

Children and Families Monthly Performance Monitoring Report

Highlighted PIs are in the Corporate plan

February 2014

Page

Contacts, Referrals and Assessments

		This Month		2013/14 YTD	Target	Traffic Light
4	The number of contacts received	479	↓	5181	-	
4	The number of referrals to children's social care	149	↑	1583	-	
4	The rate of referrals to children's social care per 10,000 pop	26	↑	275	-	
4	Re-referrals within 12 months of the previous referral	10%	↓	14%	16%	Green
5	Percentage of referrals going on to assessment YTD	86%	↑	86%	-	
5	Percentage of referrals with outcome NFA	1%	↑	5%	-	
5	<i>Children and Families Assessments carried out within 45 working days</i>	74%	↓	77%	85%	Red
5	Children and Families Assessments completed	118	↓	999	-	
5	<i>Child seen in 10 days</i>	87%	↑	83%	95%	Red
5	Distribution of days for completing assessments					

Child Protection

6	Children subject to a child protection plan	188	↓	188		
6	<i>The rate of Children Subject to a child protection plan per 10,000 pop</i>	33	↓	33	43	Amber
6	Children Becoming Subject to a child protection plan in the period	29	↓	234	-	
6	Children Ceasing Subject to a child protection plan in the period	28	↑	317	-	
6	<i>Child Protection Plans ceasing after two years or more</i>	14%	↓	10%	7%	Red
6	CP Plans lasting over 2 years at period end	0%	↓	-		
6	Subject of Child Protection Plan for a second or subsequent time	3%	↓	10%	10%	Green
6	Children moving to Haringey on a child protection plan	2	↓	11	-	
6	Children moved out of Haringey on a child protection plan	5	↑	38	-	
8	Percentage of CP cases which were reviewed within required timescales	90%	↑	90%	100%	Red
8	Child Protection Visits	96%	↑	96%	95%	Green
8	Children in Need Visits	91%	↓	91%	95%	Amber

Looked after Children

9	Children in care including unaccompanied asylum seeking children	523	↑	523	485	Red
9	The rate of Children in care per 10,000 pop	91	↓	91	-	
9	Haringey (becoming)	11	↑	210	-	
9	Haringey (ceasing)	18	↓	229	-	
9	Haringey Net Increase / Decrease	-7	↑	-19	-61	
9	Percentage of Children becoming looked after previously subject to Child Protection plan	82%	↑	40%	-	
9	Number of young people becoming looked after on remand	0	↓	24	-	

This Month	2013/14 YTD	Target	Traffic Light
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LAC Reviews and Visits

10	Children in Care visits	95%	↓	95%	95%	Green
10	Children in care cases were reviewed within timescales	88%	↓	88%	92%	Amber

Missing and Stability

11	Number of children missing/ absconded from care at any point in the month	2Missing 3 Absent 7Abscond				
11	<i>Stability of placements of looked after children: number of moves</i>	9%	↓	9%	10%	Green
11	Stability of placements of looked after children: length of placement	73%	↑	73%	72%	Green
11	<i>Percentage of children placed 20 miles or more</i>	19%	↓	19%	16%	Red

Care Leavers

12	Care leavers in education, employment or training:						
12		19th Birthday	100%	↑	46%	75%	Red
12		20th Birthday	80%	↑	52%	-	
12		21st Birthday	80%	↑	39%	-	
12	Care leavers in suitable accommodation:						
12		19th Birthday	100%	↑	74%	90%	Red
12		20th Birthday	100%	↑	73%	-	
12		21st Birthday	100%	↑	76%	-	

Adoption and Special Guardianship Orders

13	Number of adoptions/special guardianship orders	1	↓	58	45	Green
13	Number of adoptions	0	↑	33	20	Green
13	Number of special guardianship orders (SGOs)	1	↓	25	25	Green
13	Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption. Percentage of adopted children placed within 12 months.	-	↑	59%	-	
13	<i>A1. Average number of days from becoming LAC to being placed for adoption</i>	-	↓	807	639	Red
13	A10. Average number of days Adjusted for Current Foster Carer adoptions	-	→	564	-	

Organisational Effectiveness

		This Month		2013/14 YTD	Target	Traffic Light
14	Days sick per FTE. CY (excluding Schools)	-	→	8.57	6.5	Red
14	Children's Statutory Complaints - average days to process	11.4	↓	9.69	10	Unknown
14	Complaints - average days to process CYPs	5.7	↑	10.7	15	Green
14	Members' Enquiries - average days to process CYPs	7.3	→	7.8	10	Green
14	FOI's - average days to process CYPs	17.1	↓	16.8	20	Green
		Q3 2013/14		YTD	Year end	Traffic Light
14	Children's Social Worker Vacancy Rate	17%	↑	17%	10%	Red
14	Children's Social Worker Turnover Rate	21%	↑	21%	15%	Red
14	Children's Social Worker Sickness Absence- average days	4.4	↑	4.4	6.5	Red
14	Percentage of Children's Social worker posts filled by agency workers	12%	↑	12%	10%	Red

Contact and Referrals

Highlighted PIs are in the Corporate plan

	2012/13							2013/14		
		Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	YTD	Target	Traffic Light
The number of contacts received	6637	415	561	538	464	579	479	↓ 5181	-	
The number of referrals to children's social care	2156	144	157	167	111	143	149	↑ 1583	-	
The rate of referrals to children's social care per 10,000 pop	374	25	27	29	19	25	26	↑ 275	-	
Re-referrals within 12 months of the previous referral	15%	21%	21%	14%	12%	11%	10%	↓ 14%	16%	Green
Percentage of referrals going on to assessment YTD	-	77%	76%	78%	83%	84%	86%	↑ 86%	-	
Percentage of referrals with outcome NFA	-	3%	13%	1%	2%	1%	1%	↑ 5%	-	

