

Report for: Corporate Parent Advisory Committee: 17 January 2019

Title: Performance for the year to December 2018

Report
Authorised by: 
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Ward(s) affected: All

**Report for Key/
Non Key Decision:** Non key

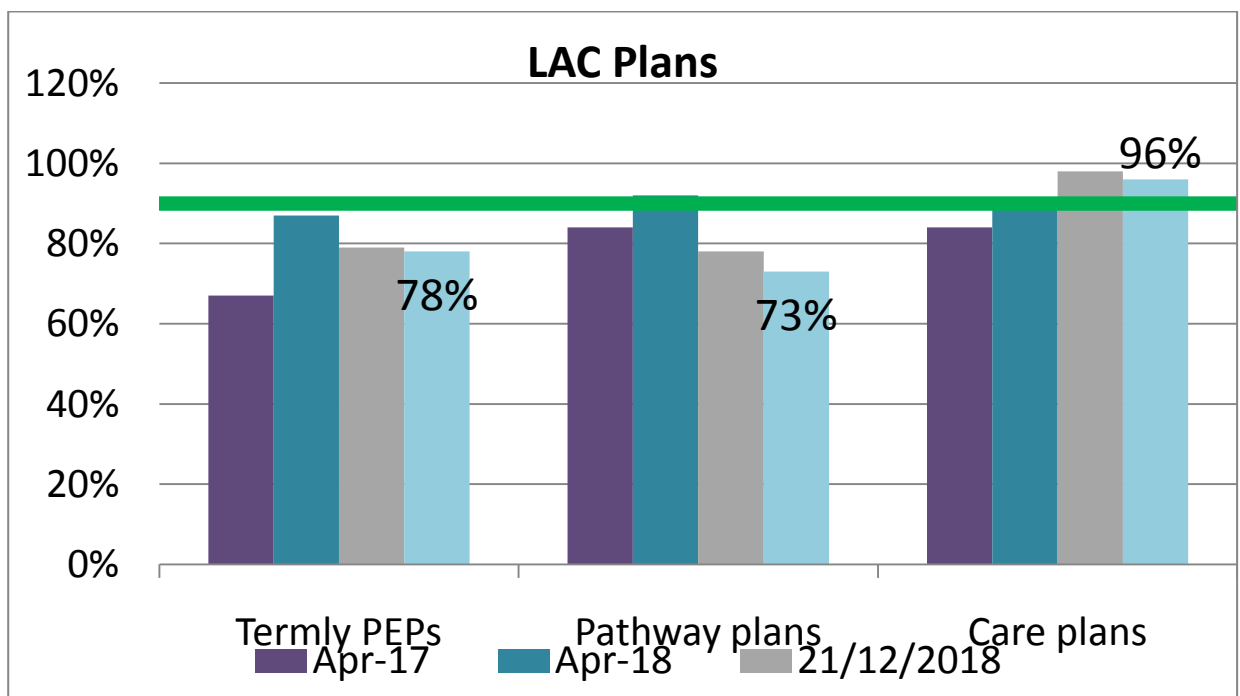
1. Introduction

- 1.1. This report provides an analysis of the performance data and trends for an agreed set of measures relating to looked after children on behalf of the Corporate Parenting Advisory Committee.
- 1.2. Section 2 contains performance highlights and key messages identifying areas of improvement and areas for focus. It provides an overall assessment relating to Children in Care so that Members can assess progress in key areas within the context of the Local Authority's role as Corporate Parent.
- 1.3. Section 3 provides an update on caseloads, staff turnover and recruitment for the teams working with Children in Care.

2. Overall Assessment of Performance

- 2.1. 421 **children were in care** as at the 31st December 2018 or 71 per 10,000 population including 45 unaccompanied asylum seeker children or 11% of open children looked after cases as at 31st December 2018. This is a reduction from the 13% at the end of 2017/18 and puts us just above (3 children) the 0.07% of the child population threshold set by central government. Our current looked after children rate is slightly above that of our statistical neighbours (66 per 10,000 population) and national average (64). The rate of children becoming looked after is showing a slight increase at 39 per 10,000 compared to 33 at the end of March 2018 but is broadly in line with statistical neighbours rates and similar to the past two years.
- 2.2. In the first 9 months of 2018/19, 178 children have started to be looked after and 182 children have ceased to be looked after.

