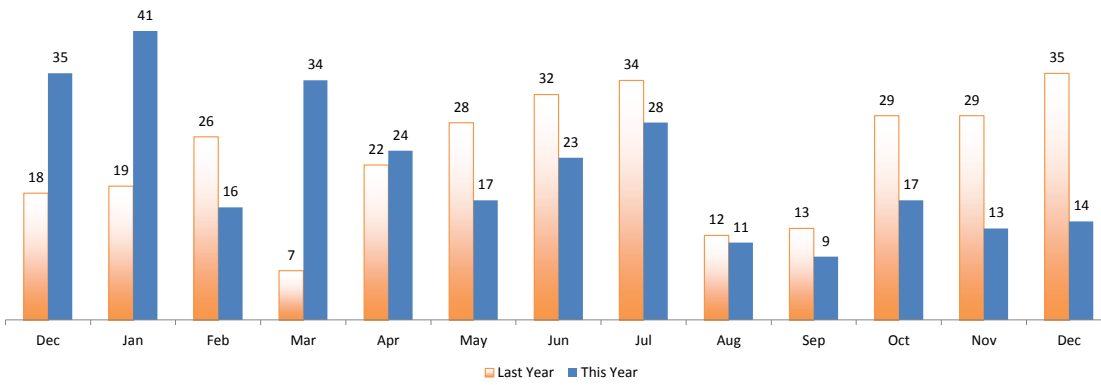
**Comments**

There has been a drop in performance of 55.93% in December 2014 compared with the previous month, and this is a repetition of performance over the same period in 2013. The number of core assessments completed within 41 days in December 2014 was the same as the previous year at 12.5%, and there was a significant improvement over 2013 in the number of core assessments completed within 50 days during December 2014 at 18.75%.



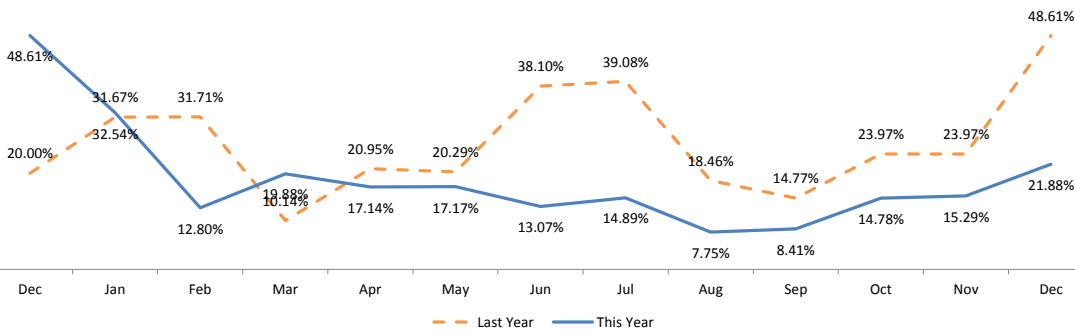
Code	15	Name	Core Assessments Completed in 61+ Working Days	Responsible officer	Kay Prescott
Full Description	Core Assessments completed in 61+ working days.				
Measure	Lower is Better	Indicator Guide	Looking for the lowest possible % of Core Assessments to be completed in 61+ working days. Ideally, all Core Assessments should be completed within 35 working days.		

### Core Assessments Completed in 61+ Working Days



Last Update	December 2014
Current Value	21.88%
Rate per 10,000 (YTD)	68.42
Overall assessment	
Target	N/A

### Core Assessments Completed in 61+ Working Days - Trend



Direction of Travel (Comparator with last year)	
Previous Values	
Dec-13	48.61%
Dec-12	20.00%
England 2013/14	13.16%
Statistical Neighbours 2012/13	26.54%
West Midlands 2013/14	19.37%
Measure Period	Month End (Cumulative)

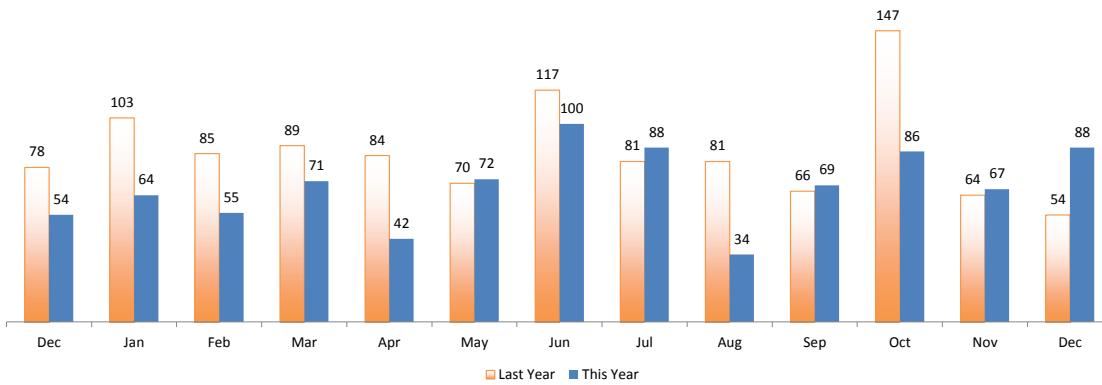
#### Comments

Performance in completing core assessments within 61+ working days has continued to improve during 2014 as, although the percentage has remained relatively flat since February 2014 the actual number of assessments being completed in this timescale has dropped since January 2014. The dip in performance in December 2014 mirrors the performance in 2013. A total of 14 core assessments were involved.

However, this situation will continue to be closely monitored.

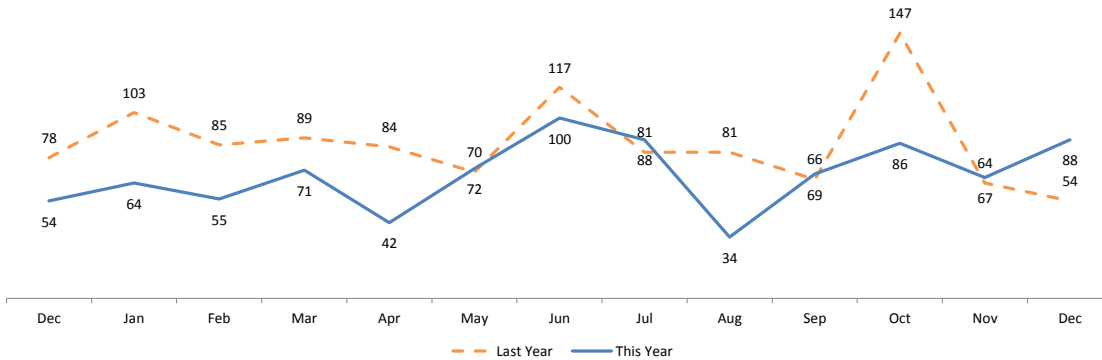
Code	16	Name	Strategy Discussions Started	Responsible officer	Paul Meredith
Full Description	Strategy Discussions started in month.				
Measure	N/A	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall assessment levels and should be in line with benchmarks.		

### Strategy Discussions Started



Last Update	December 2014
Current Value	88
Rate per 10,000 (YTD)	N/A
Overall assessment	
Target	N/A

### Strategy Discussions Started - Trend



Direction of Travel (Comparator with last year)	↑
Previous Values	
Dec-13	54
Dec-12	78
England	
2013/14	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2013/14	N/A
Measure Period	
Month End (Snapshot)	

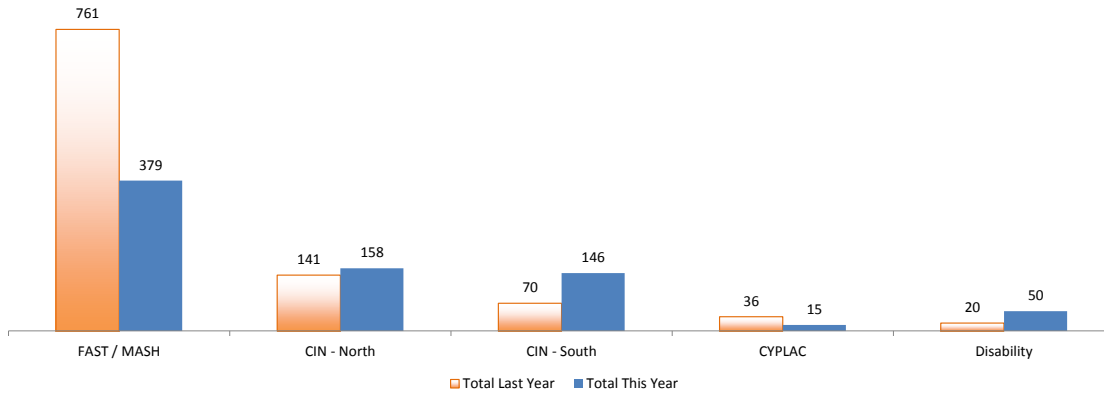
#### Comments

The increase of 31.34% in strategy meetings being started during December 2014 is due to sibling groups being subject to a strategy meeting during the month, including a sibling group of 9 children and another of 5 children. The increase in the number of meetings/discussions should be viewed as a positive indicator that managers appear to have more case oversight and are applying a safeguarding threshold appropriately.

As anticipated, the number of strategy meetings being started and completed in any one month has risen following the implementation of a robust child sexual exploitation (CSE) risk assessment process embedded within Frameworki, which went live on 5 November 2014. A total of 8 children were the subject of a strategy meeting following completion of the CSE risk assessment tool during December 2014.

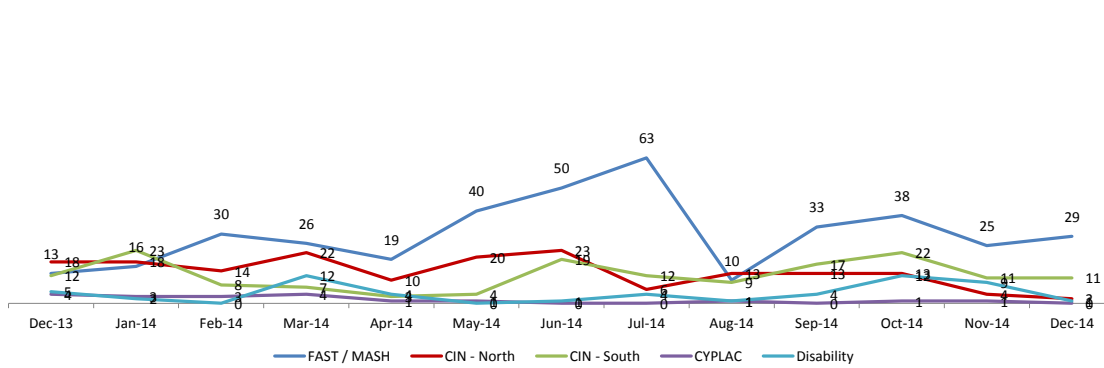
Code	17	Name	Strategy Discussions Started Per Team - by 5 Most Common Teams	Responsible officer	Paul Meredith
Full Description	Strategy Discussions started per team - by the 5 most common teams, per month/year.				
Measure	N/A	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall assessment levels and should be in line with benchmarks. Allows potential to focus on any problematic areas.		