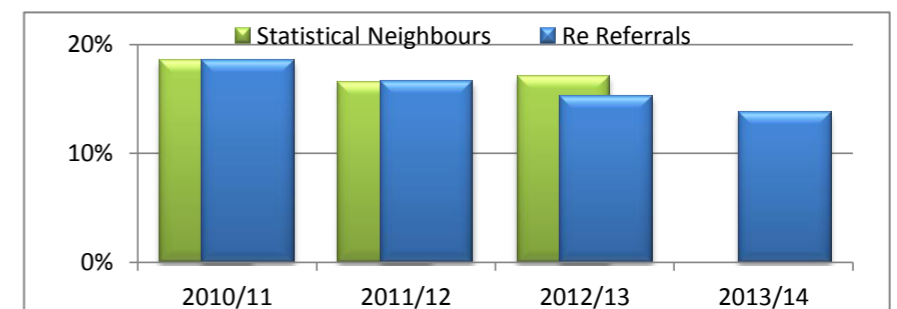
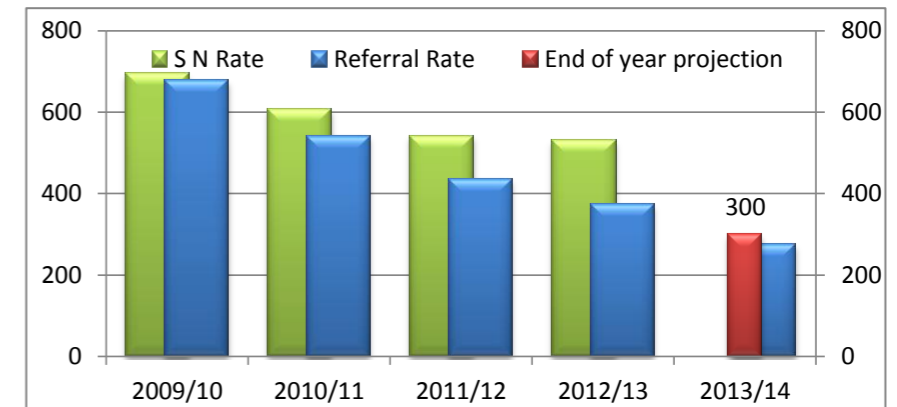
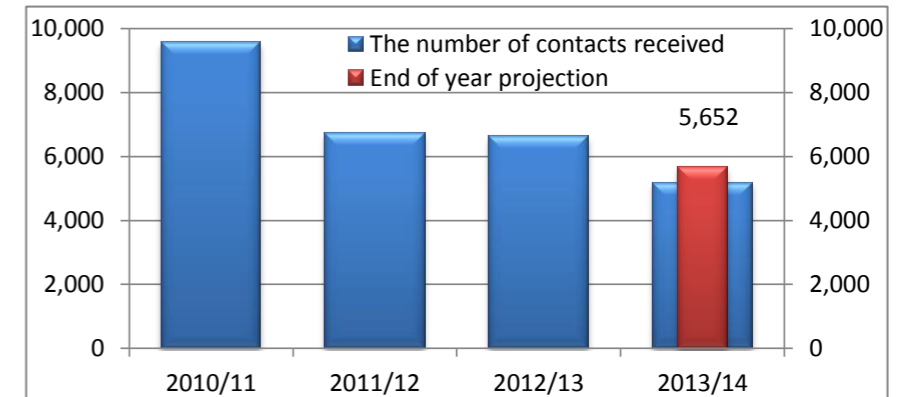
Service Analysis

Why does the data look the way it does?

- Although the number of contacts have gone down the screening team inform that they feel they have dealt with a higher number of enquires this month, screening are ensuring agencies refer rather than contact
- The number referrals has increased this month. The screening managers have been ensuring partner agencies complete a referral rather than a contact when the case is not a clear s47. It shows we need to look at our partner agencies to ensure they are making the correct decisions to refer a case rather than it be a contact. They appear still to rely on us to be making those decisions.
- The number of referral going to assessment has increased, this is in line with the two new team managers joining and confidence that we are getting thresholds right, this is in line with the two new team managers joining and confidence that we are getting thresholds right.
- Re-referral rate has decreased. Positive, this should be in line with correct assessment of case, not closing prematurely

What are you going to do about it?

- I will be contacting customer services to see if we can capture the data (enquires) to confirm the above and understand how much work we may be doing that isn't captured on framework i
- Discussion with project mgr (James Page)/ LSCB to look at ways we can reach out to partner agencies, training/educate etc to ensure they are aware of whether a case should be referred.
- Monitor to ensure thresholds are right in conjunction with HoS for FR
- Monitor



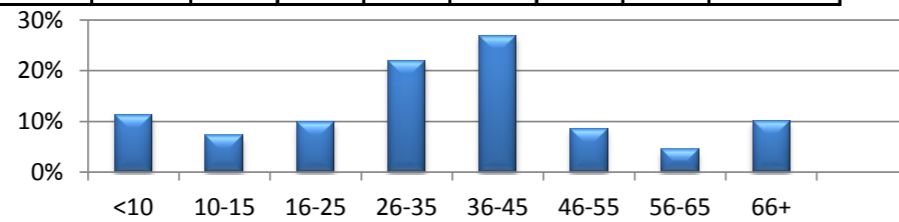
When are you going to do it by?

- Contact customer services by 28.03.14
- Meet with project mgr 24.03.14
- Ongoing
- Ongoing

Assessments

	2012/13							2013/14		
		Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	YTD	Target	Traffic Light
<i>Children and Families Assessments carried out within 45 working days</i>	-	69%	75%	77%	74%	76%	74%	77%	85%	Red
Children and Families Assessments completed	-	118	119	137	116	179	118	999	-	
<i>Child seen in 10 days</i>	-	79%	84%	82%	82%	85%	87%	83%	95%	Red

