

Item 4A Performance Report: Analysis of July Performance Indicators

Children's Improvement Board

13th August 2019

Nick Pendry, Director of Early Help and Children's Social Care

Overview

GOING WELL OR BETTER

- The number of children supported by Early Help (835) has more than doubled since February 2019 (401)
- 96% of contacts are actioned within 24 hours
- 100 fewer children subject to CP plans compared to May 2019
- 25% decrease in the number of children subject to CP plans for the second or subsequent time
- Significant improvement in completion of missing risk assessments, up to 98% and 67% of missing episodes resulted in a completed RHI,
- Continuing improvement in indicators for children looked after;
 - ✓ 99% of children looked after have an up-to-date care plan
 - ✓ 78% of children who have been looked after for more than 2.5 years have been in the same placement for more than 2 years
 - ✓ LAC with completed PEP continues to improve and is now above target at 87%
- Caseloads in Assessment, Care Planning, Corporate Parenting and Leaving Care services remain below target

ONES TO WATCH

- Despite a reduction in July, the number of CLA remains high at 838
- Overall increase in supervisions within timescale up to 82% with the number of overdue Supervisions down by 50% a reduction of 490 compared to April 2019, however, only 60% of CP cases were supervised within timescale.
- Timeliness of CIN visits improved by 12% to 77%
- Percentage of CIN with an up to date plan has plateaued at 64% despite improvement in the timeliness of reviews
- Timeliness of ICPCs follow a strategy discussion remains very inconsistent – 59% in June 2019, 89% in July 2019

THINGS TO DO BETTER

- Reduce number of Early Help cases that close due to family disengaging – July 2019 21%
- Rate of assessments completed within 45 days now at 69%, a decline of 20% since March 2019
- 58% Initial Health Assessments in May 2019 took place within 20 days of a child becoming looked after, this remains a challenging indicator
- Percentage of CLA with an up to date pathway plan at 68% - pace of change is very slow
- There has been an increase in the number of children with 3 or more repeat missing episodes to 45 children in July 2019
- 14% decrease in timeliness of visits to Foster Carers in July, now 64% in timescale
- Caseloads in Adolescent Support are above target

Note: Data in this report is refreshed each month, so performance in previous reports may differ as children’s records are updated by social workers

Indicator Title		Jun-19	Jul-19	Target	Change	RAG
FRONT DOOR						
FD 7	Percentage of referrals that led to an assessment	76%	85%		Up 9pp	Grey
FD 8	Percentage of re-referrals within 12 months	21%	17%	22%	Down 4pp	Green
EARLY HELP						
EH 8	Percentage of early help cases that were stepped up to CSC	7%	5%	10%	Down 2pp	Green
EH 25	Percentage of referrals that were stepped down from CSC into early help	22%	12%		Down 10pp	Grey
ASSESSMENT						
AMT 2	Percentage of C&F assessments completed within 45 working days	65%	69%	85%	Up 4pp	Red
AMT 4	Percentage of C&F assessments that result in no further action	45%	44%		Down 1pp	Grey
CHILDREN IN NEED OF HELP AND PROTECTION						
CIN 8	Percentage of CIN with an up-to-date child’s plan	64%	64%	95%	No change	Red
CIN 4	Percentage of CIN* for whom a visit has taken place within last four weeks	65%	77%	95%	Up 12pp	Red
CIN 5	Percentage of CIN* for who had review on time (excludes those allocated to CWD teams)	88%	91%	95%	Up 3pp	Amber
CP 5	Percentage of children for whom CPC was held in the month within 15 working days of the strategy discussions	59%	87%	77%	Up 28pp	Green
CP 12	Percentage CP plans reviewed in timescale	99%	100%	95%	Up 1pp	Green
CP 13	Percentage of children subject to CP plans for whom a visit has taken place in last four weeks	92%	89%	95%	Down 3pp	Amber

Overview

Key: Grey = Not rated pp = percentage point

Indicator Title		Jun-19	Jul-19	Target	Change	RAG
MISSING						
MC 1c	Number of children with three or more missing episodes in the month	41	45		Up 4	Grey
MC 12	Number of LAC with three or more missing episodes in the month	37	41		Up 4	Grey
MC 6	Percentage of found episodes that result in a completed RHI	66%	67%	65%	Up 1pp	Green
MC 11	Percentage of total found episodes in month (missing episodes only) where RHI was offered and accepted (RHI done) - LAC missing from placement	64%	60%		Down 4pp	Grey
MC 13	Percentage of children with three or more missing episodes in the month where a missing risk assessment was completed in the last three months	70%	98%	95%	Up 28pp	Green
MC 14	Percentage of LAC with three or more missing episodes in the month where a missing risk assessment was completed in the last three months	68%	98%	95%	Up 30pp	Green
MC 15	Percentage of children with three or more missing episodes in the month where a missing strategy discussion took place	33%	33%	95%	No change	Red
MC 16	Percentage of LAC with three or more missing episodes in the month where a missing strategy discussion took place	32%	29%	95%	Down 3pp	Red
CHILDREN IN CARE						
LAC 10	Percentage of LAC for whom a visit has taken place in statutory timescales (six weekly visit)	93%	92%	95%	Down 1pp	Amber
LAC 11	Percentage of LAC cases which were reviewed within required timescales	91%	93%	95%	Up 2pp	Amber
LAC 14	Percentage of LAC with an up-to-date care plan	98%	99%	95%	Up 1pp	Green
LAC 15	Percentage of eligible LAC with an up-to-date pathway plan	67%	68%	95%	Up 1pp	Red
LAC 13	Percentage of LAC with an up-to-date PEP (termly)	85%	87%	85%	Up 2pp	Green
LAC 18	Percentage of LAC with an initial health assessment completed within 20 working days of entering care (reported one month in arrears to allow 20 working days after month end)	58%		95%		Red
LAC 16	Percentage of LAC with an up to date health assessment	83%	88%	95%	Up 5pp	Amber
LAC 25	Percentage of LAC (12 months in care) whose immunisations are up-to-date	60%	59%	95%	Down 1pp	Red
LAC 26	Percentage of LAC (12 months in care) with an up-to-date dental check	62%	62%	95%	No change	Red
FOSTERING AND ADOPTION						
F 4	Percentage of foster carers with an up-to-date visit	78%	64%	95%	Down 14pp	Red
F 3	Percentage of annual reviews of foster carers completed on time	91%	84%	95%	Down 7pp	Red