### Strategy Discussions Started Per Team - by 5 Most Common Teams



Last Update	December 2014
Current Value	88
Rate per 10,000 (YTD)	N/A
Overall assessment	
Target	N/A

### Strategy Discussions Started Per Team - by 5 Most Common Teams - Trend



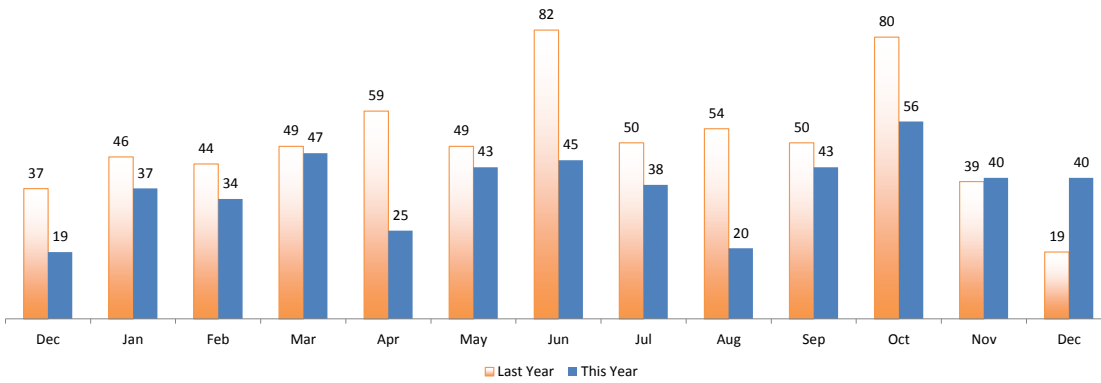
Direction of Travel (Comparator with last year)	
Previous Values	
Dec-13	54
Dec-12	78
England	
2013/14	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2013/14	N/A
Measure Period	
Month End (Snapshot)	

#### Comments

As is to be expected, MASH continue to be the primary team responsible for initiating strategy discussions and meetings.

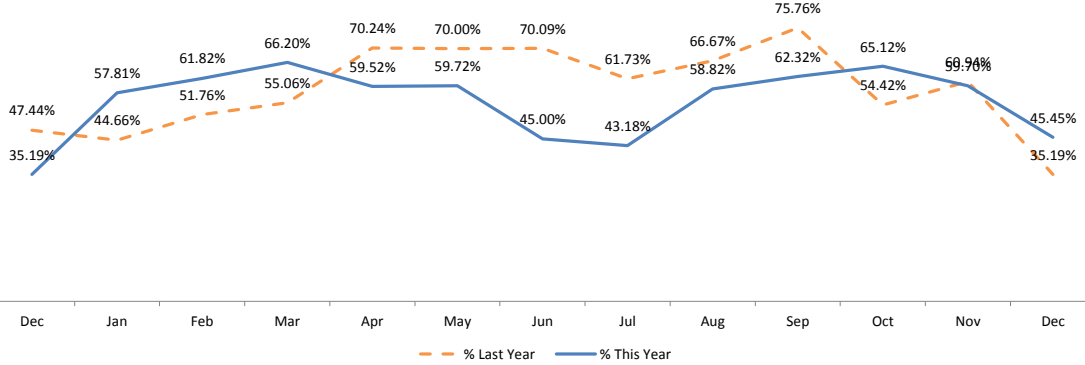
Code	18	Name	Strategy Discussions Leading to Section 47 Investigations	Responsible officer	Paul Meredith
Full Description	Of the total number of Strategy Discussions that took place in the month, the total number which went onto s47 Investigations.				
Measure	N/A	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall assessment levels and should be in line with benchmarks.		

### Strategy Discussions Leading to Section 47 Investigations



Last Update	December 2014
Current Value	45.45%
Rate per 10,000 (YTD)	
Overall assessment	
Target	N/A

### Strategy Discussions Leading to Section 47 Investigations - Trend

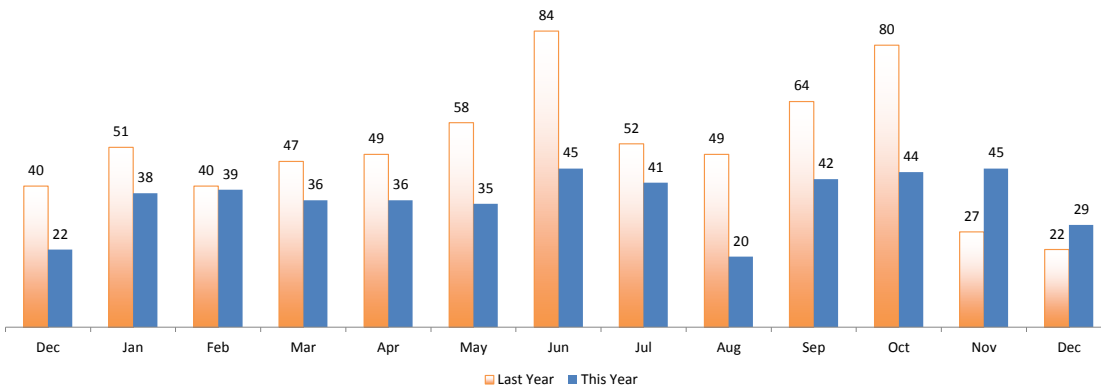


Direction of Travel (Comparator with last year)	
Previous Values	
Dec-13	35.19%
Dec-12	47.44%
England	
2013/14	124.1
Statistical Neighbours	
2012/13	N/A
West Midlands	
2013/14	125.8
Measure Period	
Month End (Snapshot)	

**Comments**  
 The number of strategy discussions leading to s47 investigations has been steady since August 2014.

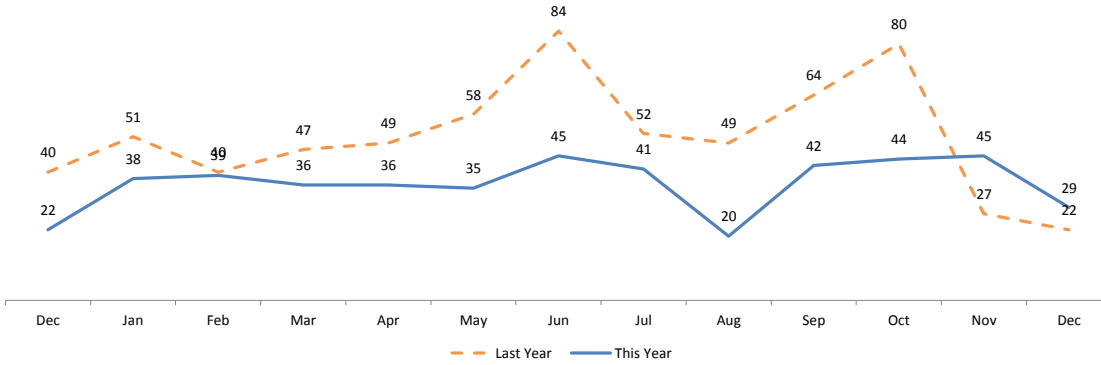
<b>Code</b>	<b>19</b>	<b>Name</b>	<b>Section 47 Enquiries Started</b>	<b>Responsible officer</b>	<b>Paul Meredith</b>
<b>Full Description</b>	Reports on number of Section 47 Enquiries started in each month.				
<b>Measure</b>	Lower is Better	<b>Indicator Guide</b>	No correct number but the overall number should be viewed in the context of the overall assessment levels and should be in line with benchmarks.		

### Section 47 Enquiries Started



<b>Last Update</b>	December 2014
<b>Current Value</b>	29
<b>Rate per 10,000 (YTD)</b>	124.65
<b>Overall assessment</b>	
<b>Target</b>	N/A

### Section 47 Enquiries Started - Trend



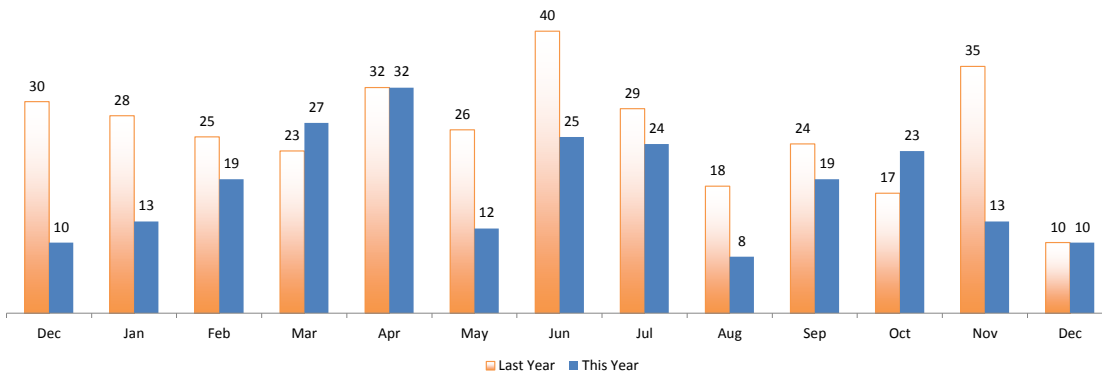
<b>Direction of Travel (Comparator with last year)</b>	
<b>Previous Values</b>	
Dec-13	623
Dec-12	585
<b>England</b>	
2013/14	124.1
<b>Statistical Neighbours</b>	
2012/13	98.2
<b>West Midlands</b>	
2013/14	125.8
<b>Measure Period</b>	
<b>Year End (Cumulative)</b>	

#### Comments

The CIN Census data for 2013-14 shows that there has been an increase in the number of s47 investigations undertaken of just over 10% across England as a whole. The 2013/14 rate per 10,000 population in Herefordshire was 152.8, and it is encouraging to note that the year to date rate 124.65 per 10,000 is becoming more aligned with the national average.

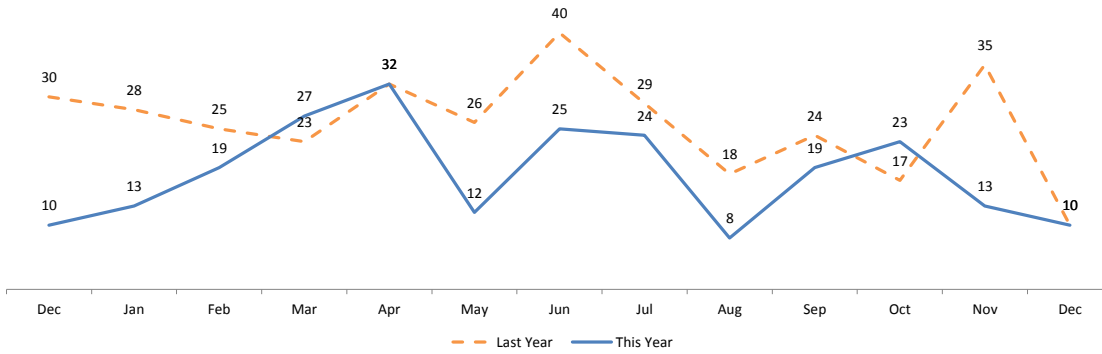
Code	20	Name	Child Protection Plans Starting in Month	Responsible officer	Reg Marriott
Full Description	Children subject to a Child Protection Plan during the year.				
Measure	N/A	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall assessment levels and should be more in line with benchmarks.		