- 2.3. The most common reason for children ceasing to be looked after (91 Children) is that the children returned home for any other reason including turning 18. The next most common reason is that the child returned home to live with relatives or parents (63 Children in the period April to end of December) which can be as part of the care planning process or unplanned. See graph on page 12 of ChAT extract for more detail.
- 2.4. There were 18 **permanency orders** as at the end of December, 10 **adoptions** and 8 **special guardianship orders (SGO)** equating to 5% and 4% of those that ceased to be looked after in the period. This is comparatively poor compared to the national position (13% and 11%) but not hugely different to the statistical neighbour position for adoptions (6% in 2017/18). However the proportion of children who achieved permanency through an SGOs at 4% is significantly less than that of our statistical neighbours (12% in 2017/18).
- 2.5. The recent Ofsted inspection found that permanency planning for all children in care was an area for improvement including effective challenge from independent reviewing officers to ensure that there is no delay in the system and that children, for example in long term fostering arrangements would benefit from having a permanency plan to feel more secure.
- 2.6. As at 4th January 2019, 96% of looked after children aged under 16 had an **up to date Care Plan** continuing the positive trend despite a small drop on performance levels achieved as at Mid-December. The graph below illustrates the trend on this and other areas relating to looked after children overtime.



- 2.7. Regular weekly meetings to track activity and performance continue to be held with the Head of Service for Children in Care and team managers. The light blue bar (furthest right bar in each block) shows the position relating to the week ending 4th January 2019.

- 2.8. As shown above 73% of looked after children aged 16-17 had **up to date Pathway Plans**. This area remains a challenge and continues to be tracked and monitored with fortnightly performance meetings. The Young Adults service are focusing more on the quality of the pathway plans and although the 90% target has not been achieved the service are working more collaboratively and innovatively using new techniques to engage the young people concerned.
- 2.9. Performance on **Personal Education Plans (PEPs)** stands at 78% for statutory school age children with an up to date PEP. The focus needs to be on drawing up plans for the 22% of children without an up to date PEP and for information to be gathered in a more timely fashion. Detailed weekly management information by team is available to show what needs to be done and by which party e.g. social work, school or virtual school. The start of each school term sees a fall in the percentage as the older PEPs become out of date, the percentage rises over the course of the term as more are completed. PEPs are only counted as in date if they are dated in the current or previous term.
- 2.10. Further guidance and training on the process and use of the new e-form is being rolled out to support improvement in this area. Once fully embedded the use of new e.PEPs will improve both the timeliness of approval by making it easier for the schools to complete their part but more importantly the quality of the plans and outcomes for the young people. Ofsted found that the quality of PEPs was too variable and the impact of the new ePEPs system, although improving information sharing was not yet impacting on the quality.
- 2.11. 94% of **visits to Children in Care** were recorded as completed in the relevant timescales in the week ending 14 December 2018, although this dipped to 89% in the week beginning 7th January 2019, it is a step change in performance and in line with expected standards. Performance on visits to looked after children continues to be tracked at performance meetings, held by the Head of Service for Children in Care, and along with supervision meetings continues to be actively monitored.
- 2.12. At the end of December 2018, 9% of the current looked after **children had three or more placement moves**, just below the last published statistical neighbour average (11%) but in line with the national position (10%). This equates to 41 children. Children **under 16 who had been in care for at least 2.5 years in the same placement for at least 2 years**, has increased to 76% above the national average (70%) and the published data for our statistical neighbours (64%). These two indicators should be viewed together to gain a view of placement stability for Haringey's children in care. The data confirms the Ofsted finding that the majority of children in care receive good care, support and placement choice in both the short and long term and experience placement stability.
- 2.13. At the end of December children who were looked after for at least 12 months with an **up to date health assessment was 98%**, an improvement on the 94% returned for 2017/18. This is above statistical neighbour performance 90%, national levels 88% and our achievement in both 2016/17 (93%) as well as 2017/18. Excellent performance has been sustained in this area this year.

