



Haringey Council

Report for:	CPAC and Safeguarding Committees 5 November 2013	Item Number:	
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Title:	Senior Leadership Team – Performance for Quarter 2, the year to September 2013
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Report Authorised by:	Lisa Redfern Interim DCS
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Lead Officer:	Margaret Gallagher Senior Performance Lead
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Ward(s) affected: All	Report for Non Key Decision: NA
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1. Introduction

This report sets out performance data and trends for an agreed set of measures relating to:

- Children and Families - Contacts, referrals and assessments and Child Protection *(these measures are reported to the Safeguarding Policy and Practice Committee)*
- Children and Families – Children Looked After *(these measures are reported to the Corporate Parenting Advisory Committee)*
- Prevention and Early Intervention - including special educational needs, in year fair access, young people not in education, employment or training (NEETs) and youth offending
- Service Effectiveness

Appendix 1 provides further detail in the form of tables and graphs for each of the agreed measures, grouped by topic, showing monthly data, performance against target, long term trends and benchmarking where applicable. It also contains performance and service comments for each area to provide context.

The appendix does not include analysis of annual indicators e.g. for educational attainment, school admissions, exclusions etc. However, where there have been recent data releases some highlights are included in this covering report for completeness.

2. Performance Highlights/ Key Messages

Performance Highlights

- **499 children were in care** on the last day of September or 87 per 10,000 population. This represents a 8% reduction since the end of March 2013 and a 13% reduction since end of March 2012. This progress and steady downward trajectory over the last 3 years means we are moving towards alignment with the level in similar boroughs (2012/13 data recently published) of 72 per 10,000).
- There has been a continued downward trend in the number of **children subject to a child protection plan** which decreased by 108 children in the last 6 months. At the end of September there were 164 children subject to a plan a rate of 28 per 10,000 population, below the 2011/12 rate for our statistical neighbours (40) and now outside the range for our statistical neighbours rated good and outstanding.
- There was an 18.5% reduction in **referrals** between 2011/12 and 2012/13 and current levels suggest a further reduction in 2013/14.
- **Re-referrals within 12 months** of the previous referral at 14% is in line with our range target (16%) and a healthy position, slightly below our statistical neighbours.
- A **single children and families assessment** went live from 1 July and initial and core assessments are replaced with simple and complex assessments. 80% of these assessments were completed in 45 working.
- 81% of **children assessed were seen within 10 days** below the 95% target.
- 7.3% of **child protection plans last 2 years or more** higher than the England position of 5.6% but slightly lower than our statistical neighbours and London.
- 12% of children have become the **subject of a Child Protection Plan for a second or subsequent time** lower than the 12.7% reported by our statistical neighbours in 2011/12 and an improvement on 4.8% in 2012/13.
- 96% of **child protection visits** were completed to timescale as at the end of September` exceeding the 95% target.
- There have been 40 **adoptions** and **special guardianship orders** in the year to September 2013 putting us on track to deliver our targets for 2013/14 the adoption target having been passed with more than half the year to go.
- In the year to September 13/14, **children waited an average of 878 days from becoming looked after to being placed for adoption**. This is higher than the 639 day national threshold but is skewed by 2 children placed for adoption in June outside the threshold, 1 child (14 years old) placed in 3,912 days. If these children were excluded the average days would be below the threshold and an improvement over previous periods at 423 days.
- The percentage of **children placed 20 miles or more from Haringey** is 19%, the target is to reduce this to 16% in 2013/14.

3. *Contacts, Referrals and Assessments and Child Protection*

3.1. The number of **child contacts** continues to be consistently lower than the same months last year at around 450 per month compared to over 600 in a number of months last year. The projected yearend figure is around 1,500 fewer contacts when compared with 2012/13. Through the application of the LSCB Threshold and agreement with Police about reducing the number of contacts which are for information only and do not lead to an outcome of further action.

- 3.2. The screening team have held successful workshops with schools to continue to improve the communication and interface. These workshops will be rolled out to other partners such as midwifery departments and health visitors.
- 3.3. **Referrals** have decreased steadily over recent years as contacts are reduced and screening activity improved. In 2012/13 as the Multi Agency Safeguarding Hub (MASH) was introduced, we received 2,045 referrals a 38% reduction on 2009/10 and 18.5% reduction from 2011/12. Haringey's rate (per 10,000 population) of referrals is historically below that of statistical neighbours and continued reductions are forecast for 2013/14. In the year to September there have been 856 referrals to children's social care with a projected rate of 297 per 10,000 down from 355 in 2012/13. This is broadly in line with the available statistical neighbour trend. The consistency of advice given and threshold discussions that have occurred has gained the confidence of partners and the public.
- 3.4. An analysis of MASH data for 2012/13 revealed that the main source of referral was the Police followed by schools/education and this continues to be the case (105 referrals were from the Police) for the first half of 2013/14 although this year voluntary organisations (20) were the source of as many referrals as schools/education. For those where a presenting need was selected, the count for domestic violence was the highest, 46% of cases the majority of which came from Tottenham postcodes (N17 & N15 combined). Physical abuse (14%) and neglect (10%) are the next highest presenting needs.
- 3.5. Haringey's rate of **re-referrals within 12 months of the previous referral** at 14% is in line with our target (16%) and our statistical neighbours. In the year to September this relates to 119 re-referrals out of 856 referrals.
- 3.6. **Child and Family Assessments are closely monitored in order to achieve the 85% completion within timescale target.** Performance meetings held every two weeks have focused on timely assessment completion as well as discussion with regard to the quality of the assessment itself, weekly reports are used by the service and are subject to robust scrutiny at team level. Target completion dates are set within the assessment document for those assessments that have been identified as simple and therefore should be completed well within the 45 day timescale.
- 3.7. In September the number of **children subject to a child protection plan** (164) fell to below 180 for the first time since 2009, a reduction of 108 children on a plan since the end of March. Our aim was to reach the same rate of child protection plans as statistical neighbours who are currently rated good or outstanding by Ofsted and this is a range for the rate per 10,000 population of between 30 and 60. Haringey's rate of 28 is now below this range.. Audit of work in First Response and safeguarding and support around the thresholds is ongoing and the services are engaging with the Corporate Delivery Unit to ensure full understanding of the reasons for the continued decline in numbers of children subject to plan.
- 3.8. Good performance: The Service continues to perform well on **child protection plans last 2 years or more** with 7.3% (15 out of 205 children) in the year to