### Child Protection Plans Starting in Month



Last Update	December 2014
Current Value	10
Rate per 10,000	62.33
Overall assessment	
Target	

### Child Protection Plans Starting in Month - Trend



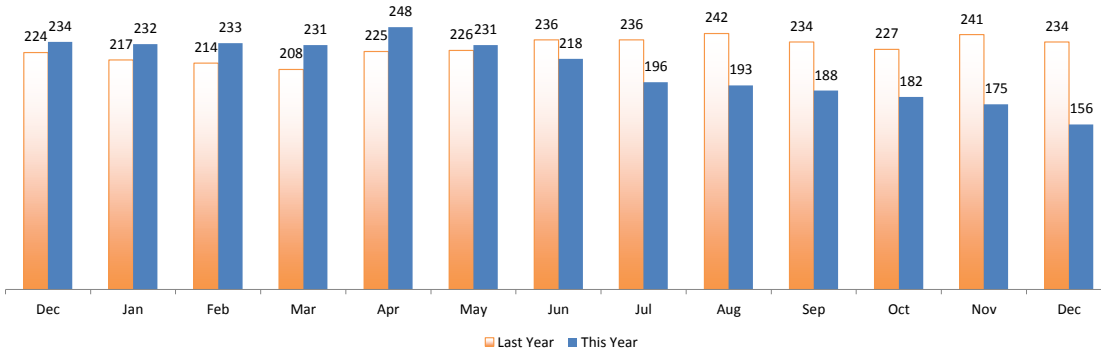
Direction of Travel (Comparator with last year)	
Previous Values	
Dec-13	85.04
Dec-12	70.91
England	
2013/14	52.1
Statistical Neighbours	
2012/13	49.73
West Midlands	
2013/14	55
Measure Period	
Month End (Snapshot)	

#### Comments

13 children were considered at initial child protection conferences during December 2014, resulting in 10 children becoming subject to a Child Protection Plan.

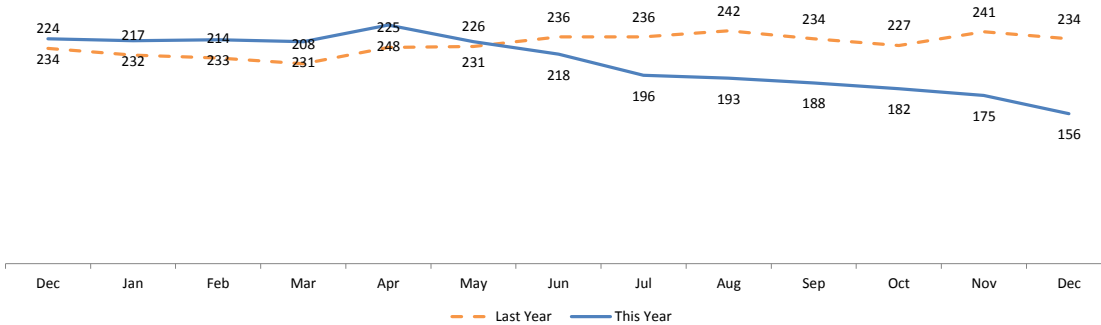
Code	21	Name	Child Protection Plans @ Month End	Responsible officer	Reg Marriott
Full Description	Children subject to a Child Protection Plan during the year.				
Measure	N/A	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall assessment levels and should be more in line with benchmarks.		

### Child Protection Plans at Month End



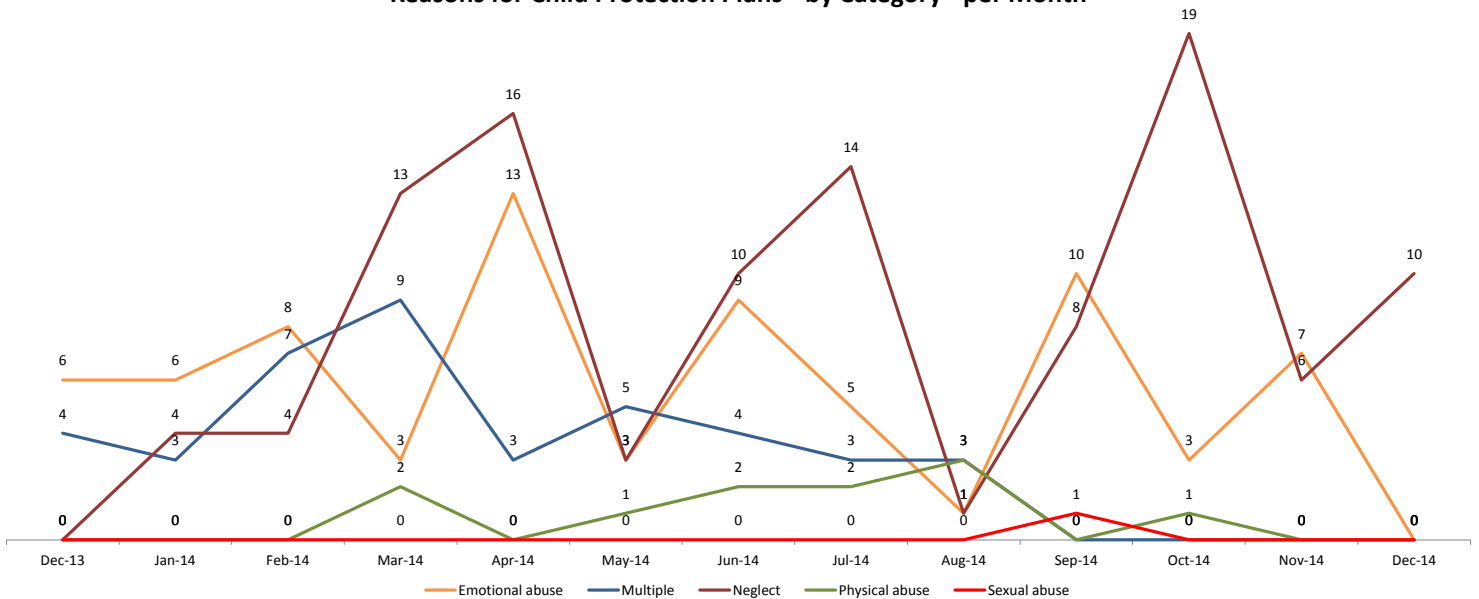
Last Update	December 2014
Current Value	156
Rate per 10,000	43.21
Overall assessment	
Target	

### Child Protection Plans at Month End - Trend



Direction of Travel (Comparator with last year)	
Previous Values	
Dec-13	64.82
Dec-12	62.05
England	
2013/14	42.1
Statistical Neighbours	
2012/13	39
West Midlands	
2013/14	44.7
Measure Period	
Month End (Snapshot)	

### Reasons for Child Protection Plans - by Category - per Month



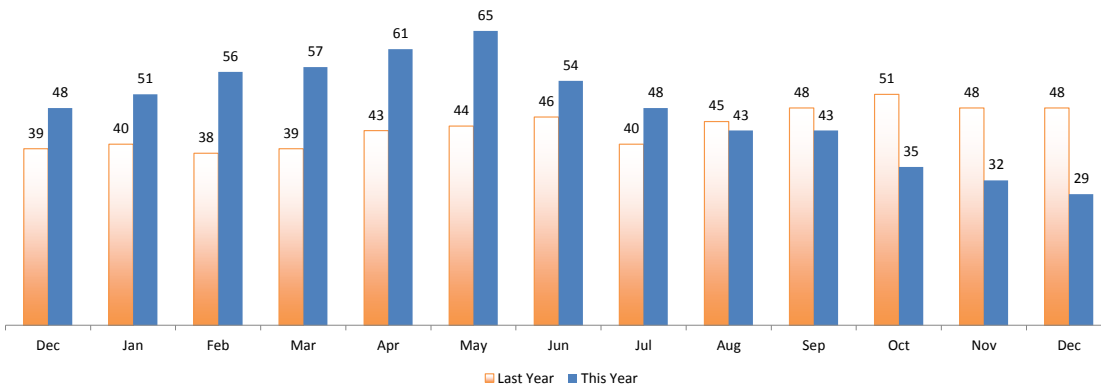
#### Comments

There continues to be a month on month decrease in the number of children subject to a Child Protection Plan since April 2014, with an overall reduction since this time of 37.09%. The rate per 10,000 children subject to a Plan in Herefordshire as at 31 December 2014 is 43.21, which is within range of the all England rate of 42.1 for 2013-14. The current Herefordshire rate is lower than the West Midlands 2013-14 rate of 44.7.

Whilst it is anticipated that the overall trend of this figure will come down over time, it is likely that there will be some fluctuations in rate, reflecting week to week variance in child protection cases coming to light.

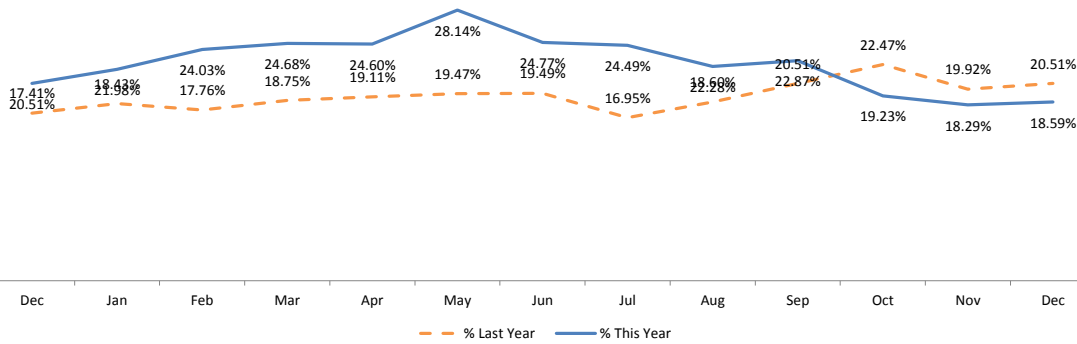
Code	22	Name	Second or Subsequent Child Protection Plans @ Month End	Responsible officer	Reg Marriott
Full Description	Children becoming the subject of a Child Protection Plan for a second or subsequent time.				
Measure	Lower is Better	Indicator Guide	Decrease the number of children becoming subject to a Child Protection Plan for a subsequent time. Good performance is generally low, between 10% and 15%. However, a very low level may mean that a local authority is not submitting some children to a Child Protection Plan who are in need.		

### Second or Subsequent Child Protection Plans at Month End



Last Update	December 2014
Current Value	18.59%
Rate per 10,000 (YTD)	N/A
Overall assessment	<input type="checkbox"/>
Target	

### Second or Subsequent Child Protection Plans at Month End - Trend



Direction of Travel (Comparator with last year)	↓
Previous Values	
Dec-13	20.51%
Dec-12	17.41%
England	
2013/14	15.80%
Statistical Neighbours	
2012/13	18.53%
West Midlands	
2013/14	16.40%
Measure Period	
Month End (Snapshot)	

#### Comments

29 children are currently subject to a Child Protection Plan for the second or subsequent time as at 31 December 2014. The primary factors that compromise parenting in these cases are domestic abuse, drug misuse and mental health issues. 13.79% of these children were subject to a Plan in 2009: 10.34% in 2010: 24.14% in 2011: 31.03% in 2012: 17.24% in 2013, and just one young person (3.45%) in 2014.