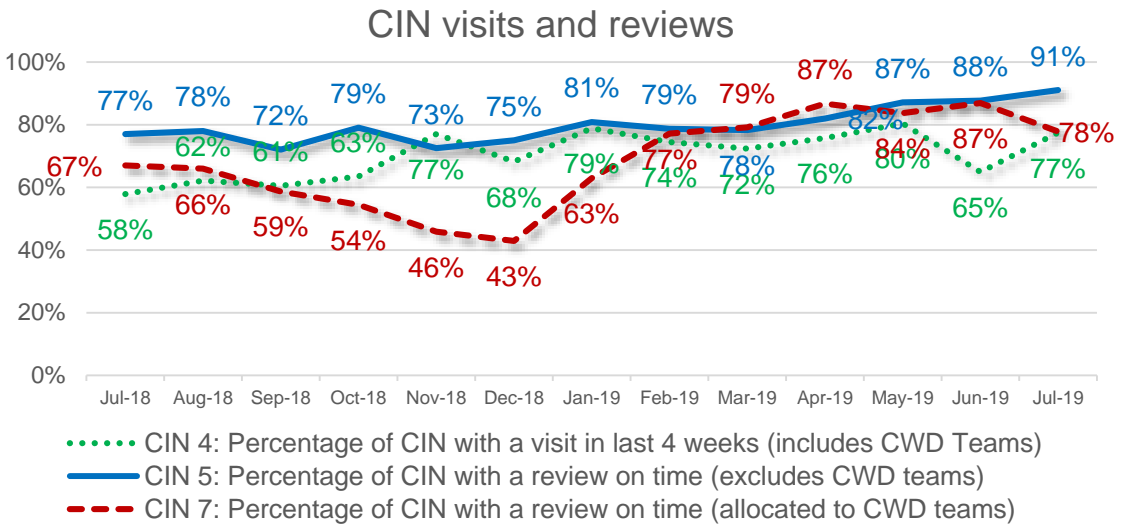
Indicator Title		Jun-19	Jul-19	Target	Change	RAG
CARE LEAVERS						
CL a	Percentage of care leavers with an up-to-date pathway plan	87%	85%	95%	Down 2pp	Red
CL 1a	Percentage in employment, education or training (EET) on their 17th to 21st birthday	59%	64%	85%	Up 5pp	Red
CL 3a	Percentage in suitable accommodation on their 17th to 21st birthday	85%	94%	90%	Up 9pp	Green
QUALITY ASSURANCE						
QA 1	Percentage of children with supervision within timescale	81%	82%	95%	Up 1pp	Red
QA 6	Percentage of CP cases with supervision within the timescale (31 days)	69%	60%	95%	Down 9pp	Red
QA 7	Percentage of LAC/CIN cases with supervision within timescale (60 days)	74%	72%	95%	Down 2pp	Red
QA 8	Percentage of assessments/care leavers with supervision within timescale (90 days)	90%	94%	95%	Up 4pp	Amber
WORKFORCE						
P1	Vacancy rate	44%	44%	30%	No change	Red
W 1	Average caseload per social worker	16.2	16.0	17	Down 0.2	Green
W1 a	Average caseload per social worker - assessment	18.6	18.5	20	Down 0.1	Green
W1 b	Average caseload per social worker - care planning	14.9	14.6	16	Down 0.3	Green
W1 c	Average caseload per social worker - CIC	14.6	14.3	16	Down 0.3	Green
W1 d	Average caseload per social worker - CWD	16.4	20.2	20	Up 3.8	Amber
W1 e	Average caseload per newly qualified social worker (ASYE)	8.4	9.2	14	Up 0.8	Green
W1 f	Average caseload per worker - leaving care	24.4	23.7	25	Down 0.7	Green
W1 g	Average caseload per worker - adolescent teams	21.8	25.0	16	Up 3.2	Red

Detailed analysis – children in need of help and protection

Indicator number	Indicator name	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Target
CIN 4	Percentage of CIN with a visit within last 4 weeks (includes CWD Teams)	58%	62%	61%	63%	77%	68%	79%	74%	72%	76%	80%	65%	77%	95%
CIN 5	Percentage of CIN who had review on time (excludes those allocated to CWD teams)	77%	78%	72%	79%	73%	75%	81%	79%	78%	82%	87%	88%	91%	95%
CIN 7	Percentage of CIN for who had review on time (allocated to CWD teams)	67%	66%	59%	54%	46%	43%	63%	77%	79%	87%	84%	87%	78%	95%
CIN 8	Percentage of CIN with an up-to-date child's plan							52%	59%	60%	59%	64%	64%	64%	95%