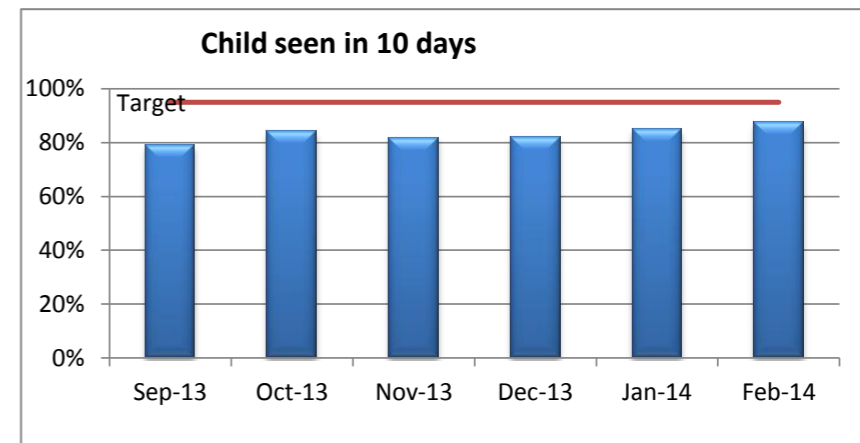
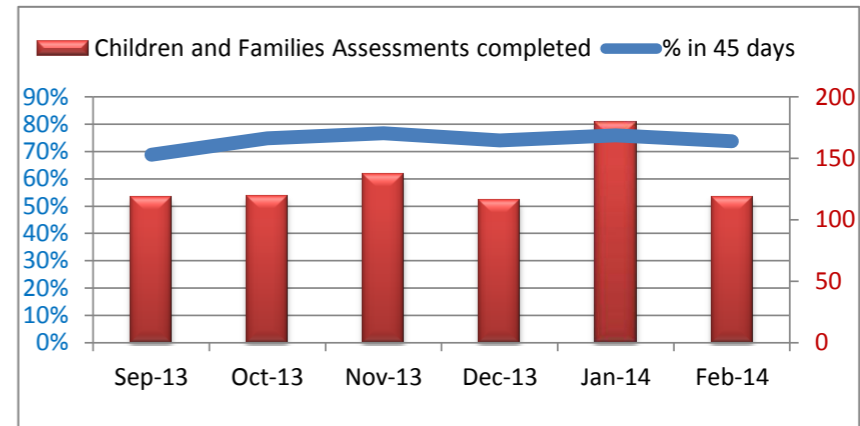
Distribution of days	<10	10-15	16-25	26-35	36-45	46-55	56-65	66+
2013/14	11%	7%	10%	22%	27%	9%	5%	10%



Service Analysis

Why does the data look the way it does?

What are you going to do about it?



When are you going to do it by?

Child protection

Highlighted PIs are in the Corporate plan

	2012/13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	2013/14		
								YTD	Target	Traffic Light
Children subject to a child protection plan	268	164	171	177	168	184	188	188		
<i>The rate of Children Subject to a child protection plan per 10,000 pop</i>	47	28	30	31	29	32	33	33	43	Amber
Children Becoming Subject to a child protection plan in the period	354	14	25	21	13	45	29	234	-	
Children Ceasing Subject to a child protection plan in the period	363	35	18	15	22	26	28	317	-	

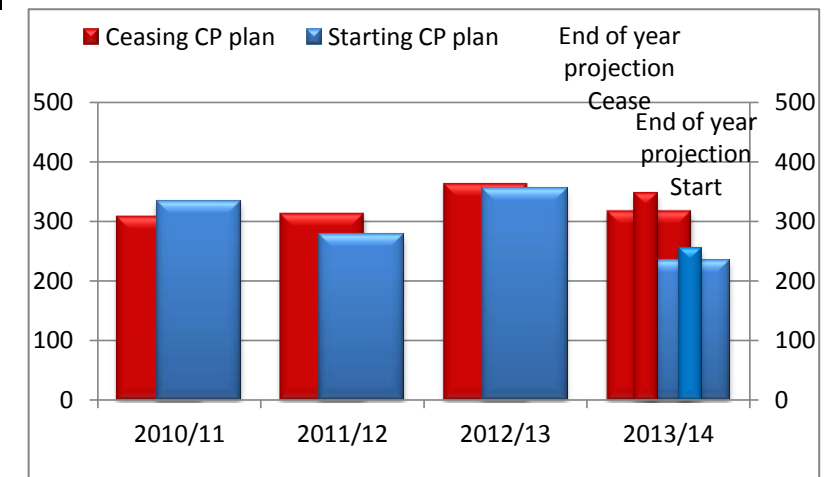
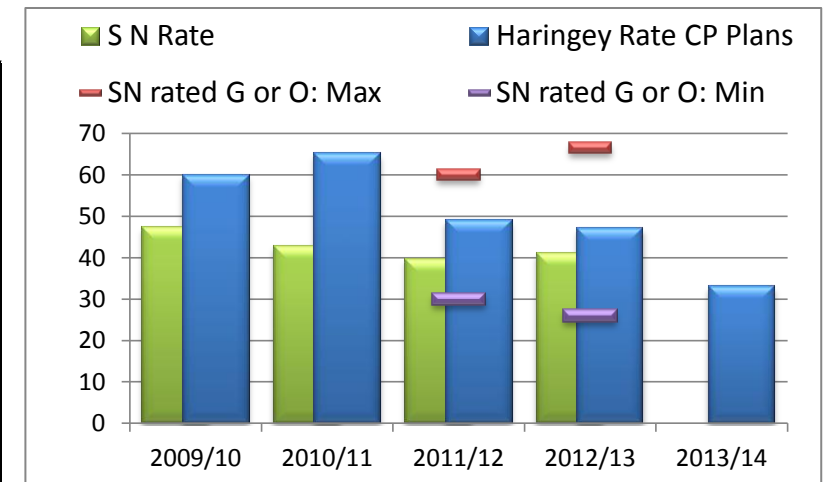
Why does the data look the way it does?

The targets were set in line with the mid range for our Statistical neighbours rated Good or Outstanding by Ofsted on the assumption that this is what good performance looks like. All the arrows this month are pointing the right way (if our original assumptions are correct) in that we are reducing the numbers of children with plans overall. But we have to be confident that this is because we are offering a good early help and CIN service, given the level of need in Haringey. Team managers helpfully also suggested we should look at the numbers of sibling groups when looking at numbers on or off plans.

DCT: No children made subject to plan or ceased in February.

What are you going to do about it?

Initially we will be supporting the development of early help, ensure all cp decisions made within S and S are clearly in line with statute and best practice, work with FR on understanding family profile a bit better which will help us understand the specific factors which have contributed to this downward trend. Staff are suggesting that this trend was 'constructed' by a desire to reduce numbers of cp plans. As part of my SIP I am planning to create some clear workflow which identify gateways for families and best practice timescale. This will enhance our understanding of a individual child's journey against a best practice benchmark.



When are you going to do it by?

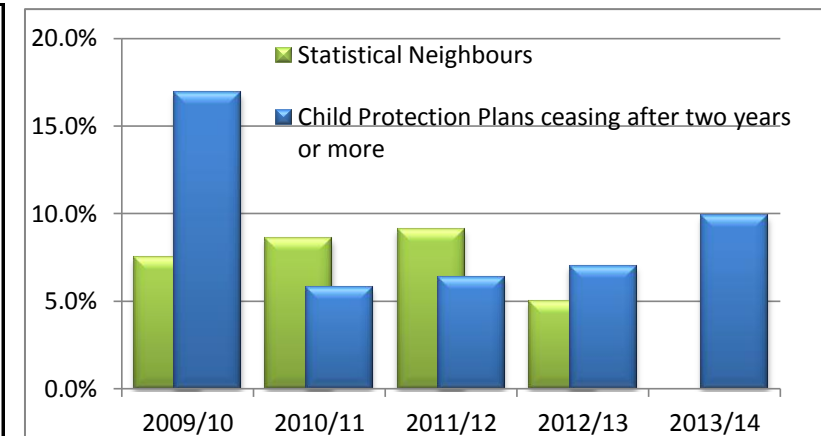
Workflows- June 2014 '
Work with FR - started and progressing ;
Early help- in line with agreed timescale.