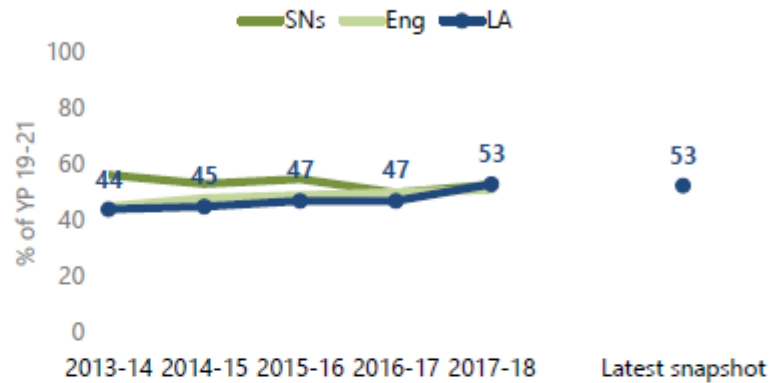
- 2.14. At the end of December 76% of eligible children had **up to date dental visits**. The Head of Service for Children in Care and placements is leading an action plan for young people needing dental checks with consideration being given to increase this by the use of incentives for older looked after children.
- 2.15. Of the 232 **care leavers aged 19-21** and 82 **17-18 year olds** in receipt of leaving care services, 93% and 97% were considered as in touch with the local authority at the end of December, a considerable improvement on the proportions previously reported. 53% of the 19-21 year olds and 76% of the 17-18 year olds were known to be in **Education Employment or Training (EET)** in line with statistical neighbour figures. Haringey has higher proportions of young people in Higher Education than our statistical neighbours and compares favourably with the national position- see graphs below detailing activity types for 19-21 year olds.
- 2.16. 93% of 19-21 year olds were known to be in suitable accommodation at the end of December and 92% of 17-18 year olds. Again this area has shown significant improvement from the 83%(19-21 year olds) in suitable accommodation, returned for 2017/18 and compares favourably to the 2017/18 statistical neighbour average of 81%. The Ofsted report found that a range of suitable accommodation is available, and support to secure tenancies is in place when young people are ready to move on.
- 2.17. Improvements in the care leaving service were recognised by Ofsted in their recent visit and these services are now considered a strength. They found that young people are supported to attend the not in education, employment or training (NEET) Panel to understand realistic and achievable options to engage them in areas that interest them. They felt that approach alongside tracking of individual cases is ensuring that NEET figures are reducing and that care leavers have a range of opportunities to gain skills and confidence and to prepare for living independently. The graphs below show the education, employment and training activity and the suitable accommodation activity and types.

Education, Employment, or Training (EET) of 19-21 year olds

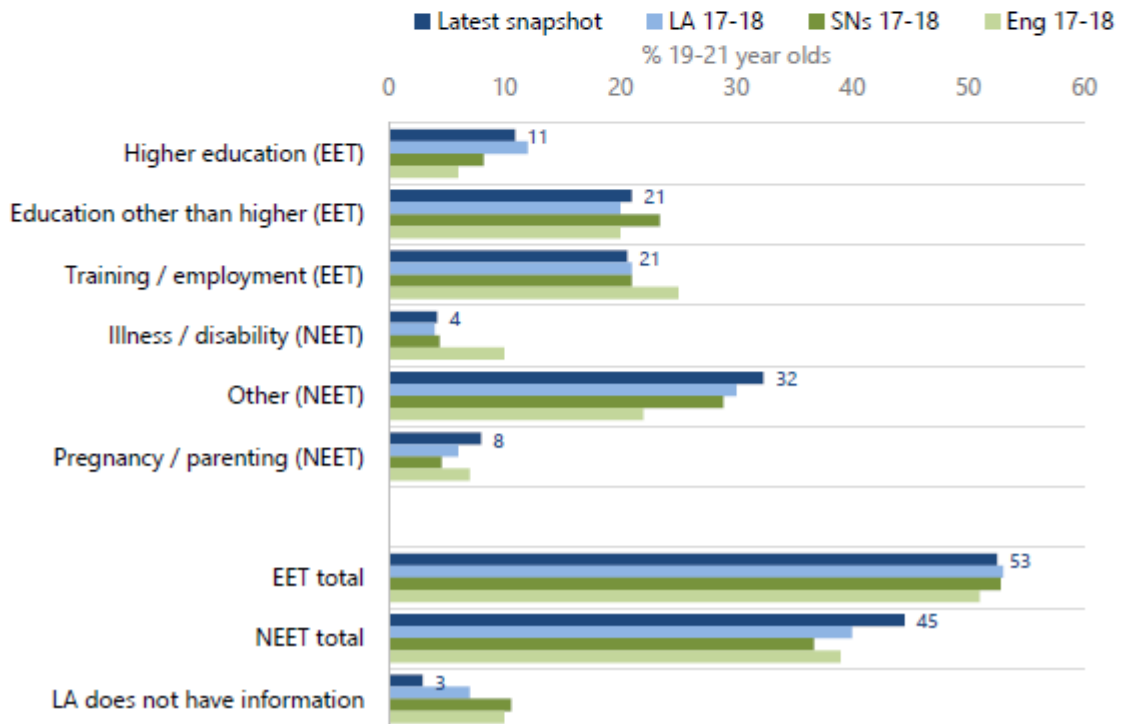
ChAT	Aged 19	Aged 20	Aged 21	Total
Numbers in cohort	82	81	75	238
In EET	61%	54%	41%	53%