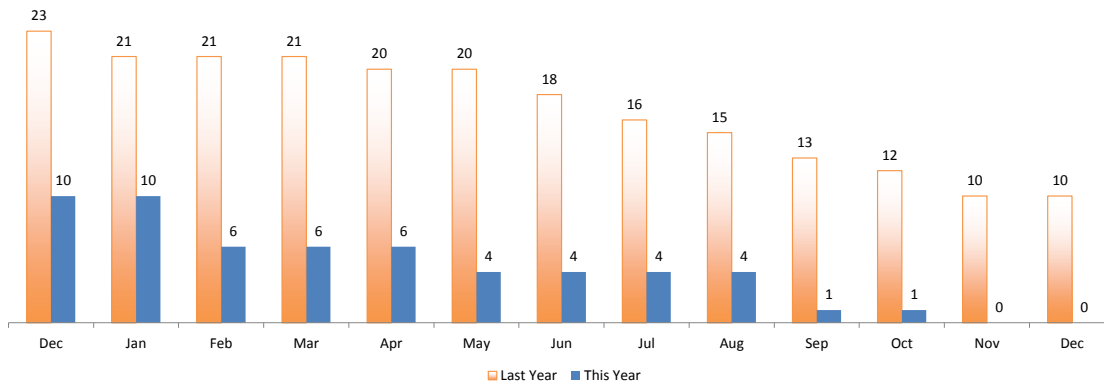
The young person concerned was a 16 year old whose Plan was discontinued in September 2014, with her two young siblings remaining subject to a CP Plan. However, in light of mother's mental health issues, difficulties in coping and increasing difficulties in the relationship between them, the young person was again made subject to a CP Plan in December 2014.





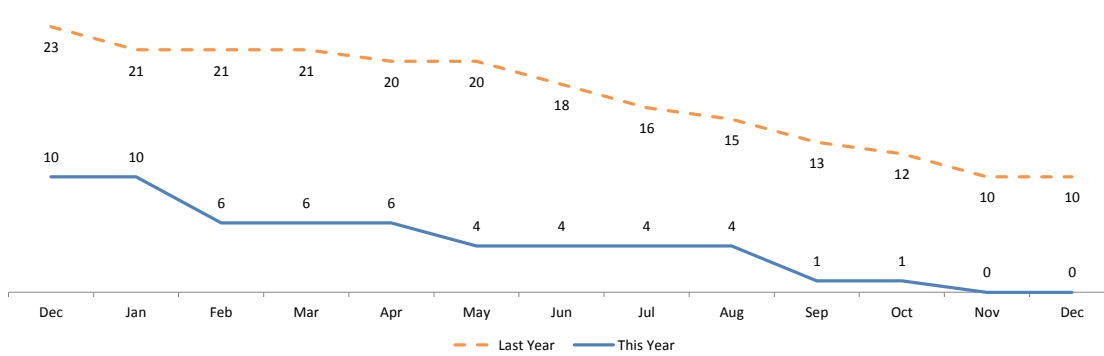
Code	23	Name	Child Protection Plans Open for 2+ Years @ Month End	Responsible officer	Reg Marriott
Full Description	The length of time children are on a Child Protection Plan.				
Measure	Lower is Better	Indicator Guide	Reduce the number of children on a Child Protection Plan for 2+ years. Good performance is measured by a lower percentage, however some children will need Child Protection Plans for longer than 2 years and are not necessarily expecting a zero percentage return.		

### Child Protection Plans Open for 2+ Years @ Month End



Last Update	December 2014
Current Value	0.00%
Rate per 10,000 (YTD)	N/A
Overall assessment	
😊	
Target	2.30%

### Child Protection Plans Open for 2+ Years @ Month End - Trend



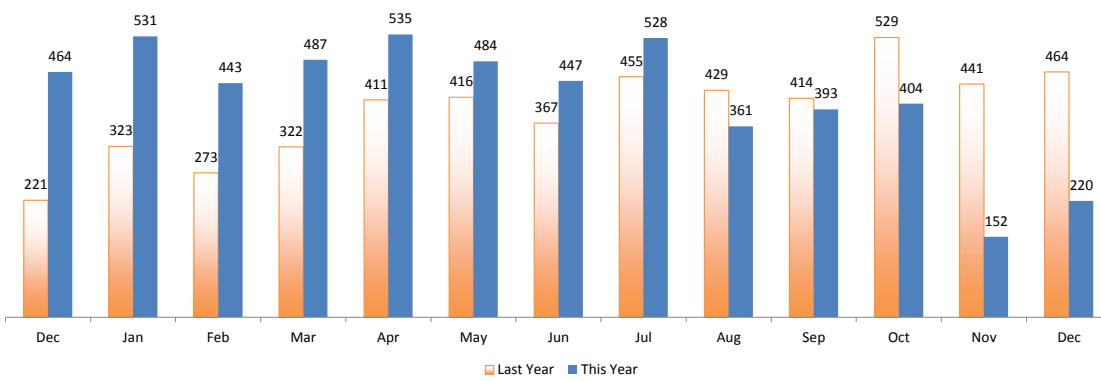
Direction of Travel (Comparator with last year)	
↓	
Previous Values	
Dec-13	4.27%
Dec-12	10.27%
England	
2013/14	2.60%
Statistical Neighbours	
2012/13	2.7%
West Midlands	
2013/14	2.20%
Measure Period	
Month End (Snapshot)	

#### Comments

The above data shows a very positive trend over the past 12 months, and the current position reflects the rigour and greater scrutiny around children who have been subject to plans over a longer timescale. The current rate per 10,000 is below that of the all England average of 2.6%

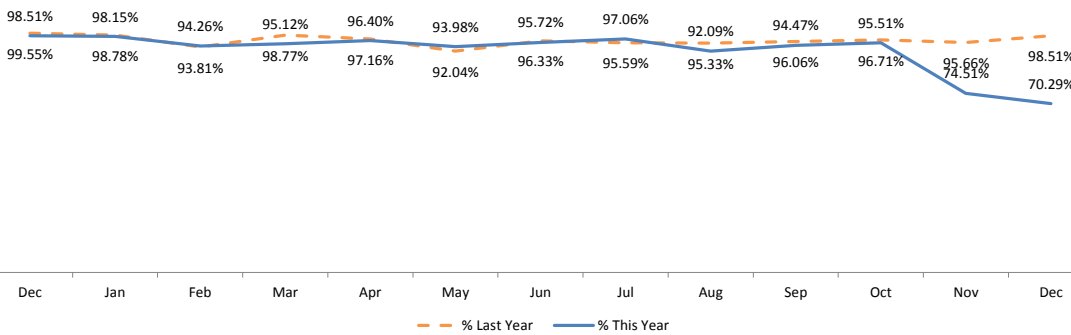
Code	24	Name	Child Protection Visits Within Timescale in Month	Responsible officer	Kay Prescott
Full Description	Number of Child Protection Visits carried out within timescale in month.				
Measure	Higher is Better	Indicator Guide	Increase the numbers of Child Protection Visits that are being undertaken within timescale to a level at, or above benchmarks.		

Child Protection Visits Within Timescale in Month



Last Update	December 2014
Current Value	70.29%
Rate per 10,000 (YTD)	N/A
Overall assessment	
Target	100%

Child Protection Visits Within Timescale in Month - Trend



Direction of Travel (Comparator with last year)	
Previous Values	
Dec-13	98.51%
Dec-12	99.55%
England	
2012/2014	58.40%
Statistical Neighbours	
2012/13	69.80%
West Midlands	
2013/14	65.80%
Measure Period	
Month End (Snapshot)	

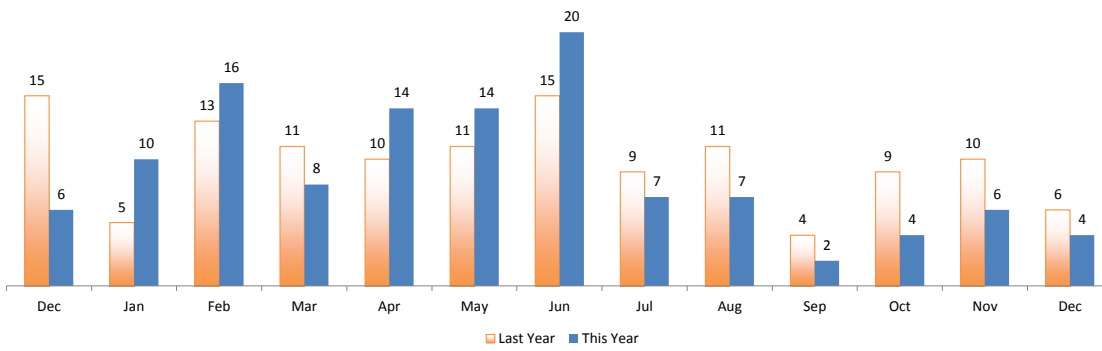
Comments

Despite the drop in the numbers of children subject to a Child Protection Plan over the past six months of 25.8%, this is not reflected in performance with regard to the timeliness of child protection visits. However, whilst Herefordshire's local target of 100% has not been met over the past 12 months, performance has consistently been higher than the all England performance of 58.40% and the West Midlands authorities performance of 65.80% during the year 2013-14 (CIN Census data 2013-14).

As predicted in October 2014, performance in how child protection visits have been recorded in Frameworki in November and December 2014 has been compromised whilst new processes have bedded in, and practitioners familiarise themselves with the new recording processes. A meeting to discuss recording issues is scheduled for 13 January 2015.

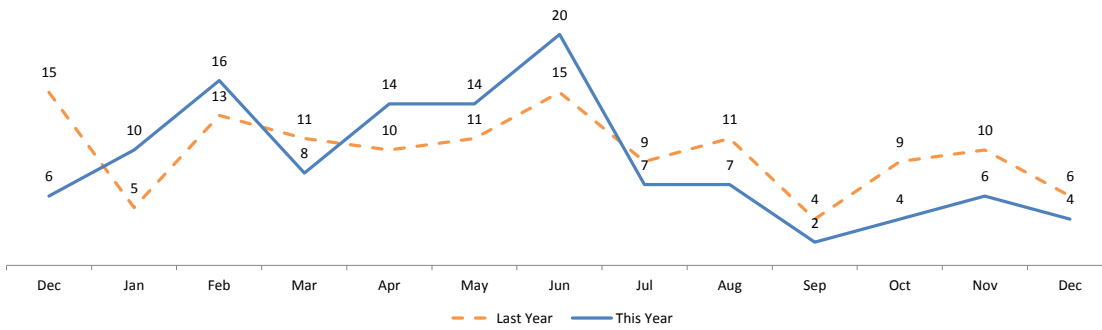
Code	25	Name	Dual Registered Children - (LAC & CPP)	Responsible officer	Reg Marriott
Full Description	Children subject to a Child Protection Plan during the year.				
Measure	N/A	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall assessment levels and should be more in line with benchmarks.		

### Dual Registered Children - (LAC & CPP)



Last Update	December 2014
Current Value	4
Rate per 10,000	1.11
Overall assessment	
Target	

### Dual Registered Children - (LAC & CPP) - Trend



Direction of Travel (Comparator with last year)	
Previous Values	
Dec-13	6
Dec-12	15
England	
2013/14	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2013/14	N/A
Measure Period	
Month End (Snapshot)	

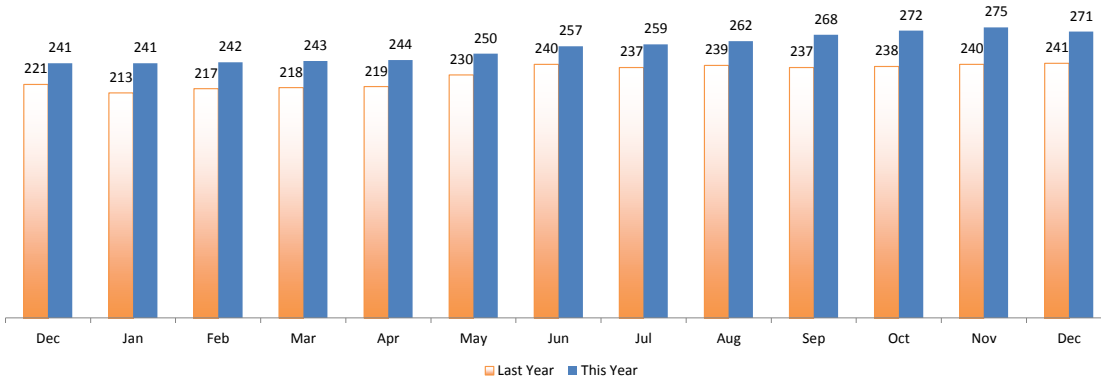
#### Comments

The four children who were accommodated and also subject to a Child Protection Plan as at 31 December 2014 included two siblings who were accommodated under s20 (CA1989) shortly after the initial child protection conference. They continued to be subject to a Child Protection Plan whilst accommodated due to mother's historical pattern of agreeing to the children being accommodated and then withdrawing her consent, her mental health problems and risks posed to the family by others.