	2012/13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14		YTD	Target	Traffic Light
<i>Child Protection Plans ceasing after two years or more</i>	7%	20%	39%	7%	0	15%	14%	↓	9.9%	7%	Red
CP Plans lasting over 2 years at period end	8%	8%	4%	4.5%	4.8%	2.2%	0.0%	↓	-	-	-
Subject of Child Protection Plan for a second or subsequent time	5%	-	8%	5%	23%	7%	3%	↓	10%	10%	Green
Children moving to Haringey on a child protection plan	25	0	4	0	0	0	2	↓	11	-	
Children moved out of Haringey on a child protection plan	27	3	3	0	0	3	5	↑	38	-	

Service Analysis

Why does the data look the way it does?

The good news is that the two families that were in the January data were now off the plans. 2 other families are now making up this number. Family 1 has one child and has been kept on a cp plan because of parent's refusal to engage including allowing social workers access. An ICO was refused last Nov and we are due to return to court with completed assessments with a view to removal in April. The decision to maintain cp plans is in this context and should be seen in the child's best interest. The second family have three children and work was progressing to the extent that we were confident of plans ceasing. However there was a reoccurrence of DV which changed our prognosis. We have referred to DVIP but this is a long treatment programme post assessment. CP plan seems a rational response in this context for these children



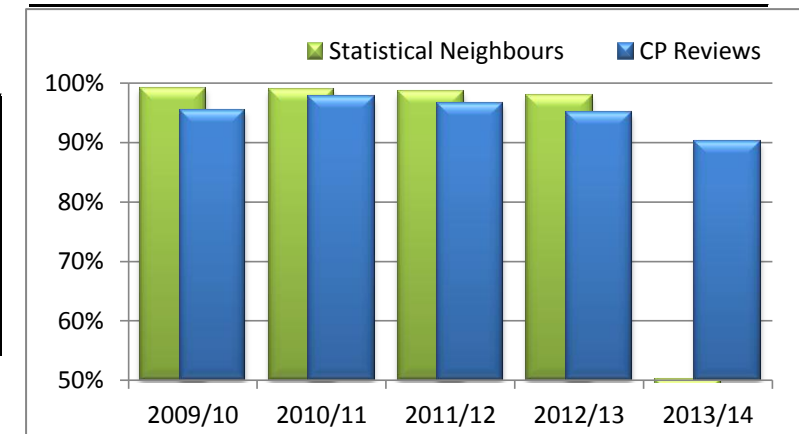
What are you going to do about it?

Need to reflect on the second family as the DV pathway will be about 35/40 weeks, decision to remove from plan will depend on progress of DVIP work. Will review families with children approaching the 2 year mark

When are you going to do it by?

CP Reviews and Visits

	2012/13							2013/14		
	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	YTD	Target	Traffic Light	
Percentage of CP cases which were reviewed within required timescales	95%	92%	91%	90%	90%	90%	90%	100%	Red	
Child Protection Visits	94%	96%	95%	92%	94%	96%	96%	95%	Green	
Children in Need Visits	85%	90%	97%	95%	93%	91%	91%	95%	Amber	



Service Analysis

Why does the data look the way it does?

Why does the data look the way it does?-

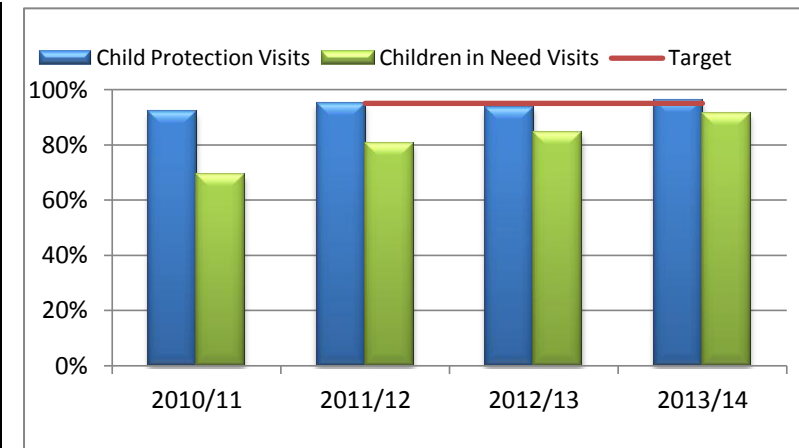
In terms of CP reviews, this is within the remit of the CPAA/QA service as it is their timetable. As a service we have good compliance on review conference times.

The CIN visits data is of concern as we have not seen all the children we should have this month. As a management team we have examined every case. The general themes from this analysis are:

- Some delay in write ups post visits.
- Some drift in closure.
- Recording done but framework-i not updated appropriately.
- Visits not done in timescales (this is the smaller number)

Detailed breakdown in CIN analysis is available

DCT: CP visits 100% completed within timescale. CIN workflow for DCT is being worked on in OSS Project



What are you going to do about it?

The above are being addressed individually and I will reinforce in general messaging and through case monitoring/. We expect this to improve next month.

When are you going to do it by?

It has started . The prep for this commentary is evidence of a level of close examination and discussion.