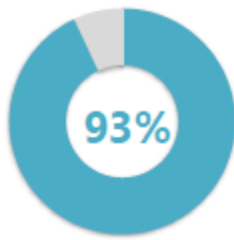
■ YP in EET ■ NEET
□ No info



Activity types of 19-21 year olds

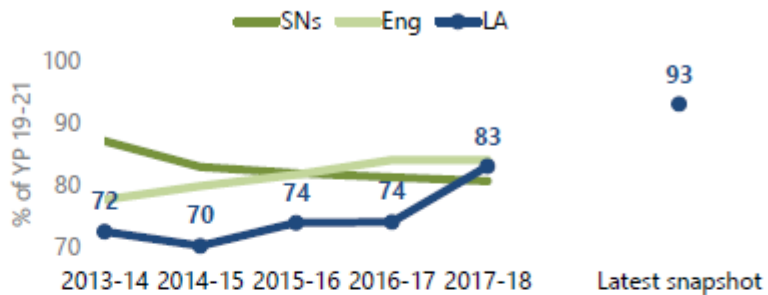


Accommodation suitability of 19-21 year olds

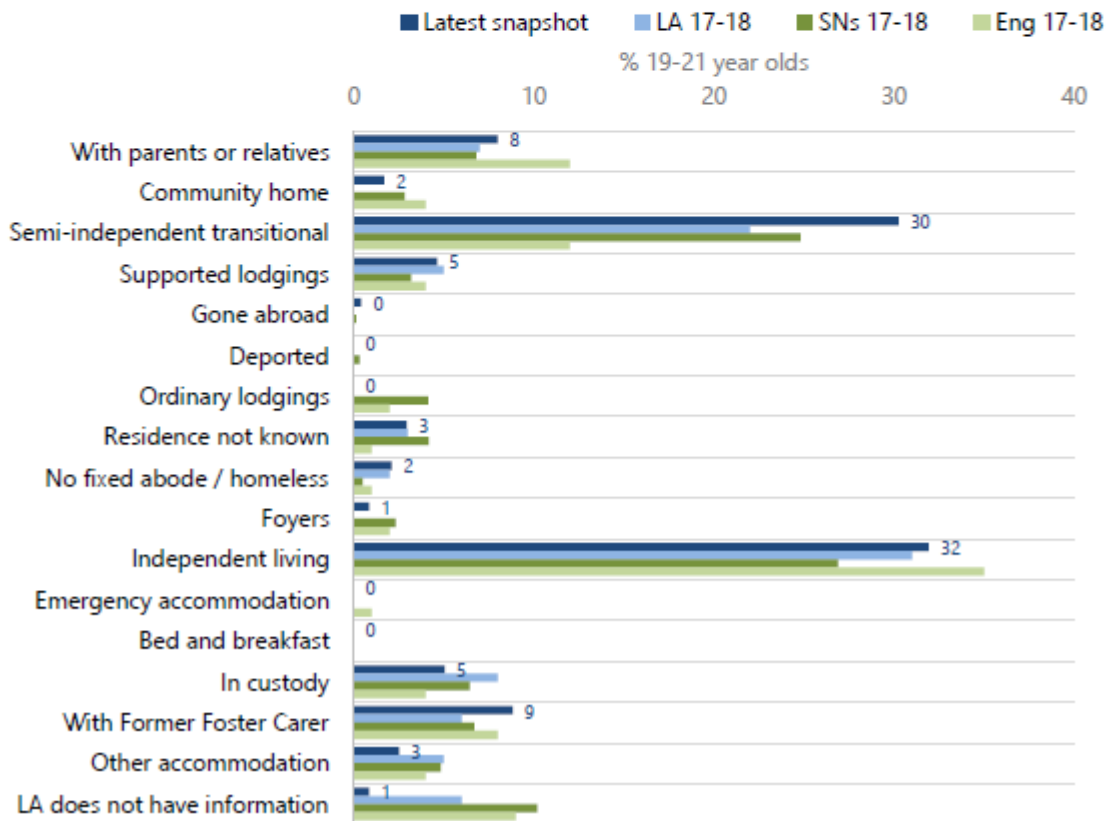


■ Suitable accom
 ■ Not suitable
 □ No information

ChAT	Aged 19	Aged 20	Aged 21	Total
Numbers in cohort	78	80	72	230
In suitable accommodation	95%	94%	90%	93%

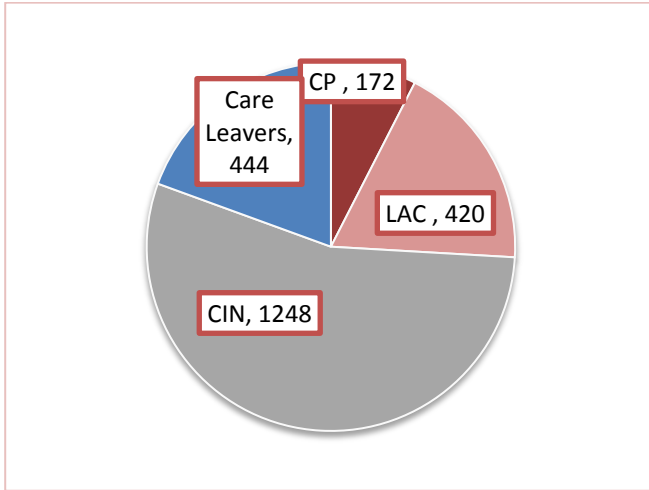