September lower than our statistical neighbours (9.1% in 2011/12). A system to routinely scrutinise cases which have gone over 18 months is in place and for the first time in 3 months some of the children ceasing to be subject to plan had been on a plan for over two years.

- 3.9. 12% or 12 out of 99 **children** have **become the subject of a Child Protection Plan for a second or subsequent time this year** which is marginally lower than the 12.7% reported by our statistical neighbours in 2011/12 and in line with our 10% target.

92% of child protection cases were reviewed within timescales in the year so far (106 out of 115)

- 3.10. Of the children becoming looked after in the year to date 36%, 27 children out of 74 were previously subject to a child protection plan. This similar to last year, 39% but higher than the level in 2011/12 23% .This figure indicates that a well managed risk assessment and child protection response coupled with a solid support package avoids some admissions into care.

- 3.11. 96% of **child protection visits completed to timescale** (152 out of 159) at the end of September, above the 95% target. This includes six children who were not visited as their whereabouts are unknown. If these children were excluded performance would be over 99%

- 3.12. Systems are in place for managers in Safeguarding & Support teams to check occurrence of visits, the timely writing up of visits and the quality of both social work and recording. Child protection visits will be recorded within 10 days.

90% of Children in Need visits were completed in time as at the end of September 2013,

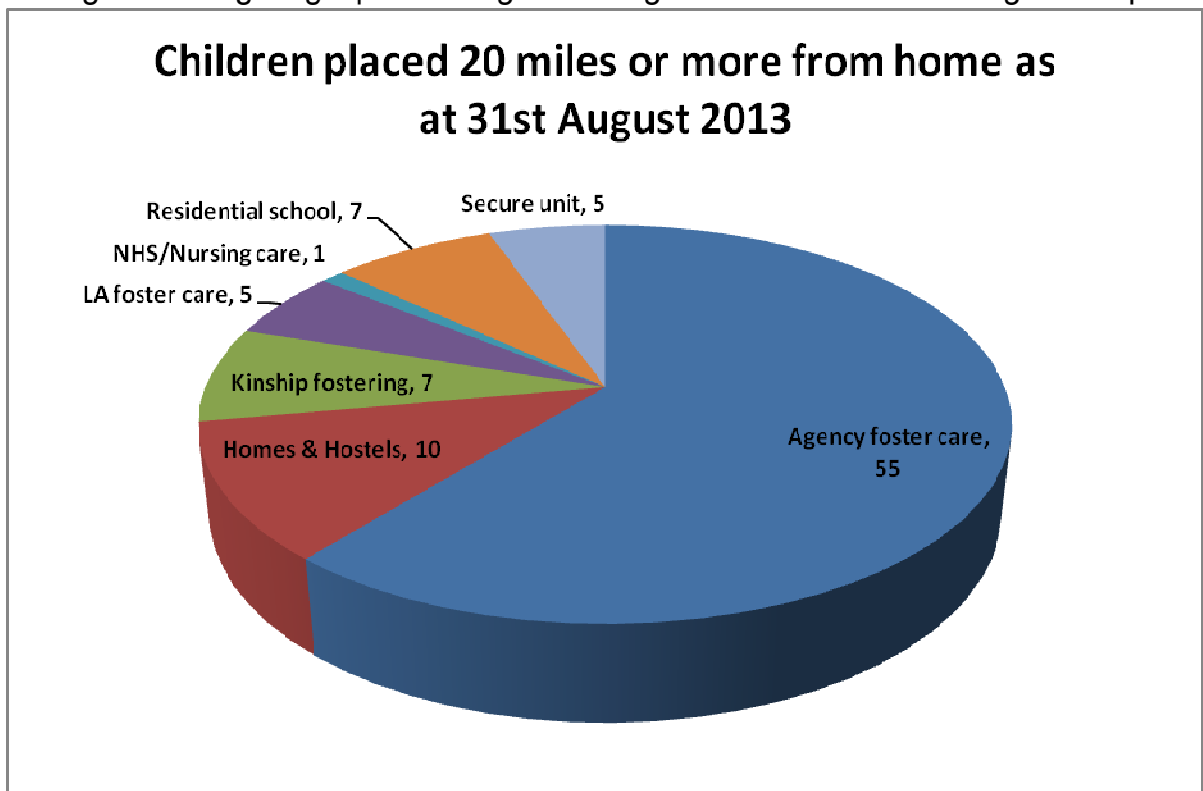
4. Children Looked After

- 4.1. In the year to September, 83 children have **become looked after** and 125 have **ceased to be looked after** a decrease in the cohort of 42 children in the year to date. Children brought into care as an interim protective strategy have been rehabilitated home through work to manage risk factors. We have been able to improve the progress for other children, towards adoption or Special Guardianship where no return to family is safely achievable. There has been a slight reduction in the number of young people presenting as UASC and robust approaches have been taken where age assessments are queried. The recently published LAC data shows that the number of children becoming looked after by our statistical neighbours has increased slightly however our numbers are showing a reducing trend.

- 4.2. Of the children becoming looked after in the year to date 36%, 27 children out of 74 were **previously subject to a child protection plan**. This is similar to last year, 39% but higher than the level in 2011/12 23% .This figure indicates that a well managed risk assessment and child protection response coupled with a solid

support package avoids some admissions into care. The proportion of children placed within 20 miles of Haringey as at the end of September was **81%**. **19% were placed 20 miles or more from Haringey**. Staff work hard to avoid out-of-borough placements however a lack of placement choice has led to a reliance on out-of-borough placements. Some young people, because of specific needs, are placed in therapeutic or other specialist residential units which are outside the 20 mile radius.

4.3. Analysis of 90 children who were **placed more than 20 miles from Haringey** at the end of August was undertaken to understand the related factors and the findings are presented in the pie chart below. The Children in Care team are working with Corporate Delivery Unit on action to review cases in respect of permanency planning for 300 children; young people on care orders (section 20) and those who have gone through legal proceedings ensuring that children have the right care plan.