The third child's Child Protection Plan was discontinued in January 2015, and the fourth child was accommodated whilst continuing to be subject to a Child Protection Plan in order to meet her specialist health needs, and parenting skills work is undertaken with her primary caregivers.

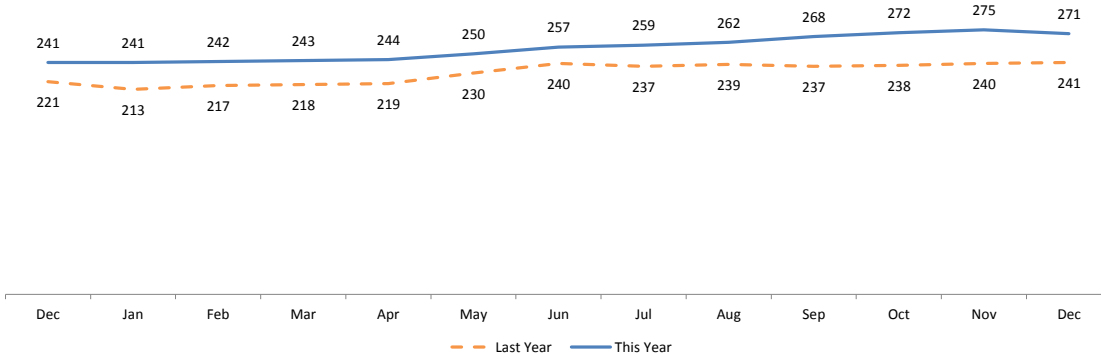
Code	26	Name	Looked After Children @ Month End	Responsible officer	Jo King
Full Description	Number of children in care on the last day of the month.				
Measure	N/A	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall levels of demand for statutory intervention.		

### Looked After Children at Month End



Last Update	December 2014
Current Value	271
Rate per 10,000	75.07
Overall assessment	
✕	
Target	

### Looked After Children at Month End - Trend



Direction of Travel (Comparator with last year)	
↑	
Previous Values	
Dec-13	241
Dec-12	221
England	
2013/14	60
Statistical Neighbours	
2012/13	48.2
West Midlands	
Q1 2014/15	88.6
Measure Period	
Month End (Snapshot)	

#### Comments

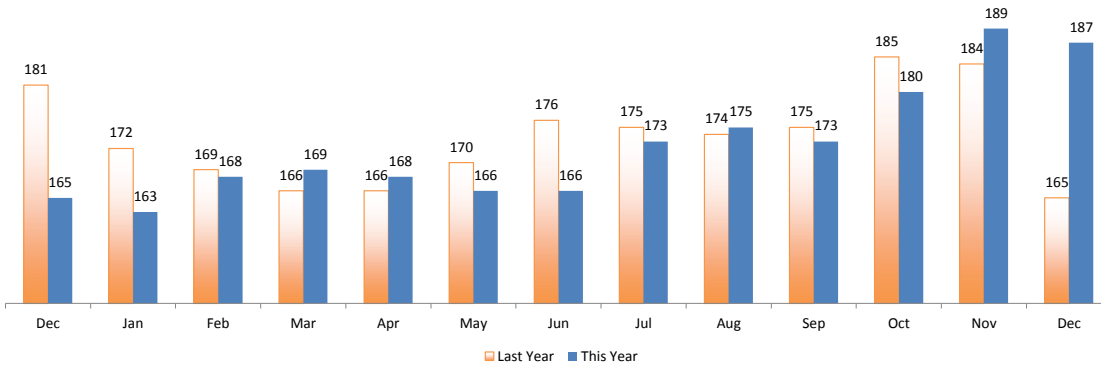
Nationally, the number of children looked after rose by 5% as at 31 March 2014. The all England rate is 60 per 10,000 children but, at a local authority level, this rate varies significantly.

In Herefordshire, the number of children looked after has steadily risen throughout 2014 (12.45% across the 12 month period) and the rate per 10,000 as at 31 December 2014 was 75.07. Whilst this is higher than the all England rate, it is lower than the Q1 figure for the West Midlands local authorities.

One of the areas we have noticed is a comparatively high number of young people aged 16+ years who are accommodated, and we are undertaking further investigation as to whether this is related to the Southwark judgement.

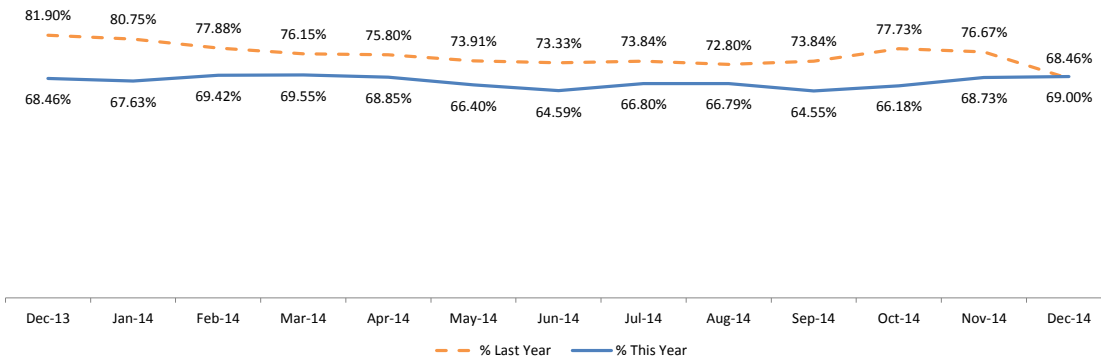
<b>Code</b>	<b>27</b>	<b>Name</b>	<b>Looked After Children in Same Placement for 2 Years or More</b>	<b>Responsible officer</b>	<b>Jo King</b>
<b>Full Description</b>	Looked After Children staying in one placement for 2 years or more. Figures are a snapshot at the end of each month.				
<b>Measure</b>	<b>Higher is Better</b>	<b>Indicator Guide</b>	To increase the numbers of children in care, who reside in the same placement for 2 years or more.		

### Looked After Children in Same Placement for 2 Years or More



<b>Last Update</b>	December 2014
<b>Current Value</b>	<b>69.00%</b>
<b>Rate per 10,000</b>	<b>51.80</b>
<b>Overall assessment</b>	
<b>Target</b>	
N/A	

### Looked After Children in Same Placement for 2 Years or More - Trend



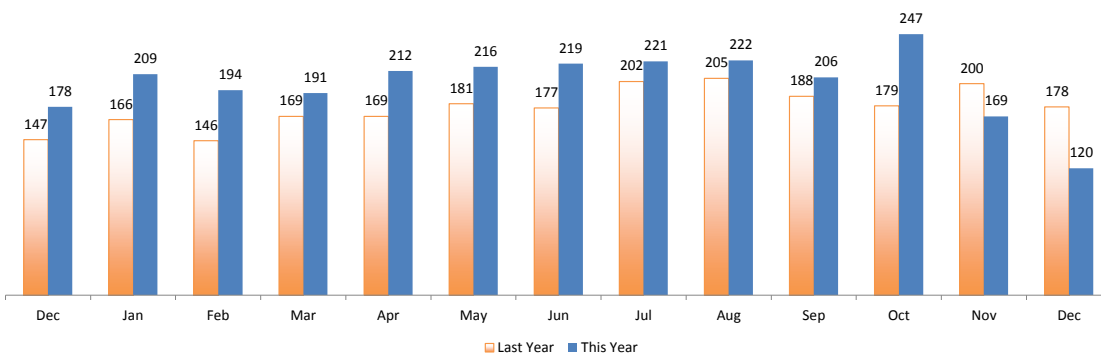
<b>Direction of Travel (Comparator with last year)</b>	
<b>Previous Values</b>	
Dec-13	68.46%
Dec-12	81.90%
<b>England</b>	
2012/2013	N/A
<b>Statistical Neighbours</b>	
2012/13	N/A
<b>West Midlands</b>	
2012/13	N/A
<b>Measure Period</b>	
<b>Month End (Snapshot)</b>	

#### Comments

Although placement stability in Herefordshire is better than in the same month in 2013, performance was at a higher level in March and April 2014.

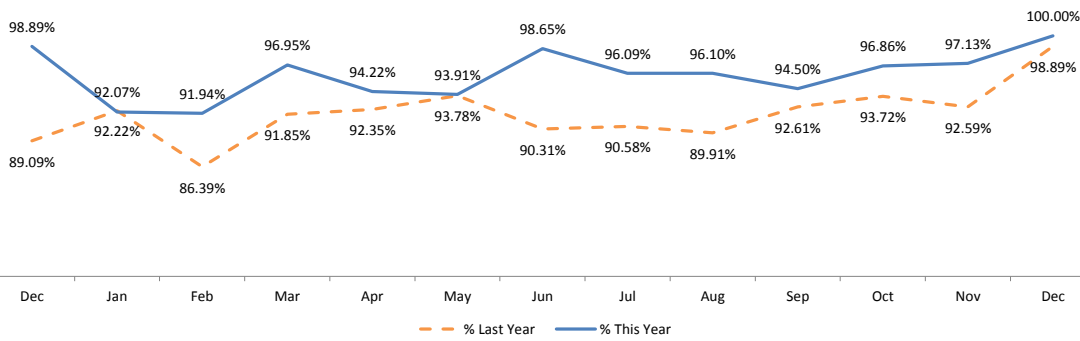
Code	28	Name	Looked After Children Visits Within Timescale in Month	Responsible officer	Jo King
Full Description	Number of Looked After Children Visits which were carried out within timescale in month.				
Measure	Higher is Better	Indicator Guide	Increase the numbers of Looked After Children Visits that are being undertaken within timescale to a level at, or above benchmarks.		

### Looked After Children Visits Within Timescale in Month



Last Update	December 2014
Current Value	100.00%
Rate per 10,000	33.24
Overall assessment	
Target	100%

### Looked After Children Visits Within Timescale in Month - Trend



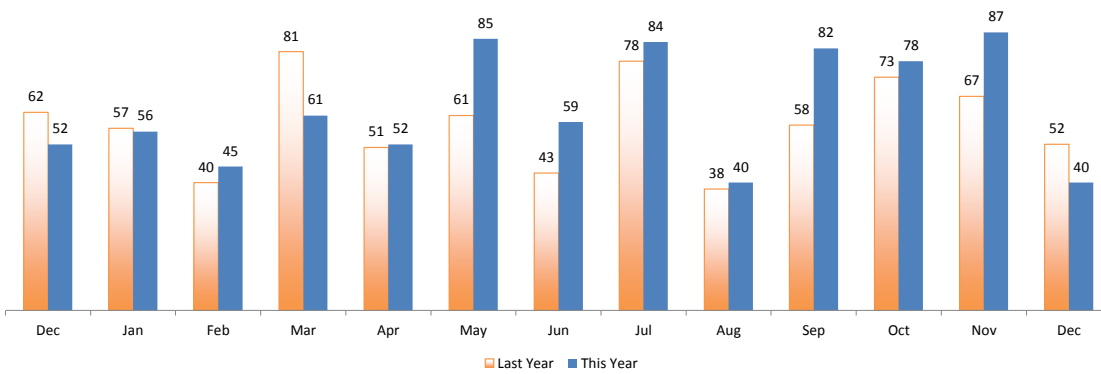
Direction of Travel (Comparator with last year)	
Previous Values	
Dec-13	98.89%
Dec-12	89.09%
England	
2012/13	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
Month End	N/A
Measure Period	
Month End (Snapshot)	

#### Comments

The timeliness of visits to Herefordshire looked after children continues to be within our locally set target, and is an improvement over 2013.