Commentary

- The current number of CIN cases (689) is at its lowest level since November 2018
- Visits within timescale has improved by 11% from June to July 2019 although performance remains inconsistent as CP and court work is prioritised over CIN cases
- 91% of CIN reviews were completed in time – the highest outturn in over a year
- CIN plans are not being updated following CIN review meetings increasing the risk of drift and delay as plans become increasing out of date
- Weekly meetings between Head of Service and Performance team to identify teams/workers who are underperforming and target intervention



Action to be taken

- Head of Social Work with Families to lead an urgent review of CIN planning practice and workflow to develop an action plan to improve CIN planning compliance & quality
- 3 new Service Managers have been appointed and have start dates for August & September 2019
- Review of all CIN cases open for 6 months or more to ensure work is focused, timely and making a difference to the lives of Children and Families – **started July 19**
- Director and HoS holding case worker performance clinics - **ongoing**

Detailed analysis – social work with CLA

* Data not yet available as 20 working days have not yet elapsed from the end of the reporting month

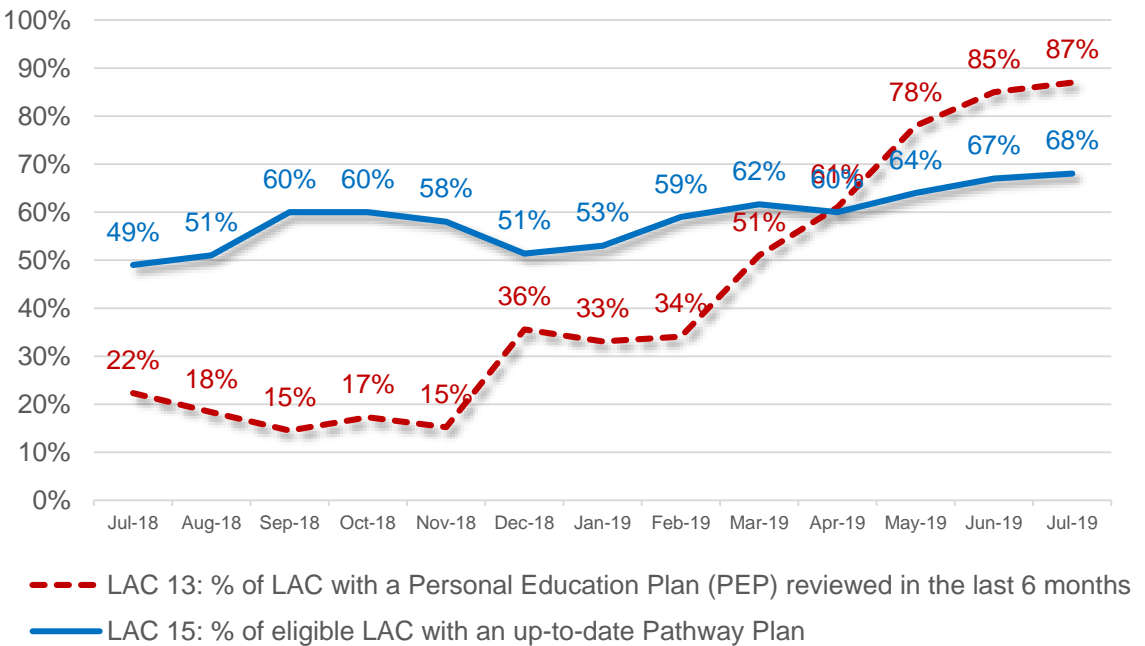
Indicator number	Indicator name	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Target
LAC 13	Percentage of LAC with a personal education plan (PEP) reviewed in the last six months	22%	18%	15%	17%	15%	36%	33%	34%	51%	61%	78%	85%	87%	85%
LAC 15	Percentage of eligible LAC with an up-to-date pathway plan	49%	51%	60%	60%	58%	51%	53%	59%	62%	60%	64%	67%	68%	80%

Commentary

- PEPs
- Number of completed PEPs has risen to an all-time high and is above target at 87%
 - All children with an outstanding PEP have appointments booked or are in the process of having their PEP quality assured by the virtual school (VS)
 - The permanent VS Head has personal oversight of all outstanding PEPs
 - The VS staff sit amongst SW teams weekly for support and signposting

- Pathway Plans
- Performance has improved by approx 20% since Jul 18, but pace of improvement too slow
 - Review of the current Pathway Plan complete and amends agreed to simplify process
 - The CRS amendment of flagging to SW's earlier notification that a pathway plan is needed is still not having the desired impact

LAC 13, 15: PEPs reviewed and pathway plans



Action to be taken

- Outstanding PEPs are being personally tracked by the VS head teacher
- New Pathway Plan form to be implemented in CRS - **September 2019**
- CRS support team running workshops to resolve issues that prevent smooth transition from Care to Pathway Plans – **September 2019**
- Head of Children Looked After to implement practice improvement sessions to drive improvement in Pathway Planning

Detailed analysis – social work with CLA

* Data not yet available as 20 working days have not yet elapsed from the end of the reporting month

Indicator number	Indicator name	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Target
LAC 18	% initial health assessments delivered within 20 working days of date child became looked after	16%	26%	13%	25%	37%	62%	34%	43%	31%	69%	67%	58%	TBC *	95%
LAC 16	% of LAC (12 months in care) for whom health assessments are up-to-date	67%	74%	82%	81%	85%	85%	85%	84%	91%	85%	80%	83%	88%	95%
LAC 25	% of LAC (12 months in care) whose immunisations are up-to-date						60%	63%	63%	65%	67%	64%	60%	59%	95%
LAC 26	% of LAC (12 months in care) with an up-to-date dental check						53%	52%	51%	50%	57%	62%	62%	62%	95%