4.4. Fifteen children were **missing from care** during the month of September and numbers missing have been at or around that level for the past 6 months or so. 9 were missing for over 24 hours and 4 were still missing at the end of the month. Missing from care numbers are stable with a concentration being 14 plus in age. Some discussion is taking place about the possibility of return home for a number of young people who do not appear to receive any added value from being in care and would prefer a family arrangement with support in place. Overall the oversight of cases where young people are missing has improved with clear follow up when young people return to their placements and an opportunity for them to speak to someone independently about in the reasons their placement is not working for them. The Lead Member and DCS are briefed on all cases of missing LAC at their weekly meeting to indicate the priority to be given to this vulnerable group.

- 4.5. There were 56 children (36 families) where **care proceedings** were **initiated** in the first half of 2013/14, these numbers remain slightly below numbers reported for the same period last year and are closely monitored. The majority of care proceedings are still initiated in an emergency situation and in our 'frontline' teams. The introduction of the new court manager role as part of the North London Tri Borough Care Proceedings Pilot will increasingly have impact and ensure that proceedings are only issued in circumstances where the child is likely to need a permanence plan and that pre proceedings work to engage parents is done beforehand.
- 4.6. The introduction of the 'linking' meetings has led to permanent placements being identified for children at an earlier stage. This, coupled with dedicated posts for family finding, will drive further performance improvements. *We have an overall target to reduce the length of care proceedings which*, in turn, will impact on reducing the number of days children are in care before being placed for adoption. Court authority to place for adoption will be acquired more speedily and finding a family will therefore be more timely.
- 4.7. At the end of September 95% of **children in care cases** were **reviewed within required timescales** exceeding the 92% target and a significant improvement on levels achieved in 2011/12 and 2012/13. Tracking where reviews are 'at risk' will be put in place and assessed for immediate action to avert becoming out of time.
- 4.8. Good Performance: Stability of placements is positively affected by the stability of the staff group in maintaining relationships with children and attention to dealing promptly with issues that arise for young people. This means our indicators around **stability of placements** continue to be in line with statistical neighbours and targets. The proportion with **3 or more placements** is at 9% (44 out of 499 children).
- Good Performance: 73% of **children under 16 who have been in care for 2.5 years have been in the same placement for at least 2 years** similar to statistical neighbour average and close to the 72% target. Figures remain positive and include a number of moves being made for transfer into permanent placements. Opportunities to succeed in education and enjoy fulfilling leisure activities are enhanced by the continuity such placements afford.
- 4.9. Performance on **care leavers in suitable accommodation** is below the target of 90% but monthly numbers are small and should be interpreted with care. 77% (24 out of 31) of the 19 year old cohort in the year so far were in suitable accommodation. 77% of the 20 year old cohort and 73% of 21 year old cohort were in suitable accommodation. In the DfE Children Looked After Return 2011/12 92% of Haringey's care leavers were in suitable accommodation, higher than the England figure of 88% (2011/12) but this reduced to 79% in 2012/13. There is a new requirement to monitor outcomes for care leavers at their 20th and 21st birthday so we will be reporting progress on this throughout the year.
- 4.10. **Care leavers in Education, Training and Employment (ETE)** is also below target. 64% of Haringey care leavers were in ETE in 2011/12 and 63% (41 out of 65) were in ETE in 2012/13. In the year to date 42% (13 out of 31) of the 19 year