Looked after Children

	2012/13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	2013/14		
								YTD	Year end target	Traffic Light
Children in care including unaccompanied asylum seeking children	540	502	510	519	525	530	523	↑ 523	485	Red
<i>Haringey Target</i>		510	505	500	495	490	485			
The rate of Children in care per 10,000 pop	94	87	89	90	91	92	91	↓ 91	-	
Haringey (becoming)	195	13	32	22	27	29	11	↑ 210	-	
Haringey (ceasing)	235	16	24	13	21	24	18	↓ 229	-	
Haringey Net Increase / Decrease	-40	-3	8	9	6	5	-7	↑ -19	-61	
Percentage of Children becoming looked after previously subject to Child Protection plan	39%	22%	44%	33%	38%	30%	82%	↑ 40%	-	
Number of young people becoming looked after on remand	19	0	6	3	4	2	0	↓ 24	-	

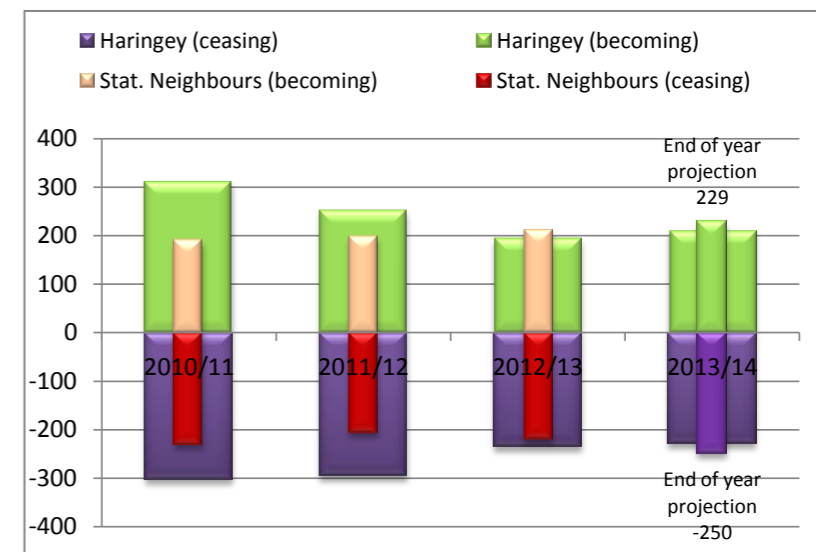
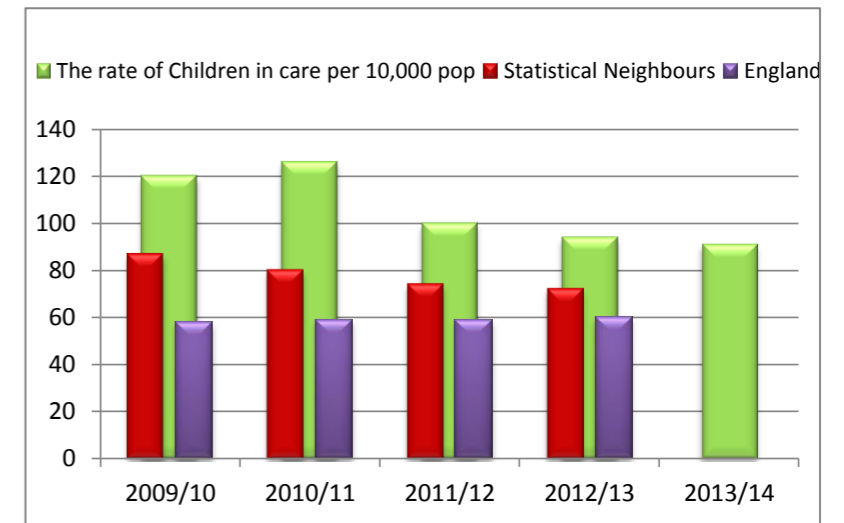
Service Analysis

Why does the data look the way it does?

Continued pressure on referrals for asylum seeking young people, Southwark S20 requests and relatively high numbers of accommodations of older young people, ie teenagers.

What are you going to do about it?

There are changes being made to First Response management and it is essential that LAC teams make strong links with incoming managers to look at a joint approach to tackling the demands to accommodate rather than to support in the community. The developing plans around early help will also be a means of dealing more effectively with this and members of LC services attended the recent early help event at the Cypriot Centre in order to ensure that our particular areas of need are represented in the building of this new delivery model.



When are you going to do it by?

An initial meeting is to take place, by April 7th, to start to address more effective ways of working in terms of creative approaches around support and also regarding the need to meet needs of asylum seeking young people differently where possible.

LAC Reviews and Visits

	2012/13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	2013/14		
								YTD	Target	Traffic Light
Children in Care visits	99%	96%	96%	94%	94%	96%	95%	95%	95%	Green
Children in care cases were reviewed within timescales	82%	95%	94%	91%	91%	90%	88%	88%	92%	Amber

Service Analysis

Why does the data look the way it does?

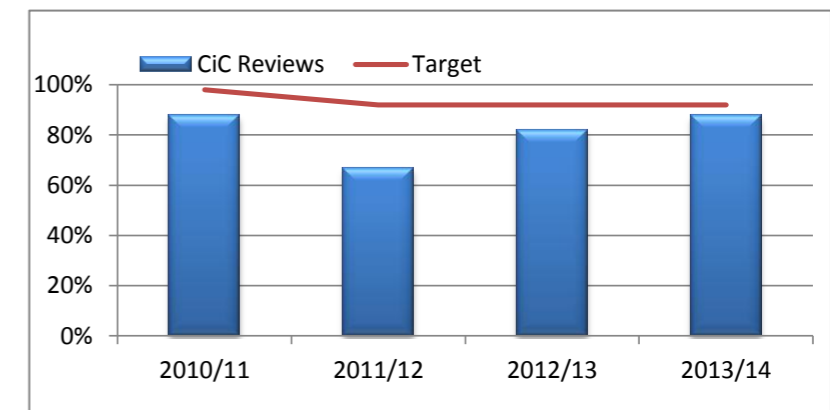
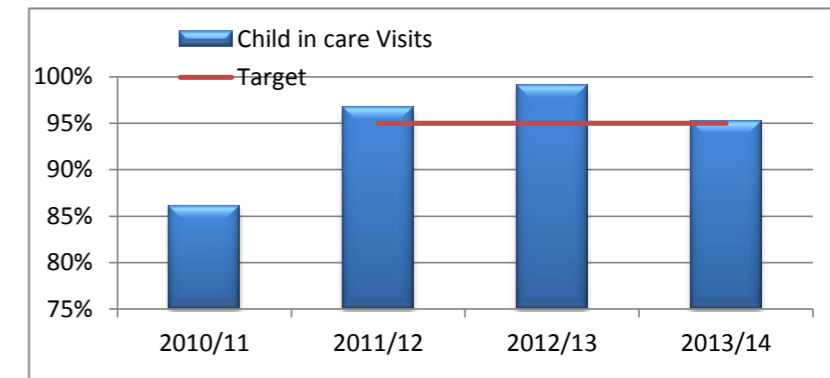
DCT missed one CIC visit in Feb -the carer was unable to meet with the SW.

CC - Why does the data look the way it does?

Children in Care visits are within target.