Commentary

Review Health assessments

- 21% improvement in the timeliness of review Health Assessments in since July 2018

Initial Health Assessments

- Ongoing work to make the process of requesting and delivering IHAs less bureaucratic
- Delays in recording new placements on CRS resulted in only 60% of requests for an IHA being made in 3 working days in June 2019

Dentals

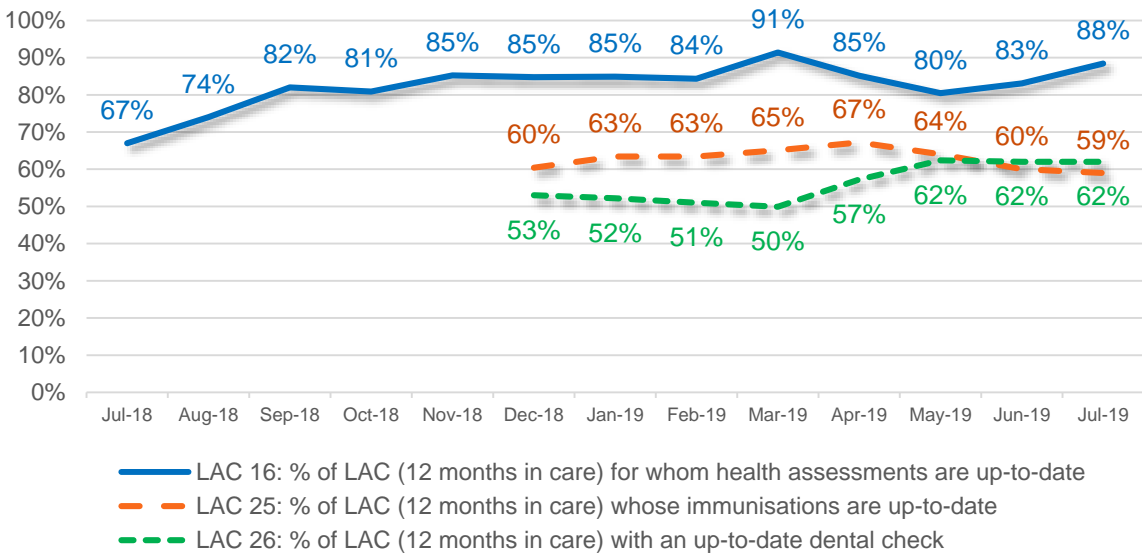
- Data quality and recording by SW's needs to be more timely
- Timeliness of dentals for under 5's and over 16's are hindering performance

Immunisations

- Fostering service need to champion with foster carers completion of immunisations and dentals for the under 10's, current performance is 59%

Performance of all LAC health indicators is significantly better for children placed in LA provision rather than independent providers

LAC 16, 25, 26: Health reviews, immunisations, dental checks



Action to be taken

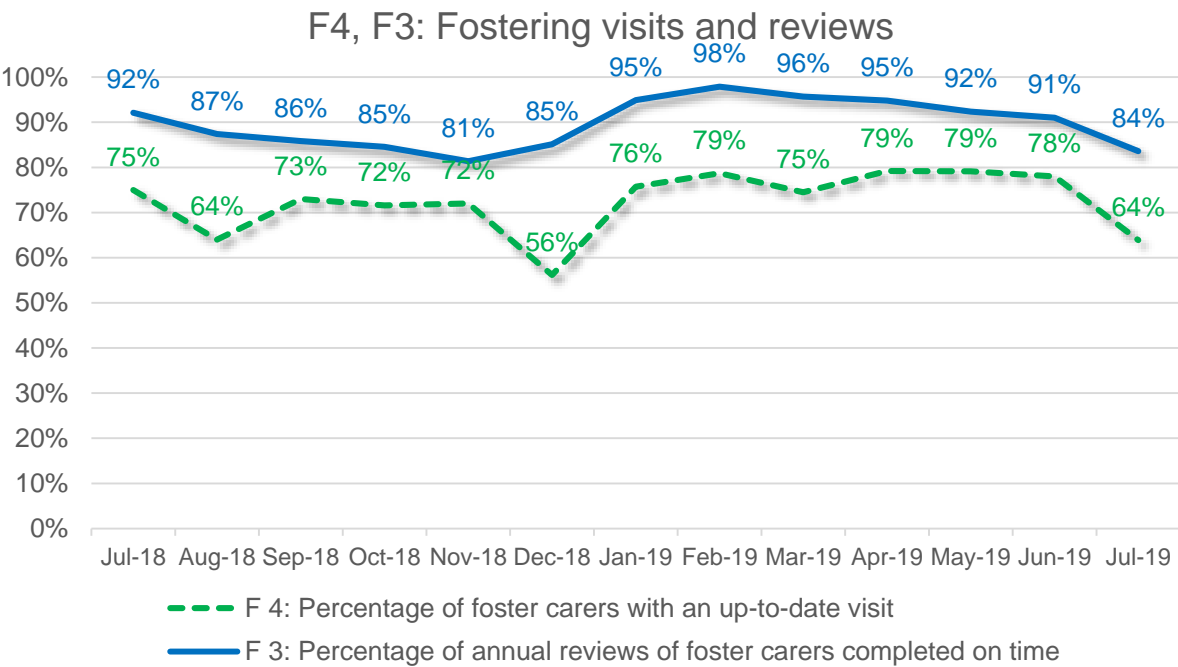
- An action plan for IHA's has been reviewed and amended, this is being actioned by the HoS for Social Work with families and the CCG - **ongoing**
- HoS for social work with CLA to create action plan and expectations for the fostering service re: Immunisations and dentals – **August 2019**
- Commissioners to undertake discussions to take place with IFA's for CLA with outstanding medicals, dentals and immunisations – **August 2019**
- Performance to provide weekly report for children ceasing to be CLA and CLA who have an annual review in the following 6 weeks