old cohort were in ETE, 55% of the 20 year old cohort (17 out of 31) and 36% (8 out of 22) of the 21 year old cohort were in ETE. There has been a slight increase in the numbers of care leavers who we are in touch with around their 19th birthday and are in ETE but it is unlikely that the 75% target will be achieved. The current level of performance for 19 year olds is below that of our statistical neighbours. It should be noted the status of these young people must be established within four months of leaving care or they cannot be counted as in EET or suitable accommodation.

4.11. Good Performance: There have been 23 **adoptions** and 17 **Special Guardianship Orders** in the year to September. We have exceeded our adoption target of 20 and this is higher than our statistical neighbour average (2012/13) of 20 recently published. We are maintaining a good rate of orders which indicates that we are on track to meet the SGO target.

4.12. Good Performance: Good progress has been made on both the volume of placement orders and the timeliness of placements. There were 2 adoptions in June where both children were placed for adoption outside the threshold and this has affected the average day's indicator. For one child aged 14 yrs old, this was a good outcome as he was finally adopted by his long term foster carers in 3,912 days. Another child was also adopted outside the threshold but having lived with foster carers for a significant amount of time before being placed for adoption. A separate indicator has been introduced on the government adoption scorecard which excludes time spent in foster care and will give a more accurate reflection of average days from a child becoming looked after to being placed for adoption.

4.13. Good Performance: Based on only the 23 children who were adopted (this is what is reported in the adoption scorecard) and excluding the days where the 2 children were with foster carers, the average days from becoming looked after to being placed for adoption reduces to 423 days, a significant reduction and below the threshold.

4.14. 52% of adopted were placed for adoption within 12 months of an agency decision that the child should be adopted. 8 of the children adopted to date were placed in under the 639 threshold number of days of becoming looked after.

4.15. Excellent Performance: 98.8% of **special educational need statements** (82 out of 83) were issued within 26 weeks when exemptions are excluded in the year to September. 96.5% when exemptions are included (82 out of 85 statements). Performance on both these measures is exceeding target and performance of our statistical neighbours. DfE statistics show this performance in top quartile.

5. Prevention and Early Intervention

- 2 out of 3 nurseries are rated good and 1 requires improvement
- 50% (8) Children's Centres are rated good and 31% (5) require improvement (3 have not been inspected)
- 75% of our Primary Schools have been rated good or outstanding and all of our 11 secondary schools are rated good or outstanding
- All 4 of our special schools are rated good but both alternative provision units and the sixth form centre require improvement

- 390 families are being worked with identified as **Families First** as of end of September against a target of 337 for 2013/14
- 11.5% of young people's situation is **not known** compared to 15.9% last year higher than Statistical Neighbour average but of those young people aged 16-19 who are known 3.6% are **not in education, employment or training**, better than the 5.4% last year and in line with the new 3.6% target.
- The rate of **first time entrants to the youth justice system** has reduced to 601 per 100,000 10-17 year olds and is now lower than the family group average rate of 700.
- **Use of custody** for 10-17 year olds has increased to 2.11 per 1,000 population but Haringey remains comparatively high, over double the average for London (0.91) and higher than our family group average (1.25).
- **Youth re-offending** rates remain high and are at 49.5%, the highest rate ever and indicating a continuing increase of young offenders reoffending within a year.