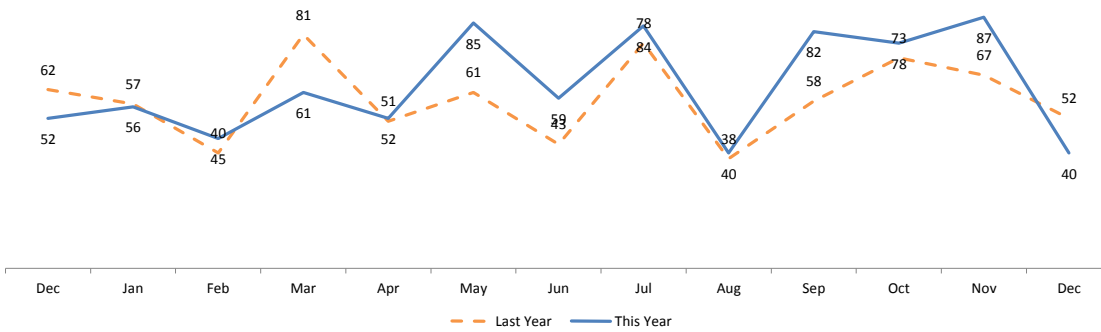
Code	29	Name	Looked After Children Reviews Held in Month	Responsible officer	Reg Marriott
Full Description	Number of Looked After Children Reviews held in month.				
Measure	N/A	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall levels of demand for statutory intervention.		

### Looked After Children Reviews Held in Month



Last Update	December 2014
Current Value	40
Rate per 10,000	11.08
Overall assessment	
Target	N/A

### Looked After Children Reviews Held in Month - Trend



Direction of Travel (Comparator with last year)	↓
Previous Values	
Dec-13	52
Dec-12	62
England	
2012/13	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2012/14	N/A
Measure Period	
Month End (Snapshot)	

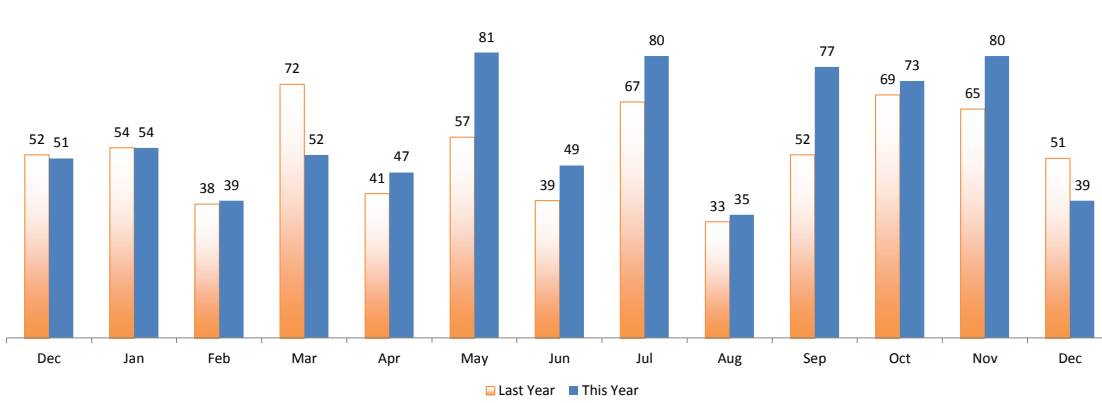
**Comments**

The drop in the number of LAC reviews held in December 2014 is due to the holiday period and schools not being available to attend reviews



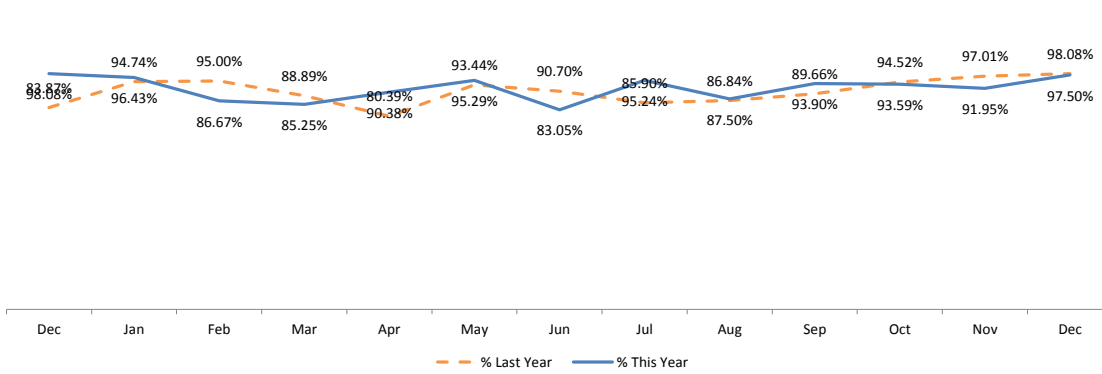
Code	30	Name	Looked After Children Reviews Within Timescale in Month	Responsible officer	Reg Marriott
Full Description	Number of Looked After Children Reviews held within timescale in month.				
Measure	Higher is Better	Indicator Guide	Increase the numbers of Looked After Children Reviews that are being undertaken within timescale to a level at, or above benchmarks.		

### Looked After Children Reviews Within Timescale in Month



Last Update	December 2014
Current Value	97.50%
Rate per 10,000 (YTD)	195.57
Overall assessment	
Target	100%

### Looked After Children Reviews Within Timescale in Month - Trend



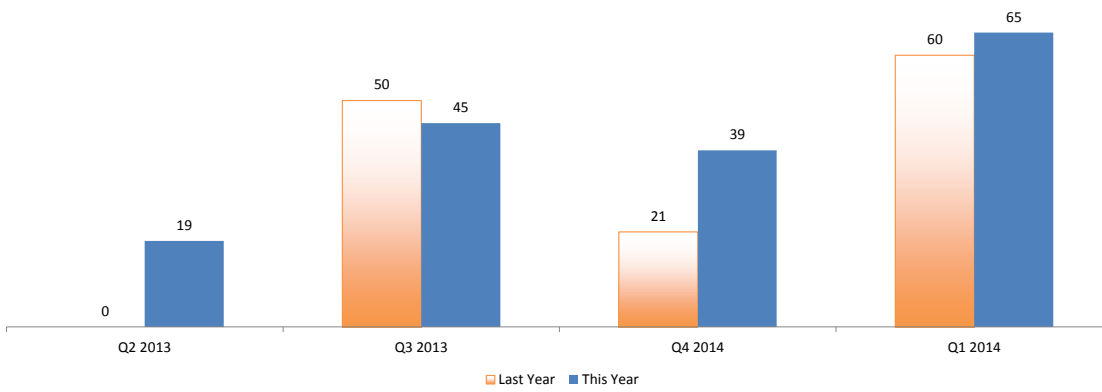
Direction of Travel (Comparator with last year)	
Previous Values	
Dec-13	98.08%
Dec-12	83.87%
England	
2013/14	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2013/14	N/A
Measure Period	
Month End (Snapshot)	

#### Comments

One LAC review was out of timescale due to the IRO having to attend hospital for an urgent medical matter

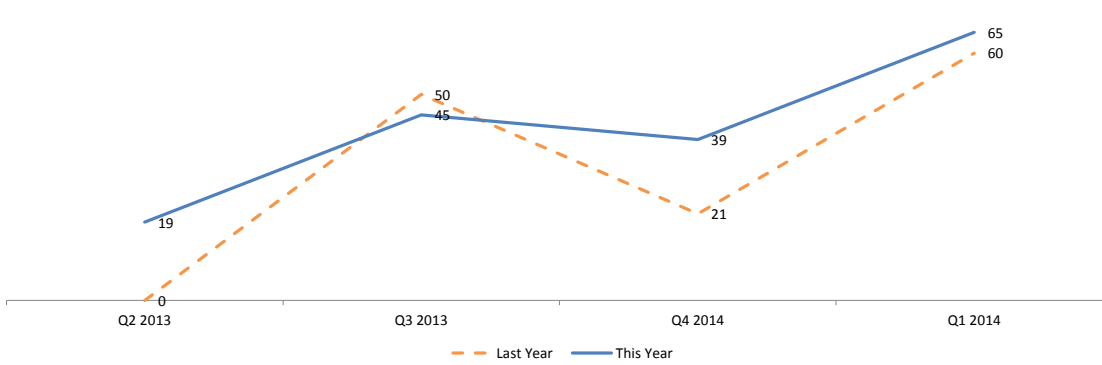
Code	31	Name	Health Referrals to Social Care	Responsible officer	Lynne Renton
Full Description	Number of Referrals to Social Care from Health.				
Measure	N/A	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall levels of demand for statutory intervention.		

### Health Referrals to Social Care



Last Update	December 2014
Current Value	65
Rate per 10,000	46.54
Overall assessment	
Target	N/A

### Health Referrals to Social Care - Trend



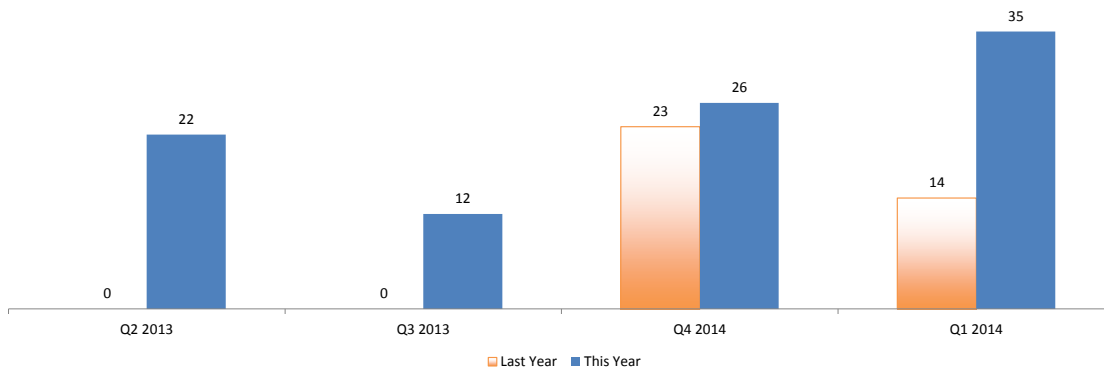
Direction of Travel (Comparator with last year)	↑
Previous Values	
Q1 2013	60
Q1 2012	0
England	
2013/14	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2013/14	N/A
Measure Period	
Month End (Snapshot)	

#### Comments

The number of contacts/referrals from Health to Social Care needs to be better reflected in table 5 above

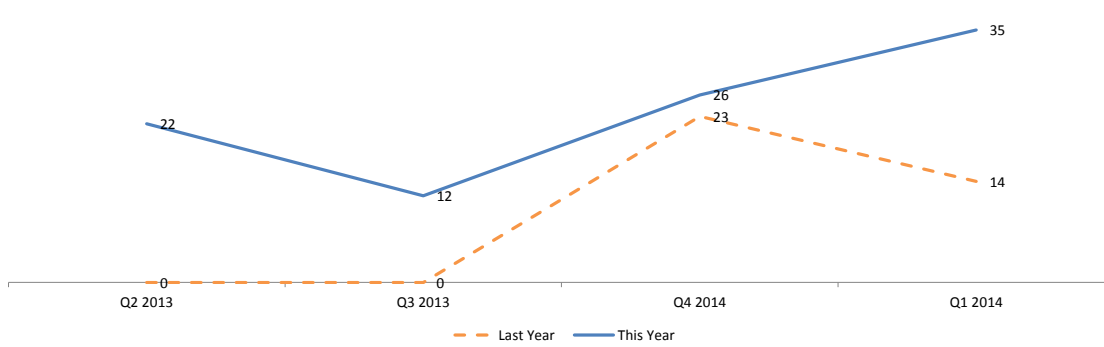
Code	32	Name	CAFs Where Health is Lead Professional	Responsible officer	Lynne Renton
Full Description	Number of CAFs which have stemmed directly from a Health Professional.				
Measure	N/A	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall levels of demand for statutory intervention.		