Accommodation types of 19-21 year olds

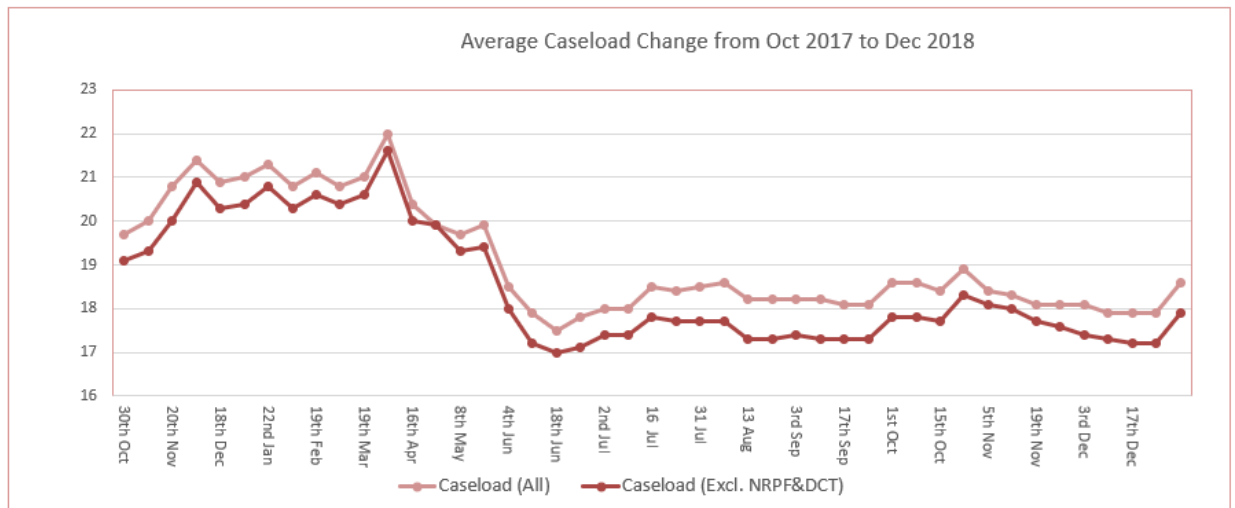


3. Children in Care staffing, caseloads including Recruitment and Turnover

3.1. Caseloads are monitored across all social care teams and a weekly report is produced to show allocation of the different types of cases across the service. The pie chart below shows the make up of social care clients as at the 7th January 2019.