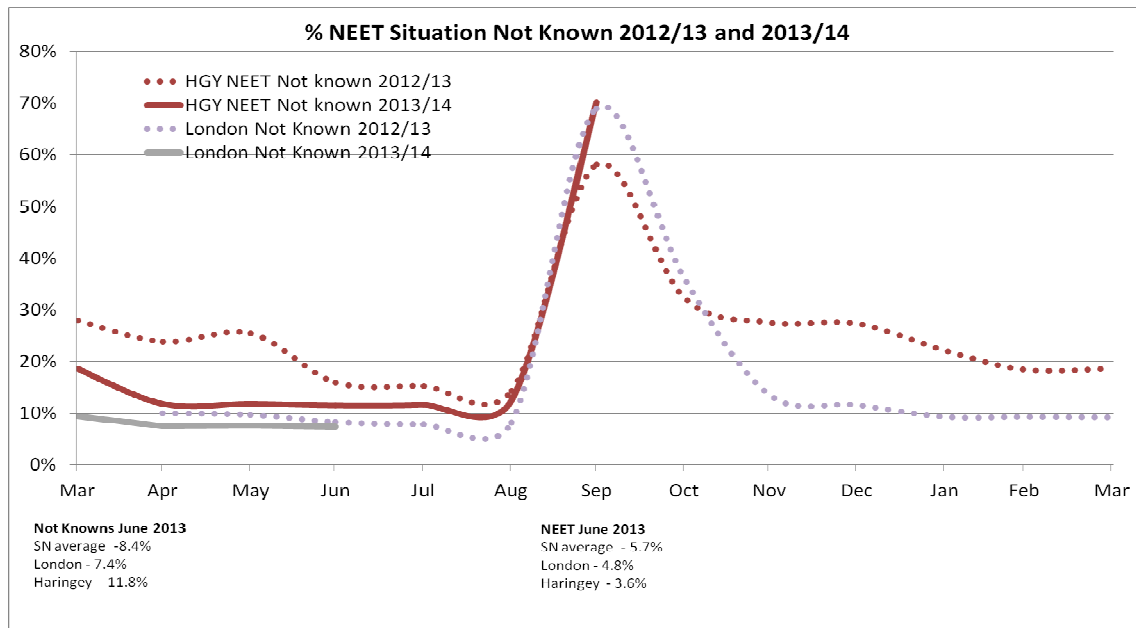
NEETs

5.1. At the end of September 2013, the percentage of young people whose current situation (i.e. whether in employment, education, or training) was not known was 70.2% not directly comparable with the same point last year as the recording has changed and it is expected that the levels of Not known are high at this point in the year as young people's destinations change in line with the academic year.. Young people Not in Education, Employment and Training as at the end of September were at 6.9% higher than the target of 3.6%. As illustrated in the graph below and anticipated the percentage of Not Knowns rose sharply in August and September. Both indicators are close to the London average levels for the end of September last year if not quite to where we were at this time last year.

5.2. The NEET and Not Known figures are higher this year as we have not used any external resource. At this point last year we had used approx £6000 to lower the figure but this year are using new processes. Resources will be drawn upon soon but at a reduced level. We expect the figure to be lower than last year's average by the end of November. The September Guarantee (which is the guaranteed offer of learning to young people is already up to 56% from 42% last year; and we expect this to rise further to 66%.

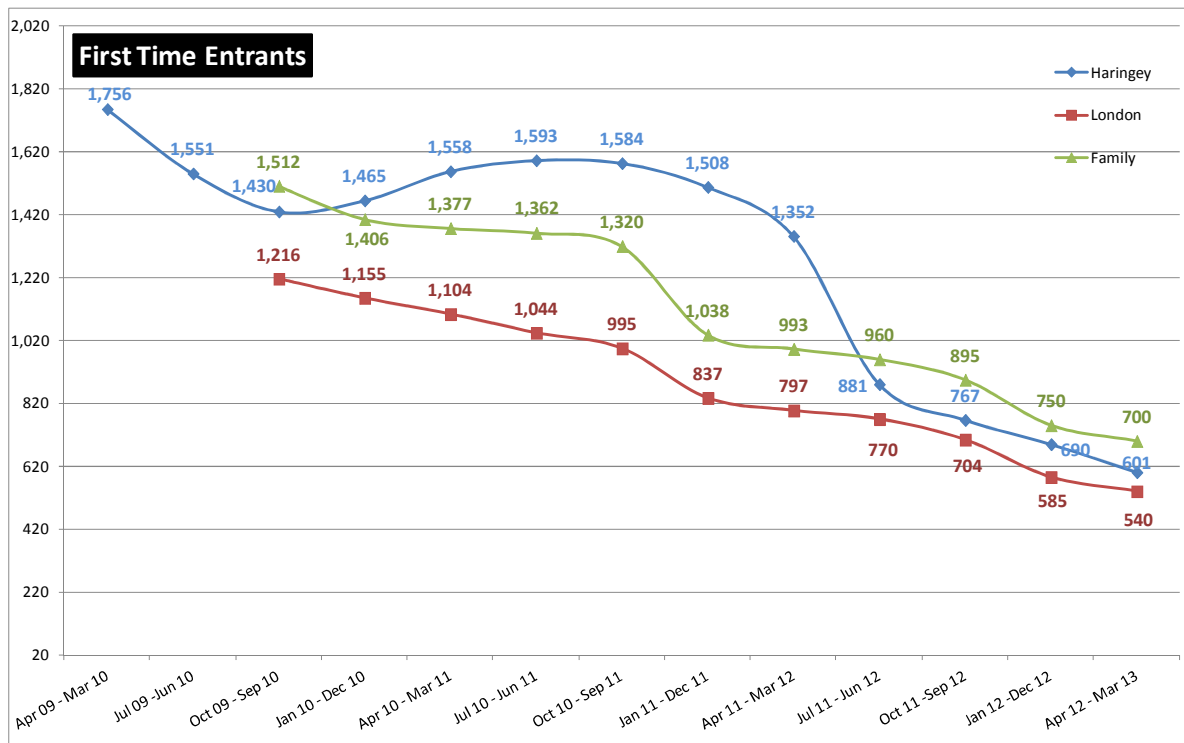
5.3.

The graph below shows progress compared to this time last year in respect of the 'Not Knowns'.