Detailed analysis – Fostering

Indicator number	Indicator name	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Target
F 4	Percentage of foster carers with an up-to-date visit	75%	64%	73%	72%	72%	56%	76%	79%	75%	79%	79%	78%	64%	95%
F 3	Percentage of annual reviews of foster carers completed on time	92%	87%	86%	85%	81%	85%	95%	98%	96%	95%	92%	91%	84%	95%

Commentary

- Improving timeliness of activity in the Fostering Service is a key priority
- Timeliness of visits to Foster Carers is below expectation with little improvement since April 2017 and the lowest performance since December 2018
- 7% decline in the timeliness of annual reviews of Foster Carers since June 2019, lowest performance since December 2018
- High incidences of sickness in the Fostering management team has reduced the capacity for management oversight of practice
- New Interim Service Manager now in post to dr
- Performance of wider indicators e.g. timeliness of Supervision (92%) and Foster Carer medicals (91%) are slightly below target but of less concern than reviews and visits



Action to be taken

- Head of Children Looked After to conduct a review of the Fostering Service and develop an action plan for improvement
- A new simplified visits template has been implemented in CRS with a greater focus on ensuring visits are of the right quality – **ongoing**
- Weekly Fostering data to be shared with Head of Service and CSMT to improve oversight and accountability – **July 2019**
- Workshop at Fostering Service meeting to discuss and agree expectations re purposeful visiting - **8th August 2019**

Education data

Indicator	Frequency	Period	Latest performance
Absence rate (primary)	Termly	Autumn & Spring 18 / 19	4.9%
Absence rate (secondary)	Termly	Autumn & Spring 18 / 19	4.6%
LAC absence rate (primary)	Termly	Autumn 2017 / 18	2.5%
LAC absence rate (secondary)	Termly	Autumn 2017 / 18	6.2%
% of primary school pupils who are persistently absent	Termly	Autumn & Spring 18 / 19	11.8%
% of secondary school pupils who are persistently absent	Termly	Autumn & Spring 18 / 19	10.5%
% of LAC primary school pupils who are persistently absent	Termly	Autumn 2017 / 18	3.9%
% of LAC secondary school pupils who are persistently absent	Termly	Autumn 2017 / 18	12.4%
Number of primary pupils with a fixed term exclusion	Monthly	Sept 2018 – July 2019	400
Number of secondary pupils with a fixed term exclusion	Monthly	Sept 2018 – July 2019	892
Number of primary LAC with a fixed term exclusion	Monthly	Sept 2018 – July 2019	17
Number of secondary LAC with a fixed term exclusion	Monthly	Sept 2018 – July 2019	18
Number of primary pupils with a permanent exclusion	Monthly	Sept 2018 – July 2019	6
Number of Secondary pupils with a permanent exclusion	Monthly	Sept 2018 – July 2019	38
Number of LAC primary pupils with a permanent exclusion	Monthly	Sept 2018 – July 2019	1
Number of LAC secondary pupils with a permanent exclusion	Monthly	Sept 2018 – July 2019	2

Data in this table relates to children attending Croydon schools who may not be Croydon resident children