What are you going to do about it?

CC - We are striving to increase the number of visits. The 95% that have taken place are written up within the standard template which makes the current assessment of each young person's progress in their placement easy to see at a glance. This format was picked up in the diagnostic as being a very effective way of demonstrating the monitoring of young people's experiences whilst LAC and also ensuring that issues for follow through were raised and actioned efficiently.



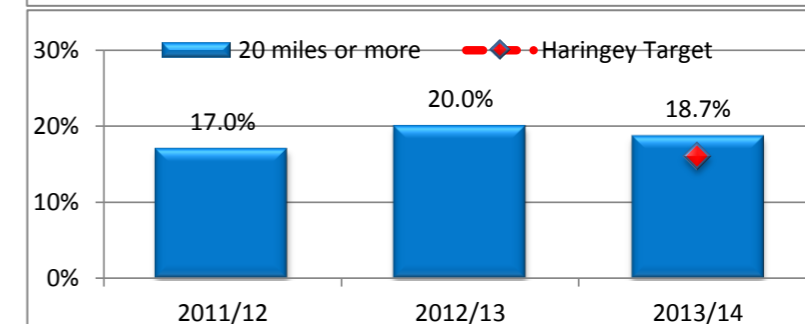
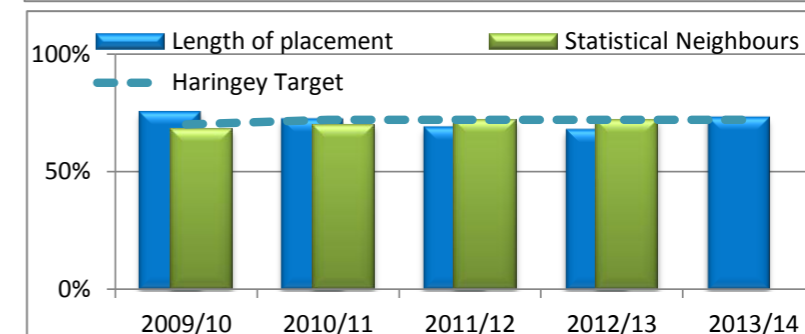
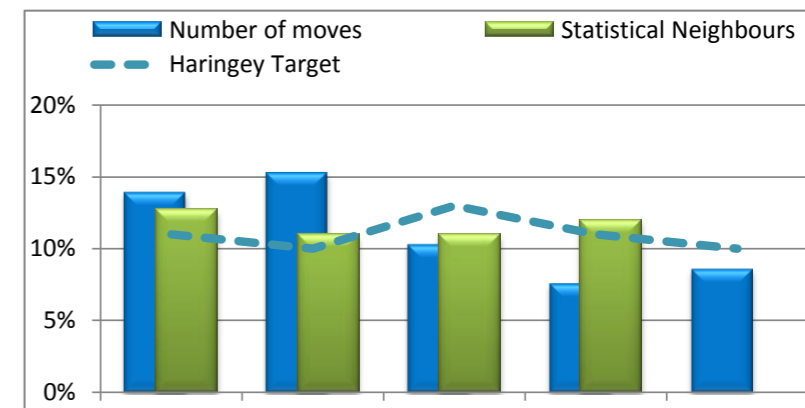
When are you going to do it by?

CC - Additional vigilance is still needed with regard to covering visits whilst allocated social workers are on sick leave and team managers are now planning more carefully for this.

Missing and Stability

Highlighted PIs are in the Corporate plan

	2012/13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	2013/14		
								YTD	Year end target	Traffic Light
Number of children missing/absconded from care at any point in the month	68	15	12	7	8	3 Missing 2 Absent 1 Abscond	2Missing 3 Absent 7Abscond	-	-	
<i>Stability of placements of looked after children: number of moves</i>	7.6%	8.8%	8.8%	8.1%	8.4%	7.8%	8.6%	8.6%	10%	Green
Stability of placements of looked after children: length of placement	68%	73%	74%	72%	72%	73%	73%	72.7%	72%	Green
<i>Percentage of children placed 20 miles or more</i>	20.0%	18.4%	19.5%	18.4%	17.2%	16.8%	18.7%	18.7%	16%	Red



Service Analysis

Why does the data look the way it does?

Numbers of missing from care remain at a reduced level although the actual figure needs inclusion in the data. There has been a slight rise (less than a % point) in 3 moves or more. We are still well within our target % and, in relation to benchmarking across London, in a strong position. Stability of longer term placements remains at the improved figure of 73%, again a very good position for the service. 20 miles or more is of some concern as this has risen more sharply. This correlates with the need for some placement types that are hard to find within the 20 mile radius. The 20 mile distance figure presents a greater challenge. To this end all residential placements are currently being reviewed in order to try to establish placement choice nearer home. The new commissioning arrangements coming into force should have a helpful impact upon this too.

What are you going to do about it?

When are you going to do it by?

A renewed drive on the 20 mile distance is currently in place. There is a strong theme of prevention here too, with a need to make earlier stage placements fit for purpose so that a young person's needs do not escalate to the extent that they have to be placed far from Haringey. New commissioning arrangements commence from April 1st and these will underpin a smarter approach.