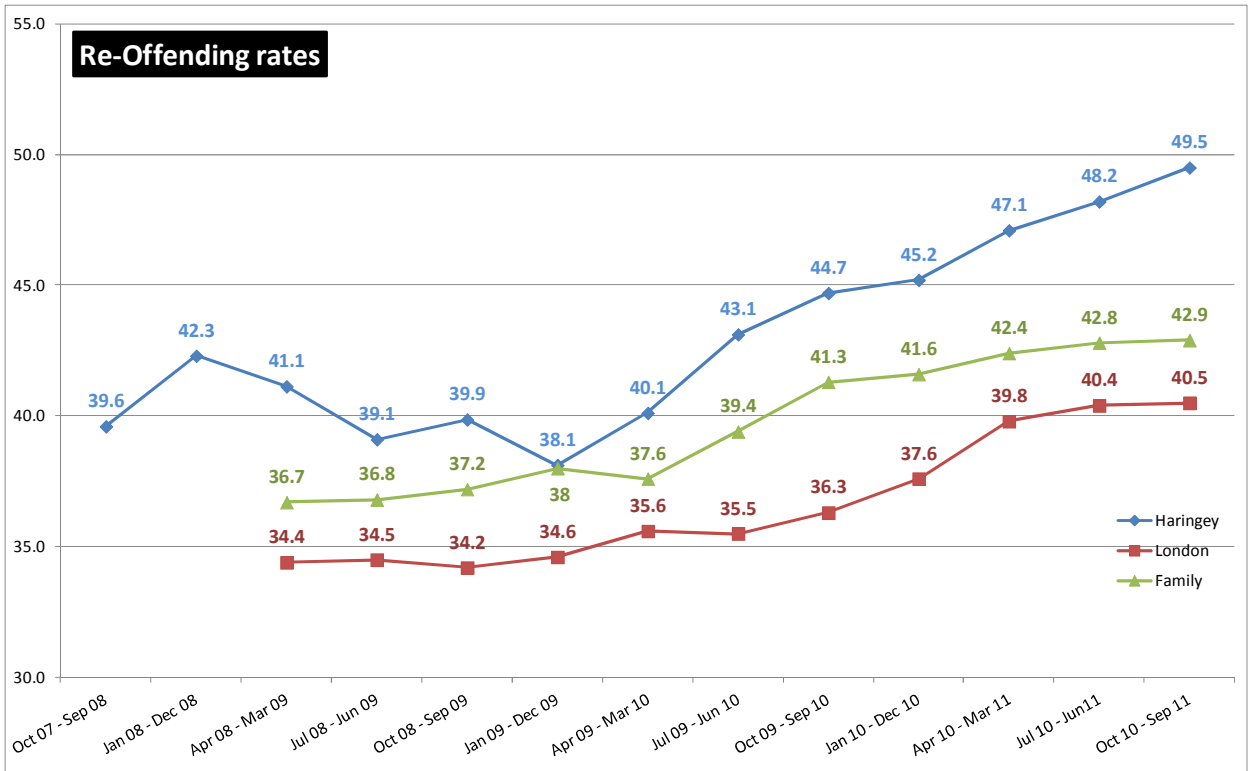
Youth Offending Indicators

- 5.4. To summarise the current picture is while less young people are entering the youth justice system, the numbers of custodies have increased from the previous quarter (albeit lower than last year). The Re-Offending rate is now at 49.5%, the highest level in London. What we have been left with is a smaller yet more challenging and complex caseload. Our average assessment scores risk of re-offending, vulnerability and risk of serious harm have increased substantially in recent years which reflects the increase in issues presented.
- 5.5. Haringey's **first time entrants** rate has reduced further to 601 per 100,000 10-17 year olds and has improved our comparative position so that our FTE rate is now the second lowest/best when comparing with our family group although the FTE rate remains above the average for London (540). Less young people are entering the youth justice system. This is due to the success of the Triage service which diverts low-tariff offenders. There has also been a reduction in the number offences committed. Over recent years, the number of first time entrants has seen a significant decrease.



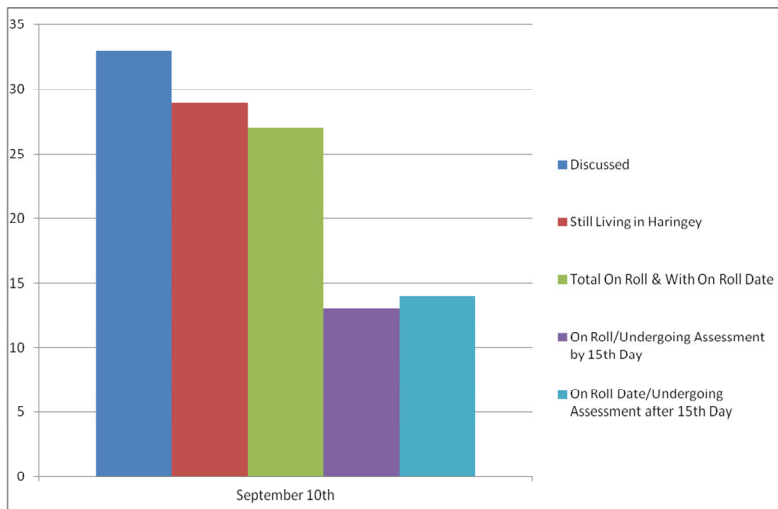
5.6. **Haringey's most recent rate of custody** to June 2013 has increased from 1.94 to 2.11 and it remains the second highest rate in London. There were 4 more custodies than the previous period. However, the rate is much lower than previous years. Despite a reduction of offences the gravity of seriousness of offences is higher than previous years. Custody panels meets regularly to discuss those at risk of custody.