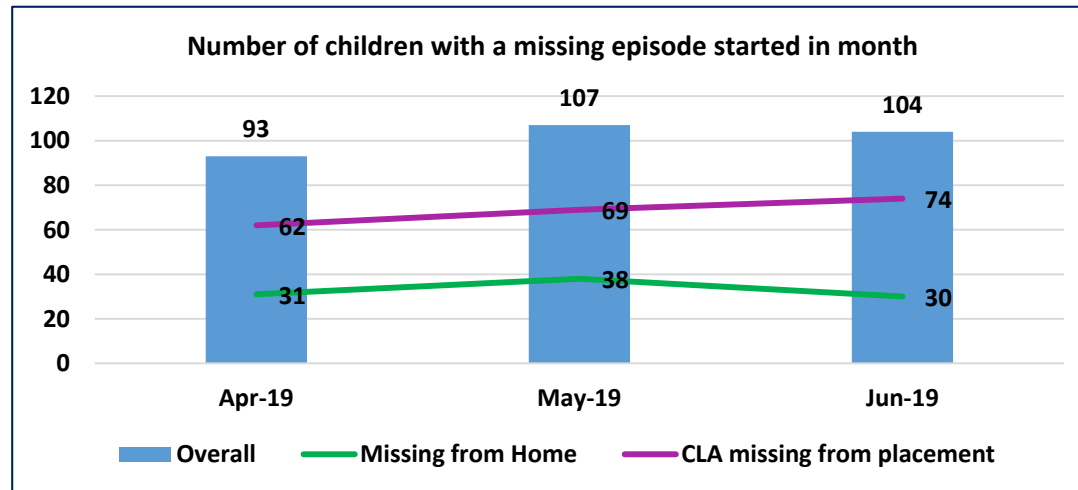
Appendix I – missing analysis

Children's Improvement Board

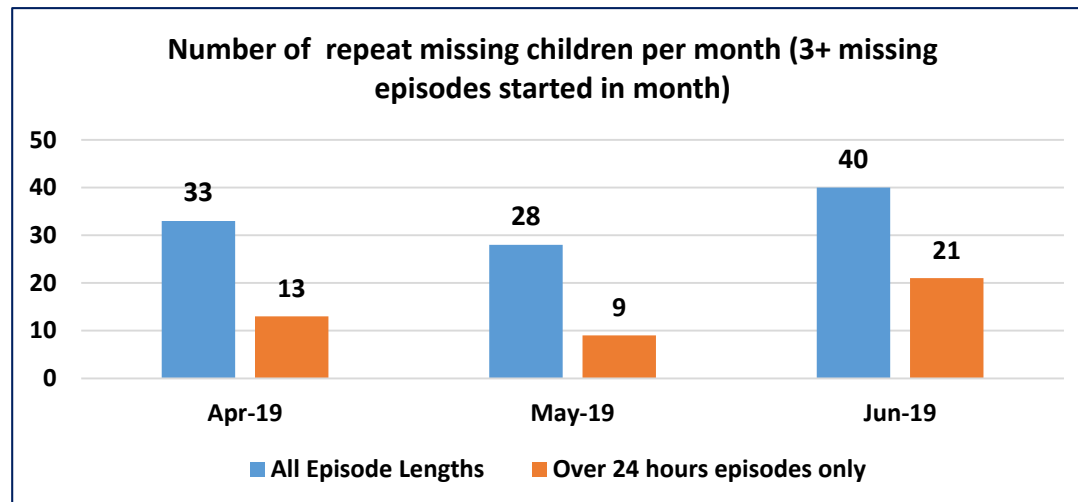
9th July 2019

Nick Pendry, Director of Early Help and Children's Social Care

Overall number of missing children/Repeat Missing Children (3+ missing episodes started in month)

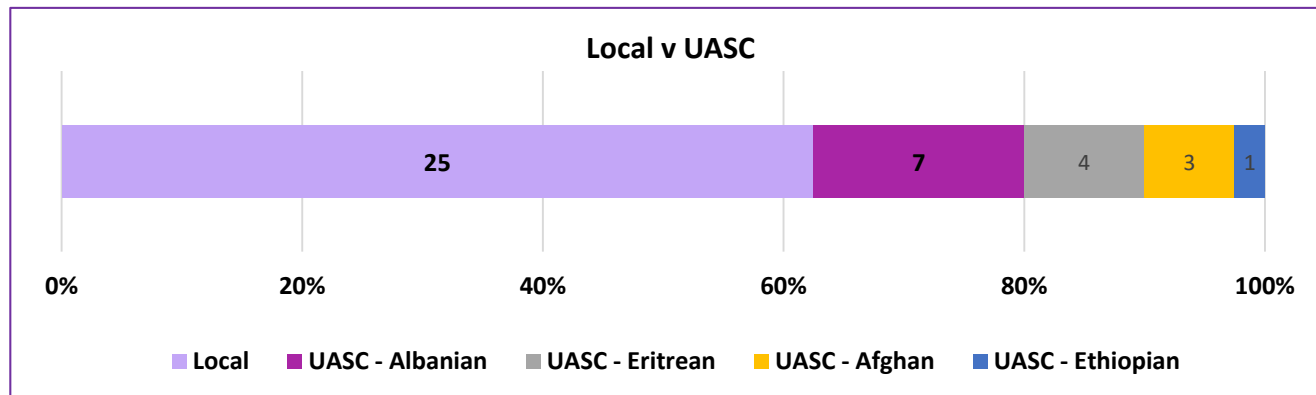
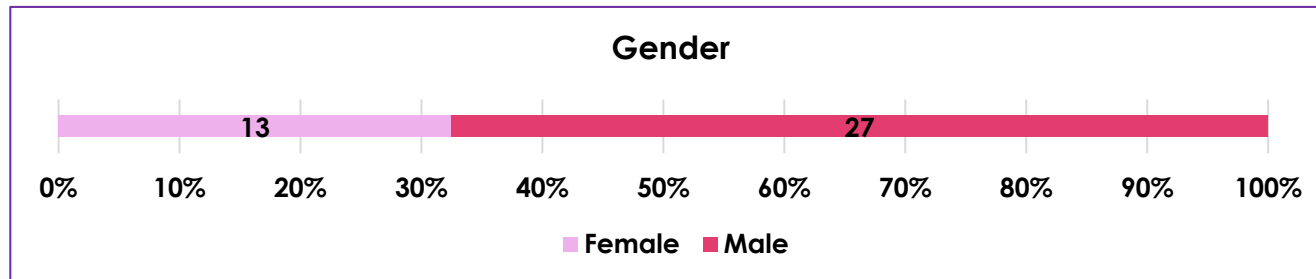
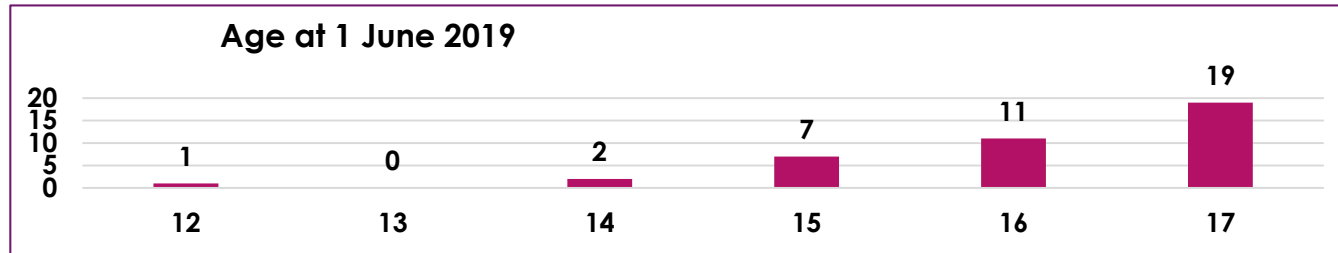