### CAFs Where Health is Lead Professional



Last Update	December 2014
Current Value	35
Rate per 10,000	26.32
Overall assessment	<input type="checkbox"/>
Target	N/A

### CAFs Where Health is Lead Professional - Trend

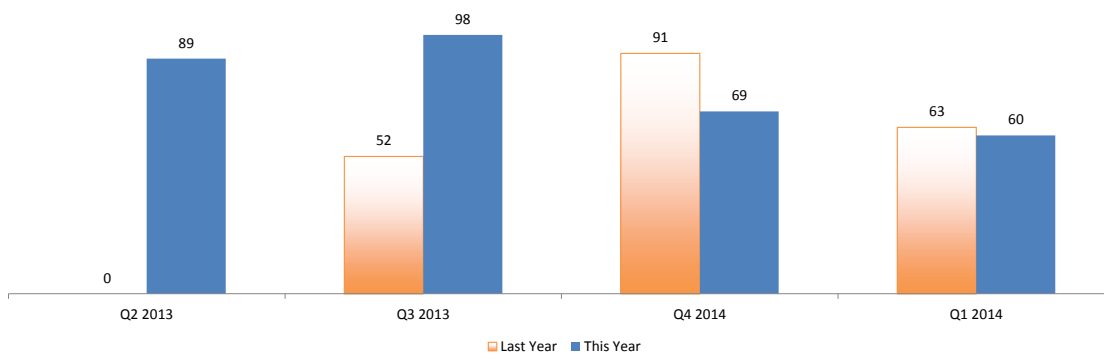


Direction of Travel (Comparator with last year)	↑
Previous Values	
Q1 2013	14
Q1 2012	0
England	
2013/14	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2013/14	N/A
Measure Period	
Month End (Snapshot)	

Comments

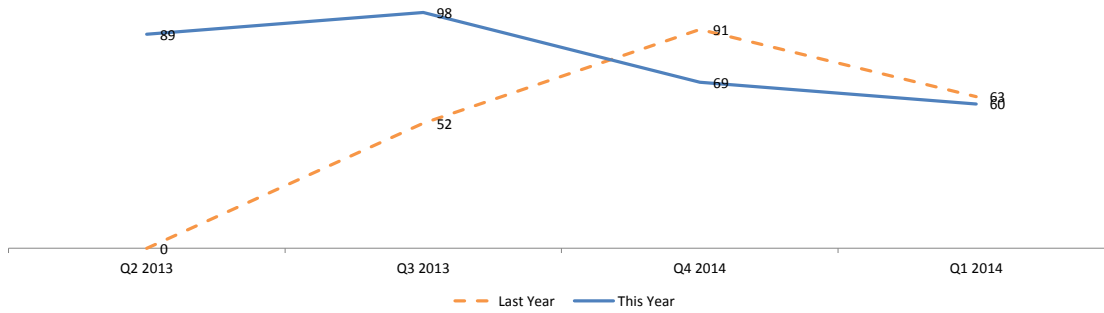
Code	33	Name	CP Medicals Undertaken	Responsible officer	Lynne Renton
Full Description	Number of Child Protection Medicals Undertaken.				
Measure	N/A	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall levels of demand for statutory intervention.		

### CP Medicals Undertaken



Last Update	December 2014
Current Value	60
Rate per 10,000	87.53
Overall assessment	<input type="checkbox"/>
Target	N/A

### CP Medicals Undertaken - Trend



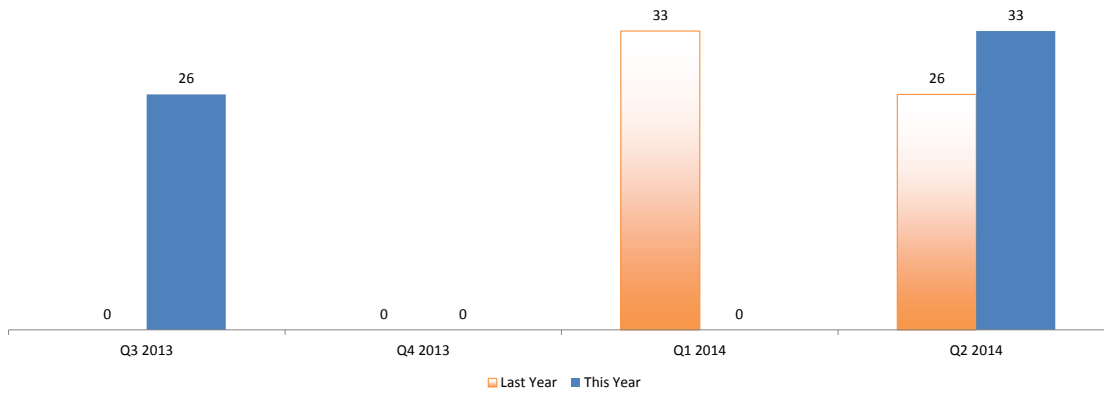
Direction of Travel (Comparator with last year)	↓
Previous Values	
Q1 2013	63
Q1 2012	0
England	
2013/14	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2013/14	N/A
Measure Period	
Month End (Snapshot)	

#### Comments

The drop in the number of child protection medicals being undertaken correlates the the drop in the number of children being subject to a Child Protection Plan

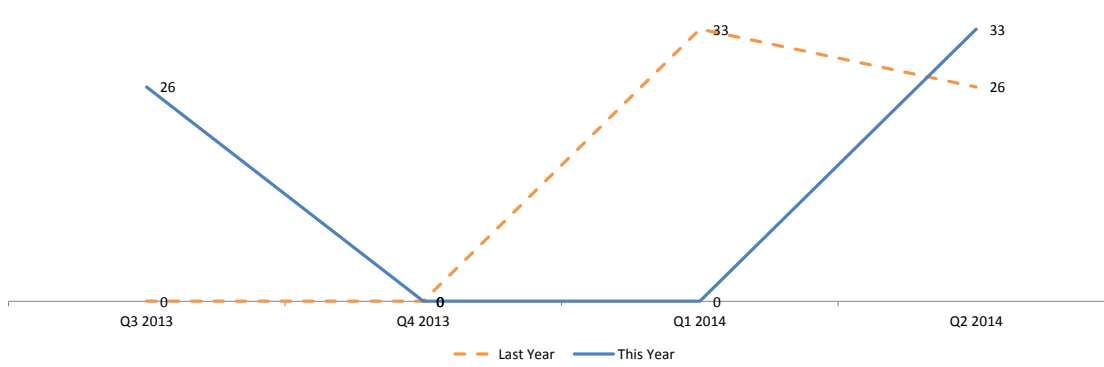
Code	34	Name	IHAs Attended	Responsible officer	Lynne Renton
Full Description	Number of IHA's attended.				
Measure	N/A	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall levels of IHAs.		

### IHAs Attended



Last Update	December 2014
Current Value	33
Rate per 10,000	16.34
Overall assessment	<input type="checkbox"/>
Target	N/A

### IHAs Attended - Trend

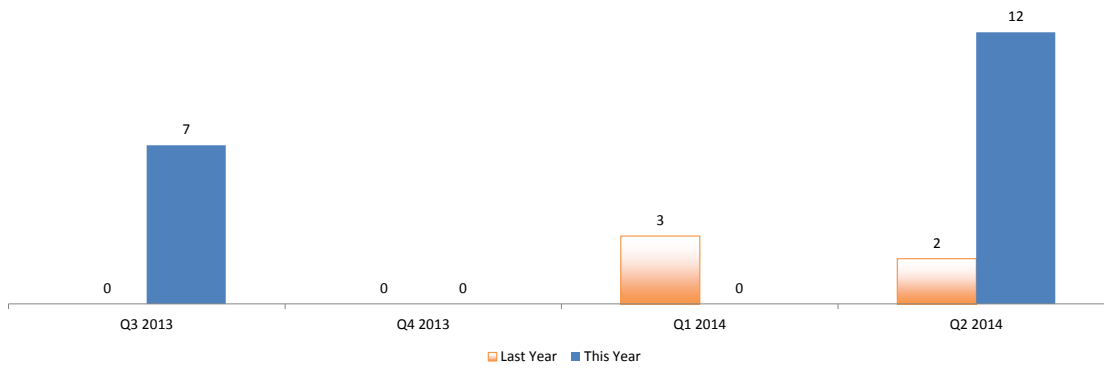


Direction of Travel (Comparator with last year)	↑
Previous Values	
Q2 2013	26
Q2 2012	0
England	
2013/14	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2013/14	N/A
Measure Period	
Month End (Snapshot)	

Comments

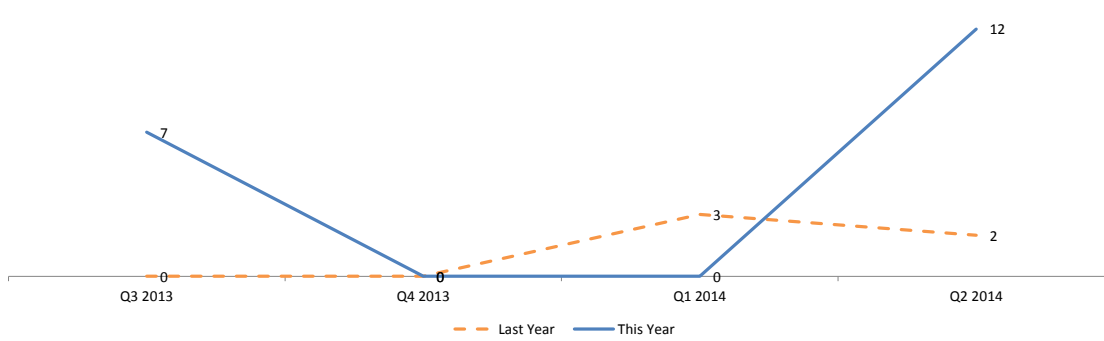
Code	35	Name	IHAs Completed Within Timescale	Responsible officer	Lynne Renton
Full Description	Number of IHAs completed within timescale.				
Measure	Higher is Better	Indicator Guide	Increase the numbers of IHAs that are being undertaken within timescale to a level at, or above benchmarks.		