5.7. **Re-offending rates** continue to increase to their highest ever level. This is contrary to local analysis where it shows a re-offending rate of 43%. The YJB have contacted to organise a matching exercise with the Police data. Due to decrease in first time entrants the caseload consists of a smaller yet more complex group with far more challenging issues. 49.5% of the cohort October 2010 to September 2011 have re-offended and our re-offending rate is the highest in London.



5.8. In Year Fair Access panel data for September is shown below.

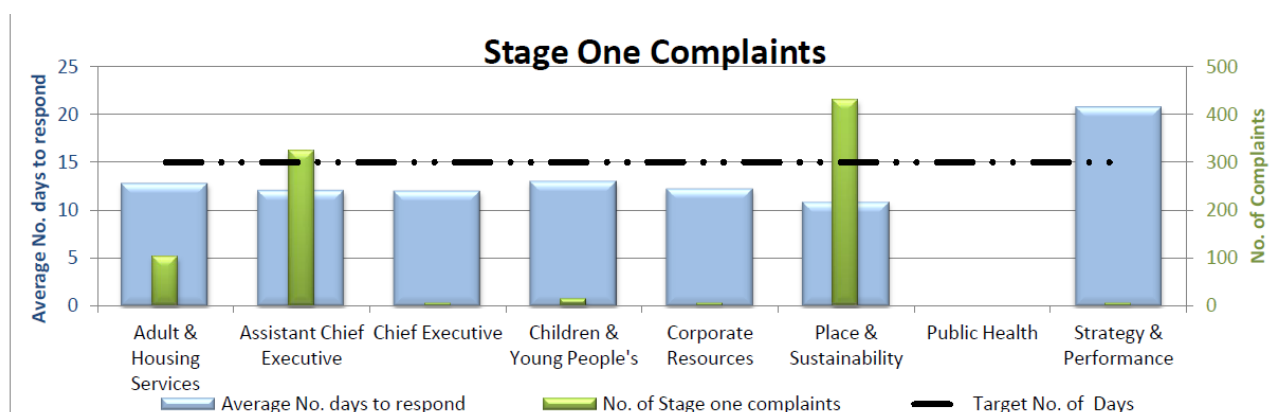
Month	Discussed	Still Living in Haringey	Total On Roll/With On Roll Date/Undergoing Assessment	On Roll/Undergoing Assessment by 15th Day	On Roll Date/Undergoing Assessment after 15th Day	No On Roll Date
September 10th	33	29	27	13	14	3 children - 1 pending an assessment next week, 1 pending an update to Admissions from the school (to be updated), 1 uncontactable who will be referred to CME.



6. Service Effectiveness

6.1. Children’s Services sickness has increased slightly from 7.54 days per FTE at the end of March to 7.6 days per FTE as at the end of September. This is above the 6.5 day target excluding school staff and compares with a council wide average of 7.82 days also excluding schools.

6.2. The average days to process a stage 1 complaint increased slightly to 13 days (13 cases) in Quarter 1 down from an average 17.5 days (49 cases) in the year 2012/13. An average of 11.9 days (7 cases) in children and families and 14.3 days in prevention and early intervention (6 cases). This compares with a council wide average of 11.6 days for the year to September 2013 and a 15 day standard. The graph below illustrates volume and timescale for responding to complaints at Stage 1.

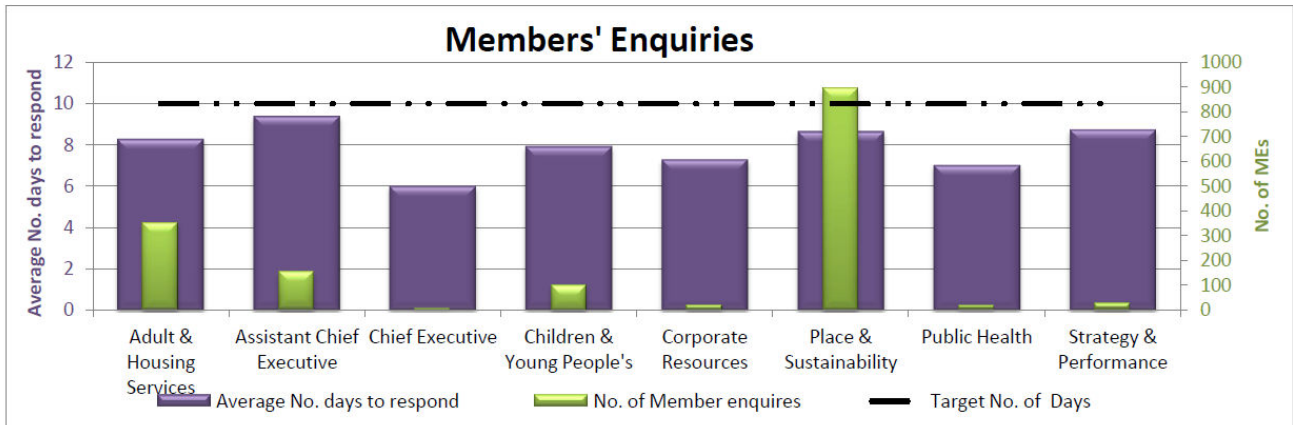


6.3. Good Performance: The average days to process statutory children’s social care complaints was 9.4 days in the year to September (25 cases) better than the 2012/13 position on 10.5 days (68 cases). Again the standard is 10 days for statutory children’s complaints.