- 104 children reported missing in June 2019
- 30 children missing from home
- 74 CLA missing from placement



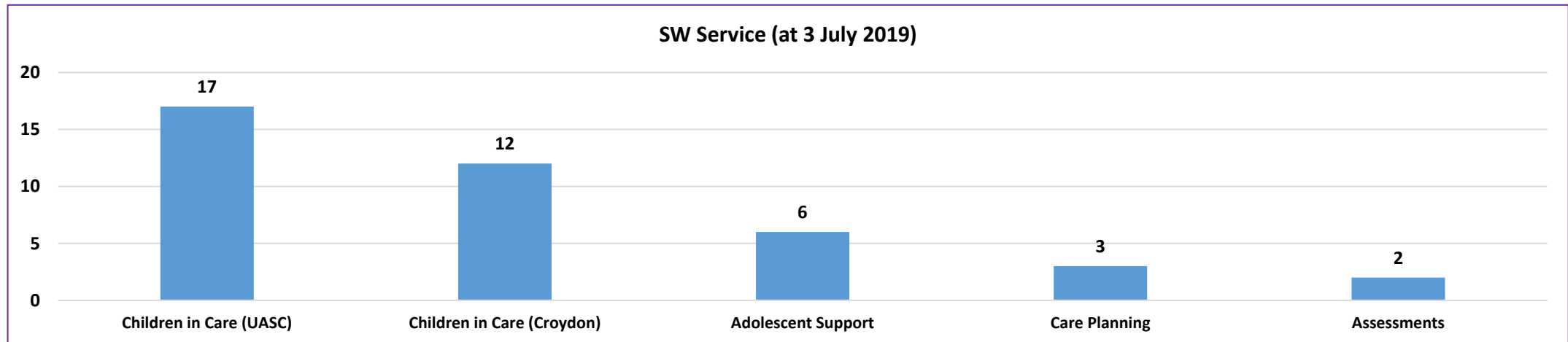
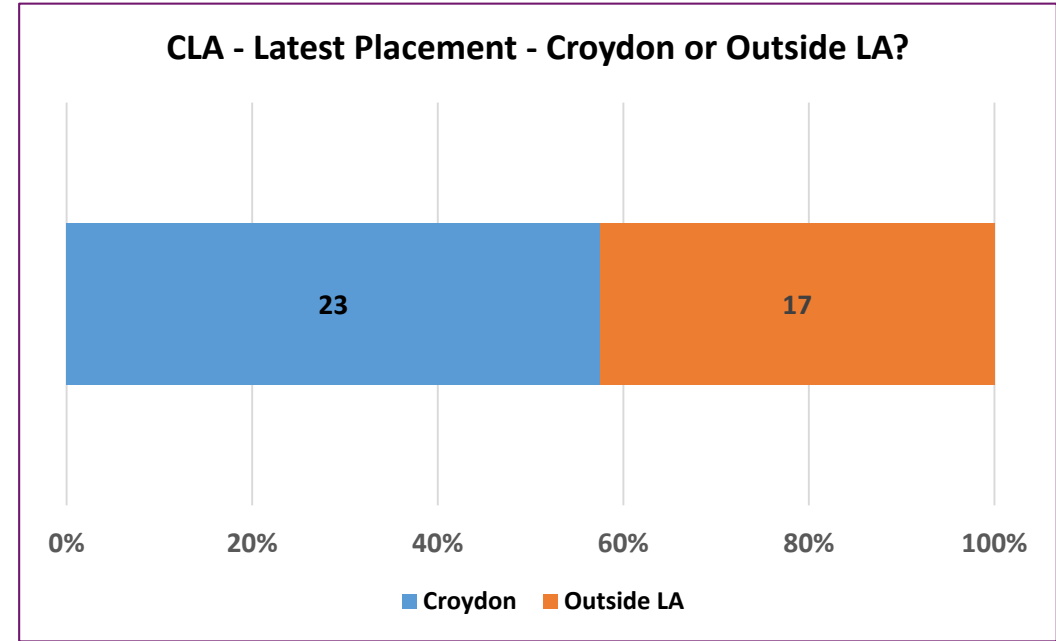
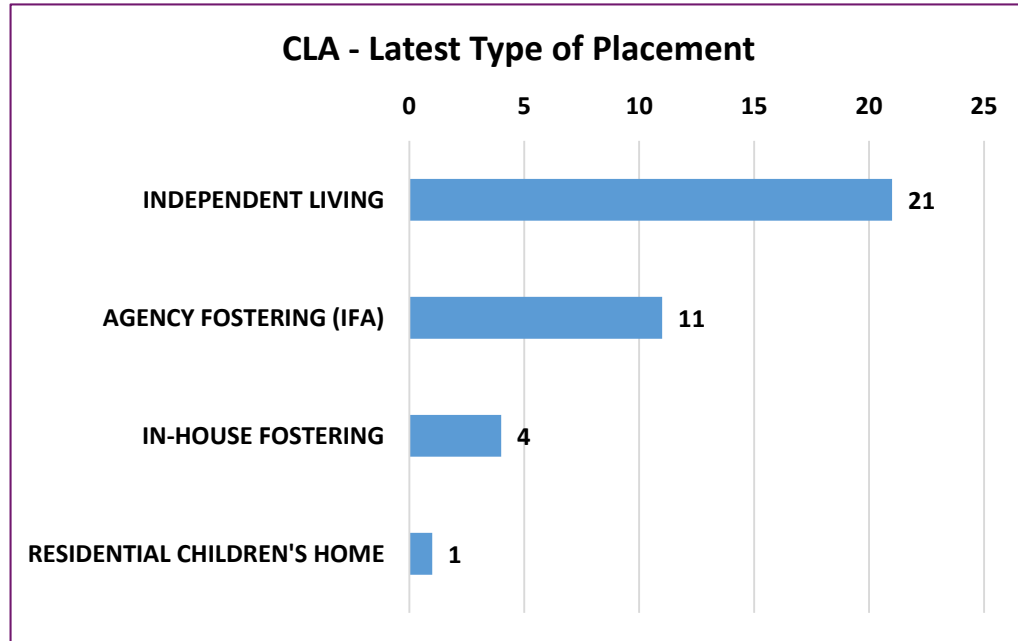
- There are 30-40 children per month classified as repeat missing children – all episodes length (nearly all CLA)
- Approx. two-thirds of missing episodes each month are linked to repeat missing children
- Much smaller number of children repeatedly missing for over 24 hours each month