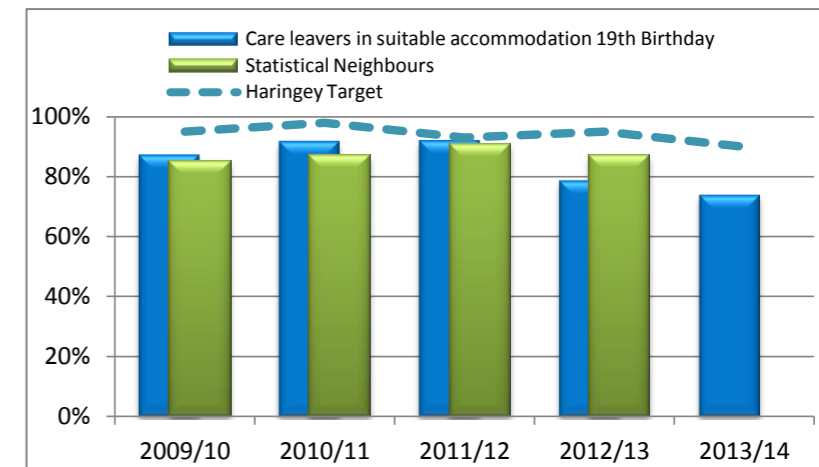
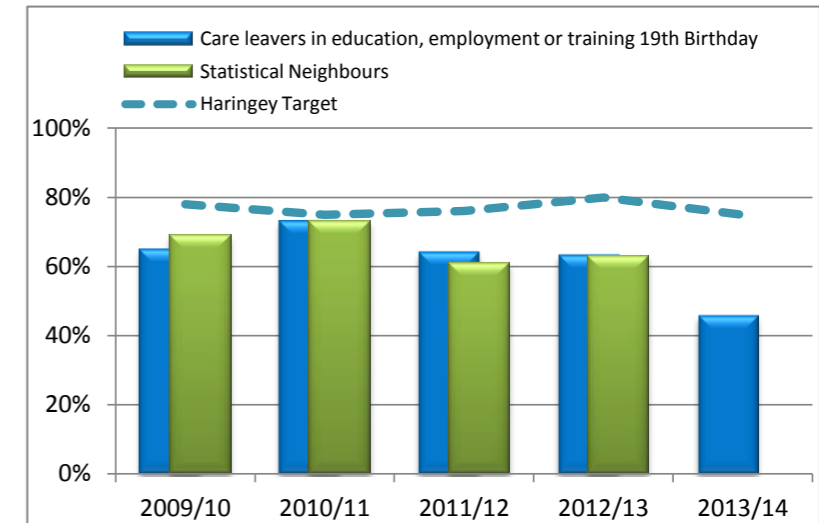
Care Leavers

Care leavers in education, employment or training	2012/13							2013/14		
		Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	YTD	Year end target	Traffic Light
19th Birthday	63%	50%	50%	100%	63%	13%	100%	46%	75%	Red
20th Birthday		63%	33%	33%	100%	29%	80%	52%	-	
21st Birthday		-	33%	46%	40%	13%	80%	39%	-	
Care leavers in suitable accommodation										
19th Birthday	79%	83%	50%	100%	75%	63%	100%	74%	90%	Red
20th Birthday		100%	33%	100%	100%	50%	100%	73%	-	
21st Birthday		75%	33%	100%	20%	88%	100%	76%	-	

Service Analysis

Why does the data look the way it does?
 This month's cohort of young people are far more effectively engaged in employment, training and education. Whilst this set of figures is strong the year average is below target.

What are you going to do about it?
 Housing progress is generally more positive and new initiatives are being developed to strengthen our approach to those care leavers who are particularly vulnerable at age 21. In order to improve our approach to ETE the Young Adults Service have tracked all current service users (330 young people) and logged their ETE status. We are now using this information to better develop our approach in this area. We have established that we have 105 young people who are NEET and, whilst some are still in the very early stages of young parenthood or too unwell to work, there is a significant cohort who we could focus on to make sure that they have a chance to gain better outcomes.



When are you going to do it by?
 The recent Council wide event on 16+ ETE was very informative, both the HoS and DHoS for Young Adults Service attended. We will be taking forward ideas generated in this forum and adapting these to maximise opportunities for those young people who are care leavers.

Adoption and Special Guardianship Orders

	2012/13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14		2013/14		Traffic Light
									YTD	Year end target	
Number of adoptions/special guardianship orders	45	3	2	3	7	5	1	↓	58	45	Green
Number of adoptions	14	1	2	1	4	3	0	↑	33	20	Green
Number of special guardianship orders (SGOs)	31	2	0	2	3	2	1	↓	25	25	Green
Timeliness of placements of looked after children for adoption following an agency decision that	71%	-	50%	100%	75%	100%	-	↑	59%	-	
A1. Average number of days from becoming LAC to being placed for adoption	661	566	960	292	793	453	-	↓	807	639	Red
A10. Average number of days Adjusted for Current Foster Carer adoptions	435	566	575	292	-	-	-	→	564	-	

Service Analysis

Why does the data look the way it does?

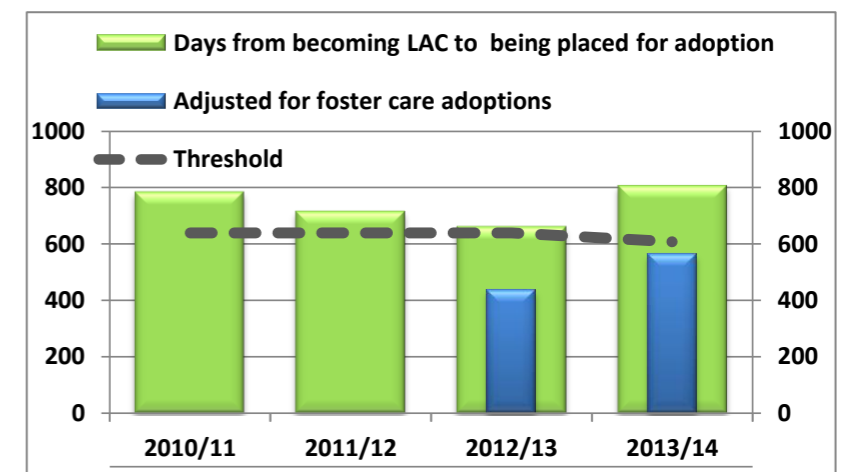
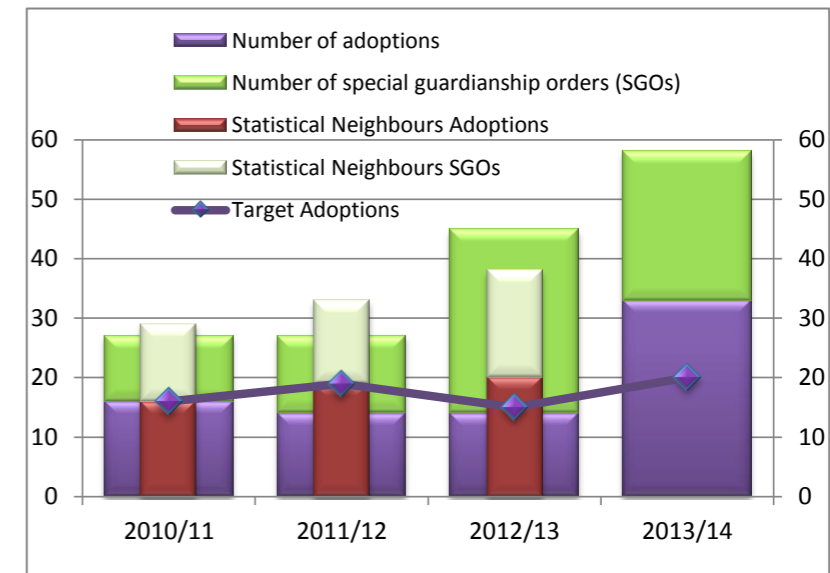
10 of the children adopted in this year were placed for adoption at significantly over the 639 threshold, and one child was placed at over 4,000 days. This reflects the historical lack of focus on permanency planning in general and adoption specifically. In addition several children were challenging to place as a result of complex needs and background factors. Some of the children currently placed for adoption come into this category and some have been subject to protracted care proceedings. This is a factor which will affect future scorecard position. However this will be mitigated against by very young children and babies being placed in number of days below the 639 threshold and foster cares adopting children in their care. DCT - no SGOs in February.