- 3.2. From the last report, the number of Child Protection cases has reduced from 214 to 172, this is understood. The looked after children numbers have remained stable and there has been a slight increase in the number of children in Need cases (from 1118 as at 1st October to 1248) and the number of care leavers from 416 to 444.
- 3.3. Caseload monitoring has shown pressure in some areas of the service but compared to 1 year ago caseloads are lower, the average caseload was 3 cases higher per worker at 21 cases so a downward trend in caseloads since the spring is evident with some peaks mostly in the assessment teams impacting the Children in Need numbers. The graph below shows the change overtime on caseloads across the CYPS social care service.



- 3.4. Specifically in relation to looked after children, the average caseloads for the teams where the majority of these children sit were as follows as at 17th December:
- Court Service 10.9 same as average caseload in October but down on 14.4 in May 2018
 - Young People in Care Teams 15.1 down slightly on 15.6 average caseload at the beginning of October 2018

- Young Adults Service 20.7, a slight increase from the 19.4 average caseload in October and almost 3 cases more per worker since May (17.9 in May)

3.5 In overcoming recruitment and retention challenges with regards to qualified social workers, there has been a number of workforce initiatives and strategies developed and implemented in 2018. The purpose of these initiatives and strategies were to increase levels of employee engagement and mobility, increase workforce related cost-efficiencies and ultimately futureproof the Children's Services department. As of December 2018, the turnover rate of permanent social worker roles stood at 11.11% with London Boroughs' average being 17%. The turnover target rate for Children's Services in Haringey Council is 8%. December's qualified agency social worker profile within Children's Service was 30%. The average London Boroughs' agency social worker profile is currently 24%.

3.5.1 These workforce initiatives and strategies involve a wide range of stakeholders and are interlinked to other strategies such as the MTFs and the Children's Services Improvement Programme.

3.5.2 The key objectives which underpin the initiatives and strategies are:

- Recruitment
- Financial
- Retention
- Develop a "Grow Our Own Strategy".

3.5.3 Within the Recruitment objective, there are a number of actions being undertaken. These include:

- meeting monthly with Haringey Council's resourcing partner HAYS and going through the monthly Recruitment management information,
- following up with any actions plan once this management information has been analysed,
- developing a recruitment attraction strategy for permanent Social Workers, agreement on KPIs and SLAs,
- creating a digital recruitment strategy and a review of all Recruitment processes.

HAYS, the Council's resourcing partner have also been tasked with a number of actions including:

- to successfully recruit an agreed number of qualified social worker roles within a specific timeframe,
- to create a standard Recruitment management information dashboard,
- to review their operation of Tier 2 suppliers and
- to ensure that there is greater onsite support.

3.5.4 Within the Financial objective, the focus has been on

- the agreement of financial objectives for Budget Holders,
- SAP objectives for Children's Services Managers,
- all managers receiving finance training,
- an analysis of cost of Absenteeism to the Children Services department,
- a reviewed process for the signing off of new vacancies and

- clear objectives in place for establishment cleansing and
- a costing exercise of how much savings are potentially had by converting all agency workers to permanent employees.

3.5.5 Within the Retention objective, these actions centre on

- improving completion rates for My Conversation and implementing a new 1-2-1/My Conversation form across Children's Services,
- delivering a series of Training workshops for all Children's Services Managers,
- developing clear career pathways and embedding a culture of learning and knowledge sharing,
- reviewing the Children's Services Induction,
- developing a "Grow Our Own Strategy" for Children's Services,
- developing a Children's Services Workforce Strategy,
- a review of the Children's Services Learning and Development offering, and
- a review of sickness and exit interview processes.

3.5.6 These actions are aligned to the changing needs of the Children's Services department. It should be noted that some of these actions have been completed and others continue to be worked on.

3.5.7 One of the key strategies which is being utilised in addressing the Recruitment and Retention challenges within Children's Services is the development of a "Grow Our Own Strategy". This is already underway with the release of 10 agency Social Workers with the appointment of 10 ASYE students between October 2018 to January 2019. There is also a focus on scoping out what frameworks would need to be in place to upscale the intake of ASYE students and student placements. Furthermore, the Learning and Organisational Development lead for Children's Services and the HR Business Partner for Children's Services are working together on developing career pathway frameworks for all qualified social worker roles. This will then give clearer opportunities for succession planning with Children's Services.

4. Contribution to strategic outcomes

4.1. Council Plan 2014-18 and new Borough Plan 2019-2022
 Priority 1/ People Priority: Enable every child and young person to have the best start in life, with high quality education.