### IHAs Completed Within Timescale



Last Update	December 2014
Current Value	12
Rate per 10,000	5.26
Overall assessment	
✕	
Target	100%

### IHAs Completed Within Timescale - Trend

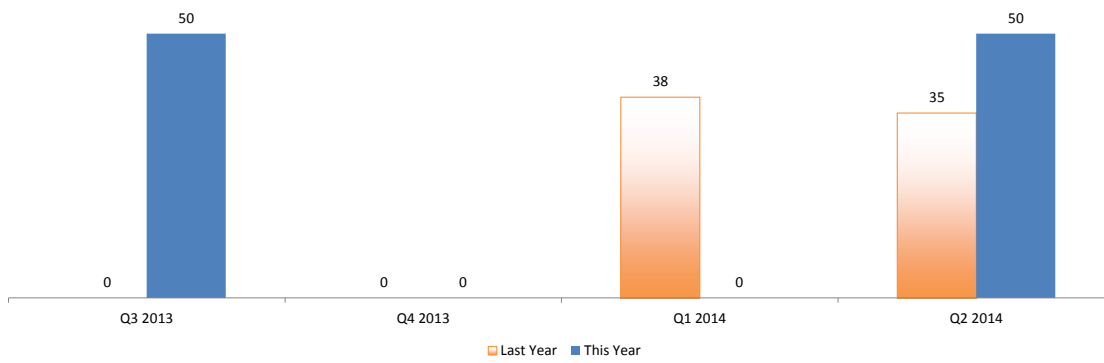


Direction of Travel (Comparator with last year)	
↑	
Previous Values	
Q2 2013	2
Q2 2012	0
England	
2013/14	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2013/14	N/A
Measure Period	
Month End (Snapshot)	

Comments

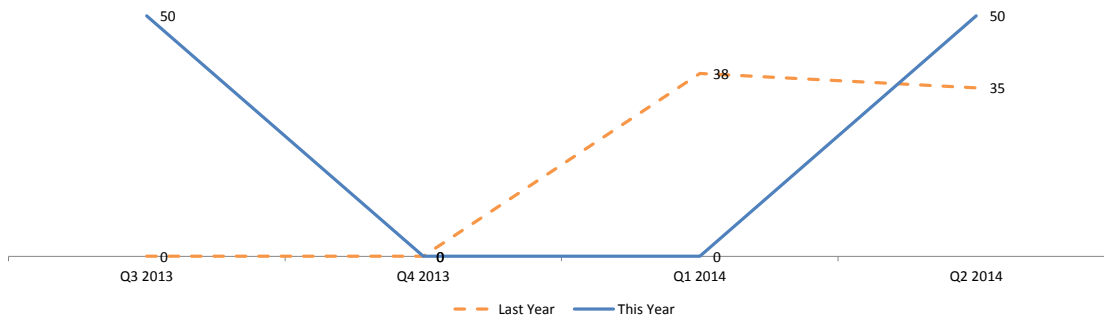
Code	36	Name	RHAs Attended	Responsible officer	Lynne Renton
Full Description	Number of RHA's attended.				
Measure	N/A	Indicator Guide	No correct number but the overall number should be viewed in the context of the overall levels of RHAs.		

### RHAs Attended



Last Update	December 2014
Current Value	50
Rate per 10,000	27.70
Overall assessment	
✕	
Target	N/A

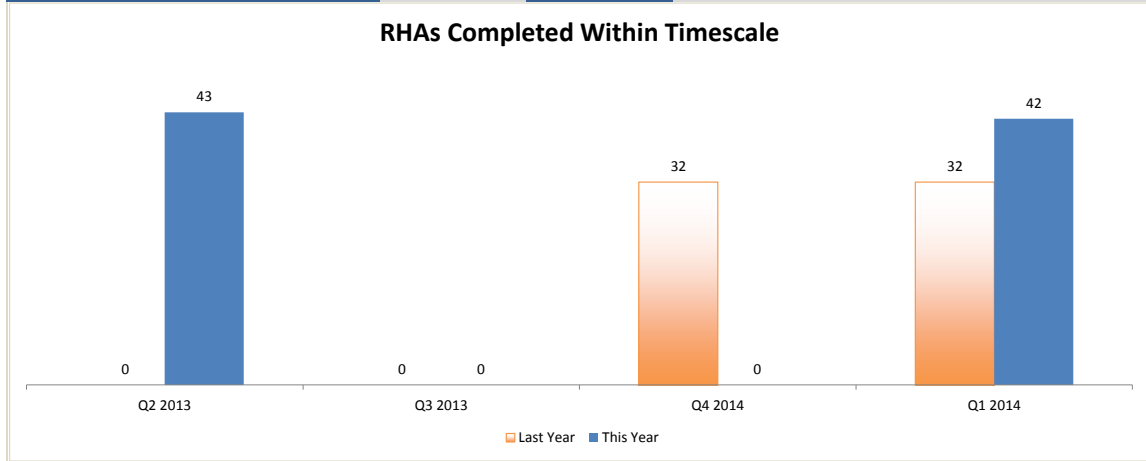
### RHAs Attended - Trend



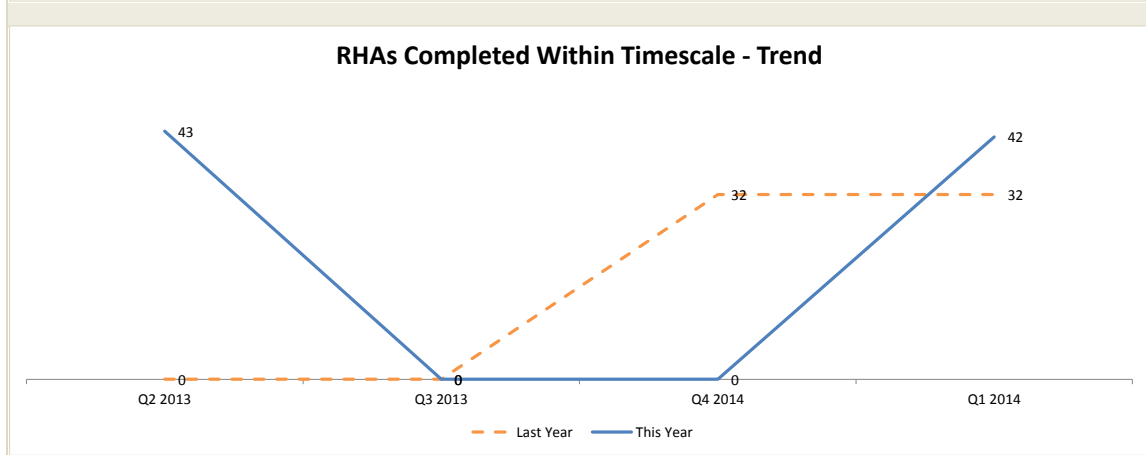
Direction of Travel (Comparator with last year)	↑
Previous Values	
Q2 2013	35
Q2 2012	0
England	
2013/14	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2013/14	N/A
Measure Period	
Month End (Snapshot)	

Comments

Code	37	Name	RHAs Completed Within Timescale	Responsible officer	Lynne Renton
Full Description	Number of IHAs completed within timescale.				
Measure	Higher is Better	Indicator Guide	Increase the numbers of RHAs that are being undertaken within timescale to a level at, or above benchmarks.		



Last Update	December 2014
Current Value	42
Rate per 10,000	23.55
Overall assessment	
✘	
Target	100%



Direction of Travel (Comparator with last year)	
↑	
Previous Values	
Q1 2013	32
Q1 2012	0
England	
2013/14	N/A
Statistical Neighbours	
2012/13	N/A
West Midlands	
2013/14	N/A
Measure Period	
Month End (Snapshot)	

Comments



Historical Data																
Date	Service Managers			Team Managers			Social Workers			Other Roles			Total Employees			
	Permanent	Interim	SM Interim Staff as % of total workforce	Permanent	Interim	TM Interim Staff as % of total workforce	Permanent	Interim	SW Interim Staff as % of total workforce	Permanent	Interim	SW Interim Staff as % of total workforce	Permanent	Interim	All Interim Staff as % of total workforce	Grand Total
31/10/2012				13	4	23.5	50.28	9	15.2				63.28	13	17.0	76.3
31/03/2013				11.59	10.1	46.6	51.93	18	25.7				63.52	28.1	30.7	91.6
30/04/2013				9.59	9	48.4	53.24	20	27.3				62.83	29	31.6	91.8
31/03/2014				11	6	35.3	48.75	26.98	35.6				59.75	32.98	35.6	92.7

Updated Data for Last Quarter (Q3) - 30/09/2014																
Date	Service Managers			Team Managers			Social Workers			Other Roles			Total Employees			
	Permanent	Interim	SM Interim Staff as % of total workforce	Permanent	Interim	TM Interim Staff as % of total workforce	Permanent	Interim	SW Interim Staff as % of total workforce	Permanent	Interim	SW Interim Staff as % of total workforce	Permanent	Interim	All Interim Staff as % of total workforce	Grand Total
CIN North	1	0	0.0	3	0	0.0	6.49	8	55.2	1	0	0.0	11.49	8	41.0	19.5
CIN South	1	0	0.0	1	2	66.7	7.19	5.31	42.5	2	0	0.0	11.19	7.31	39.5	18.5
MASH	0	1	100.0	2	0	0.0	3	7	70.0	4.81	0	0.0	9.81	8	44.9	17.8
LAC	1	0	0.0	1	1	50.0	11.23	8	41.6	1.99	0	0.0	15.22	9	37.2	24.2
16+				1	0	0.0	3	2	40.0	7	0	0.0	11	2	15.4	13.0
CWD				1	0	0.0	0	5	100.0	2.81	0	0.0	3.81	5	56.8	8.8
Safeguarding										4.81	4.61	48.9	4.81	4.61	48.9	9.4
Quality Assurance										1	2	66.7	1	2	66.7	3.0
Adoption	1	0	0.0	0.61	0	0.0	5.31	0	0.0	2.26	0.22	8.9	9.18	0.22	2.3	9.4
Fostering				2	0	0.0	7.45	1.81	19.5	1	0	0.0	10.45	1.81	14.8	12.3
<b>Total</b>	<b>4</b>	<b>1</b>	<b>20.0</b>	<b>11.61</b>	<b>3</b>	<b>20.5</b>	<b>43.67</b>	<b>37.12</b>	<b>45.9</b>	<b>28.68</b>	<b>6.83</b>	<b>19.2</b>	<b>87.96</b>	<b>47.95</b>	<b>35.3</b>	<b>135.9</b>

FTE Summaries - Updated for Last Quarter (Q3) - 30/09/2014						
Date	Employees (FTE)	Interims (FTE)	Vacancies/Confirmed New Starters	Current Total (FTE)	Budget	Total Over/Under Headcount
CIN North	11.49	7.00	1.00	19.49	20.99	1.50
CIN South	11.19	7.31		18.50	20.59	2.09
MASH	9.81	5.00	3.00	17.81	13.81	-4.00
LAC	15.22	9.00		24.22	24.59	0.37
16+	11.00	2.00		13.00	13.00	0.00
CWD	3.81	5.00		8.81	5.62	-3.19
Safeguarding	4.81	4.61		9.42	8.19	-1.23
Quality Assurance	1.00	2.00		3.00	3.00	0.00
Adoption	9.18	0.22		9.40	11.43	2.03
Fostering	10.45	1.81	2.00	14.26	12.42	-1.84
<b>Total</b>	<b>87.96</b>	<b>43.95</b>		<b>137.91</b>	<b>133.64</b>	<b>-4.27</b>