CC- All the earlier planning for achievement of a wide range of adoptive and special guardianship placements has come to fruition with the outturn for this year.

What are you going to do about it?

1. Focused work on bringing care proceedings within 26 weeks threshold which will become statutory in April. The Adoption Reform Grant will be used in part to facilitate this work and will incorporate the use of family group conferences and the completion of parenting, viability, connected persons and special guardianship assessments pre -proceedings as far as possible.
2. Changes to the Permanency Tracking meetings to incorporate child's social worker and family finding social worker attendance to explain progress and to ensure that actions agreed are implemented in timescales proscribed.
3. Change to the tracking spreadsheet to incorporate numbers of weeks in care proceedings.
4. Introduction of personal scorecards for family finding social workers.
5. Delivery of workshops to children's social workers on legal issues and implications of recent case law.
6. Review of Permanency Policy to reflect legislative, regulatory and practice changes.

CC - Sustain good planning to ensure that we have success with achieving legal orders in 2014-15 for children to live permanently with substitute families.



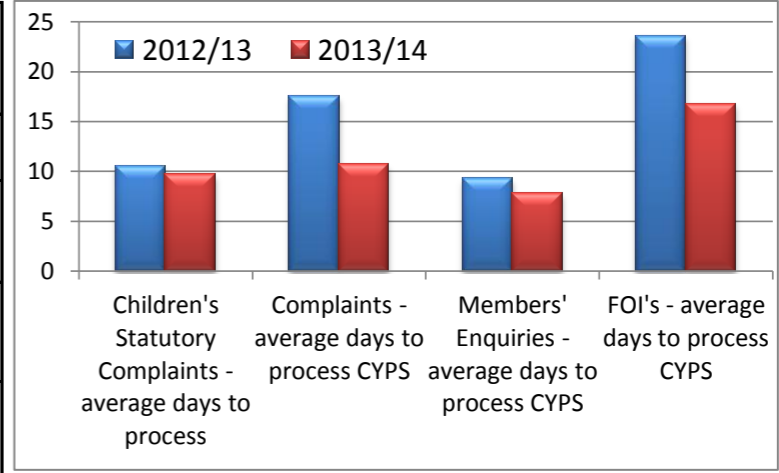
When are you going to do it by?

1. April, 2014.
2. April 2014.
3. April, 2014.
4. April 2014.
5. April - May, 2014.
6. April, 2014

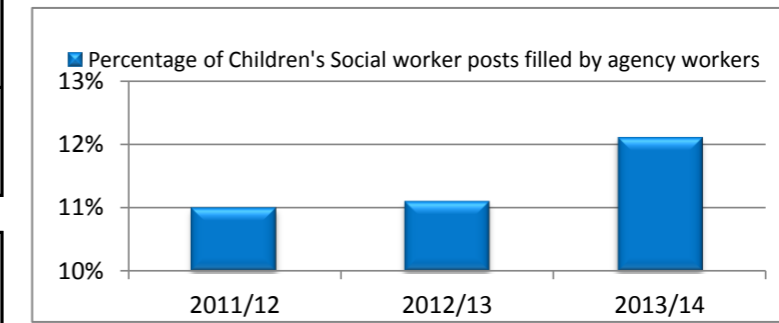
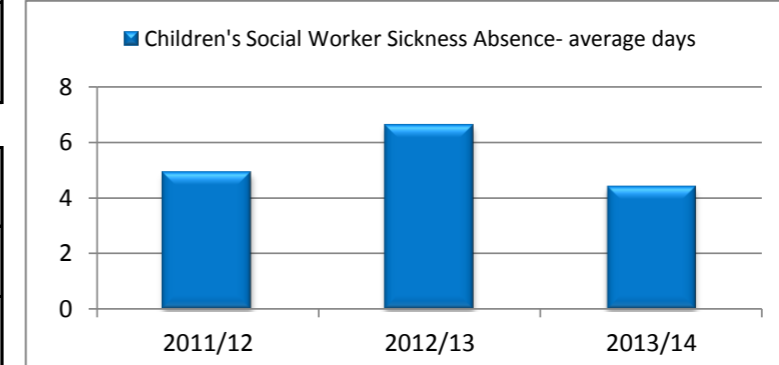
CC - Planning is on going in the form of service objectives and the monthly permanence tracking meetings.

Organisational Effectiveness

	2012/13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14		2013/14		
	2012/13								YTD	Year end target	Traffic Light
Days sick per FTE. CY (excluding Schools)	7.54	7.6	8.2	8.3	8.6	-	-	→	8.6	6.5	Red
Children's Statutory Complaints - average days to process	10.52	7	11	10	7	10	11	↘	10	10	Unknown
Complaints - average days to process CYPS	17.5	12	12	9	8	-	6	↑	11	15	Green
Members' Enquiries - average days to process CYPS	9.3	9	8	9	8	7	7	→	8	10	Green
FOI's - average days to process CYPS	23.6	14.1	13	16.4	13.6	14.5	17.1	↘	16.8	20	Green



	2012/13	Q3 2012/13	Q4 2012/13	Q1 2013/14	Q2 2013/14	Q3 2013/14		2013/14		
	2012/13	2012/13	2012/13	2013/14	2013/14	2013/14		YTD	Year end target	Traffic Light
Children's Social Worker Vacancy Rate	15%	16%	15%	22%	19%	16.5%	↑	16.5%	10%	Red
Children's Social Worker Turnover Rate	19%	19%	19%	24%	24%	21%	↑	21%	15%	Red
Children's Social Worker Sickness Absence- average days	6.6	6.4	6.6	7.9	5.1	4.4	↑	4.4	6.5	Red
Percentage of Children's Social worker posts filled by agency workers	11%	14%	11%	16%	14%	12%	↑	12%	10%	Red



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What are you going to do about it?

When are you going to do it by?