6.4. In CYPS 2.6% of cases escalated to Stage 2 compared with 9.9% council wide 19.8% for Adults and Housing and 5.5% for Homes for Haringey.

6.5. In CYPS 4.5% of cases escalated to the Local Government Ombudsman (1 out of 22 cases) compared with 1.8% council wide and 6.1% in Adults and Housing.

6.6. The average number of days to respond to a Members Enquiry in Children’s services is 7.9 days in the year to September (98 requests) better than the average 9.3 days in 2012/13. Children and Families achieved 100% in time for the 33 responses they dealt with in the year to September. This compares with an average 8.5 days council wide (1,554 requests). The graph below illustrates progress across the directorates in terms of volumes and timeliness of response. The standard for responding to MEs is 10 days.



6.7. Room for improvement: The average number of days to respond to a Freedom of Information request in Children's services is 18.3 days (100 cases) better than the 23.6 days in 2012/13), 70% within the 20 day timescale, up from 66% in 2012/13. This compares with an average 17.4 days council wide (608 requests).

6.8. In the year to September £96 has been paid out in compensation (1 case) relating to children and young people cases. This compares with £2,939 for 6 cases in Adults and Housing.)

6.9. The vacancy rate for social workers has shown a decrease from 21.5% of FTE at June 2013 to 18.8% at the end of September. For managers it was 26.9% and 16.2% for social workers. The turnover rate has remained at 24%

6.10. Social worker sickness absence has decreased to an average 6 days as at the end of September down from 8.3 at the end of June.

6.11. Social worker posts filled by agency as at September 2013 have decreased to 13.9% a significant reduction from the 15.7% last quarter.

6.12. The tables below show performance against the key human resources indicators quarterly over the last year.

N8. Newly Qualified SWs (no. vacancies filled by newly qualified social workers)										
Newly Qualified SWs	Sep-12	Dec-12	Mar-13	Jun-13	Sep-13					
*Offered	N/A	6	N/A	19	1					
**Accepted	8	5	2	0	15					
*Applicants offered a newly qualified sw post and awaiting to start										
** Newly qualified sw staff: new starters + sw trainee										
N9. Social Worker Vacancy Rate										
SW Group	Sep-12		Dec-12		Mar-13		Jun-13		Sep-13	
	% Vacancy rate (Exc. agency)	% Vacancy rate (Inc. agency)	% Vacancy rate (Exc. agency)	% Vacancy rate (Inc. agency)	% Vacancy rate (Exc. agency)	% Vacancy rate (Inc. agency)	% Vacancy rate (Exc. agency)	% Vacancy rate (Inc. agency)	% Vacancy rate (Exc. agency)	% Vacancy rate (Inc. agency)
Manager	28.0	16.9	25.7	15.2	20.2	8.0	29.2	16.1	26.9	15.2
SW	10.3	-3.9	12.6	-3.0	13.2	2.5	19.1	2.6	16.2	1.6
All	15.0	1.6	15.8	1.5	14.9	3.8	21.5	5.8	18.8	4.8
N10. Social Worker Turnover Rate										
SW Group	Turnover									
	Sep-12	Dec-12	Mar-13	Jun-13	Sep-13					
Manager	19.1	25.8	22.6	26.8	14.8					
SW	16.2	17.0	17.7	23.2	26.9					
All	16.9	19.1	18.8	24.0	24.2					
Social Worker Voluntary Turnover Rate										
SW Group	Voluntary Turnover									
	Sep-12	Dec-12	Mar-13	Jun-13	Sep-13					
Manager	17.0	23.6	20.3	24.4	12.3					
SW	14.1	15.6	16.4	21.9	25.5					
All	14.8	17.6	17.3	22.4	22.6					
N11. Social Worker Sickness Absence										
SW Group	Average number of sickness days									
	Sep-12	Dec-12	Mar-13	Jun-13	Sep-13					
Manager	7.5	6.6	10.1	10.1	9.4					
SW	7.3	6.4	6.6	7.9	5.1					
All	7.4	6.5	7.4	8.3	6.0					
N12. % of Social Worker posts filled by Agency Workers										
SW Group	% Agency Coverage									
	Sep-12	Dec-12	Mar-13	Jun-13	Sep-13					
Manager	11.0	10.5	12.2	13.1	11.7					
SW	14.2	15.6	10.7	16.6	14.6					
All	13.4	14.3	11.1	15.7	13.9					

7. Appendices

- **Appendix 1: Performance Analysis and Benchmarking for:**
 - Contact, Referrals & Assessments
 - Child Protection, reviews and visits
 - Children Looked After including reviews, visits, missing children, stability of placements, care leavers, adoption and special guardianship orders