Repeat Missing Children (June 2019): Demographics

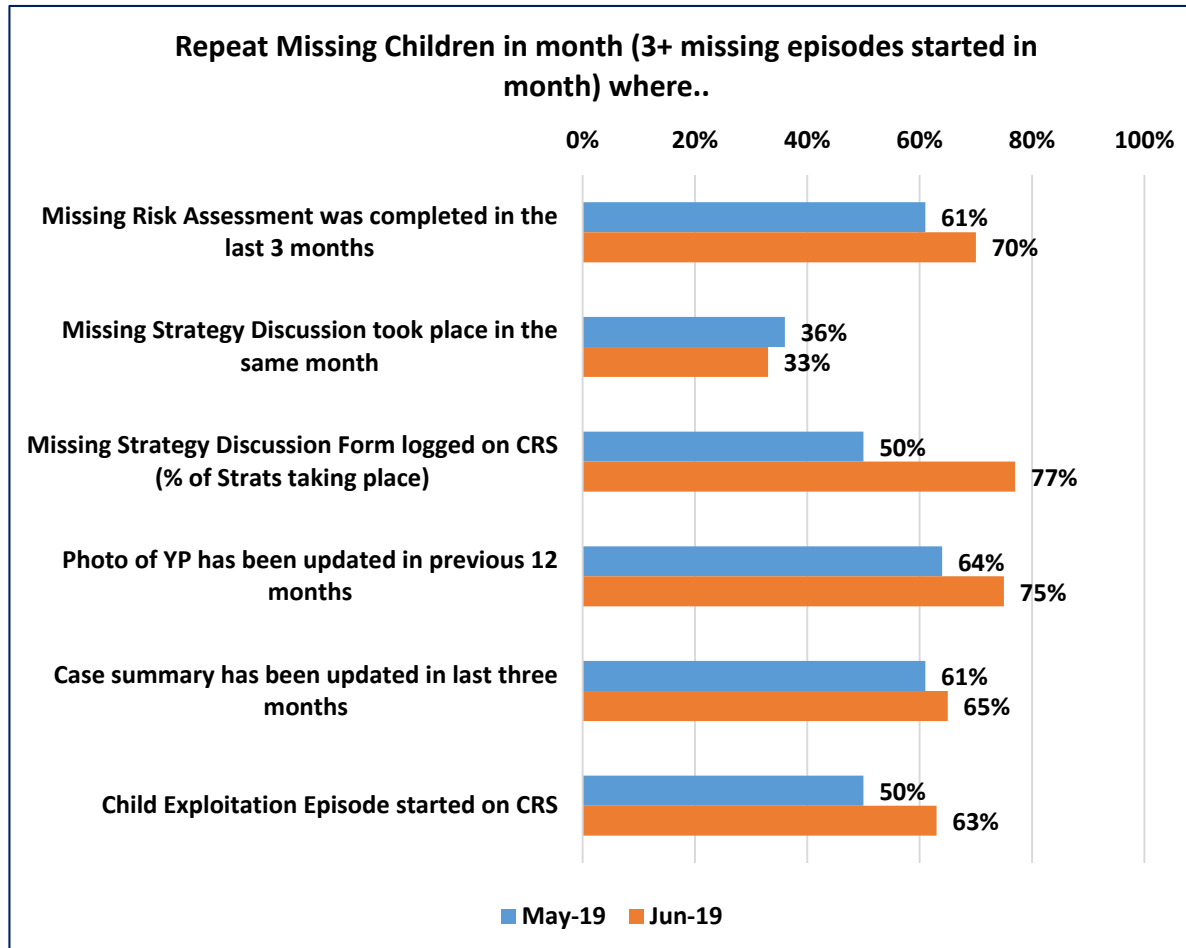


- 40 children were repeatedly missing in June 2019 (3+ missing episodes started in month)
- Nearly all of them are currently CLA (37 out of 40)
- These children account for nearly three-quarters of all missing episodes started in month (72%; 225 out of 311)
- Half of these children were repeatedly missing in previous month (May 2019 – 21 out of 40 children)

Repeat Missing Children (June 2019); placement type, location and SW service



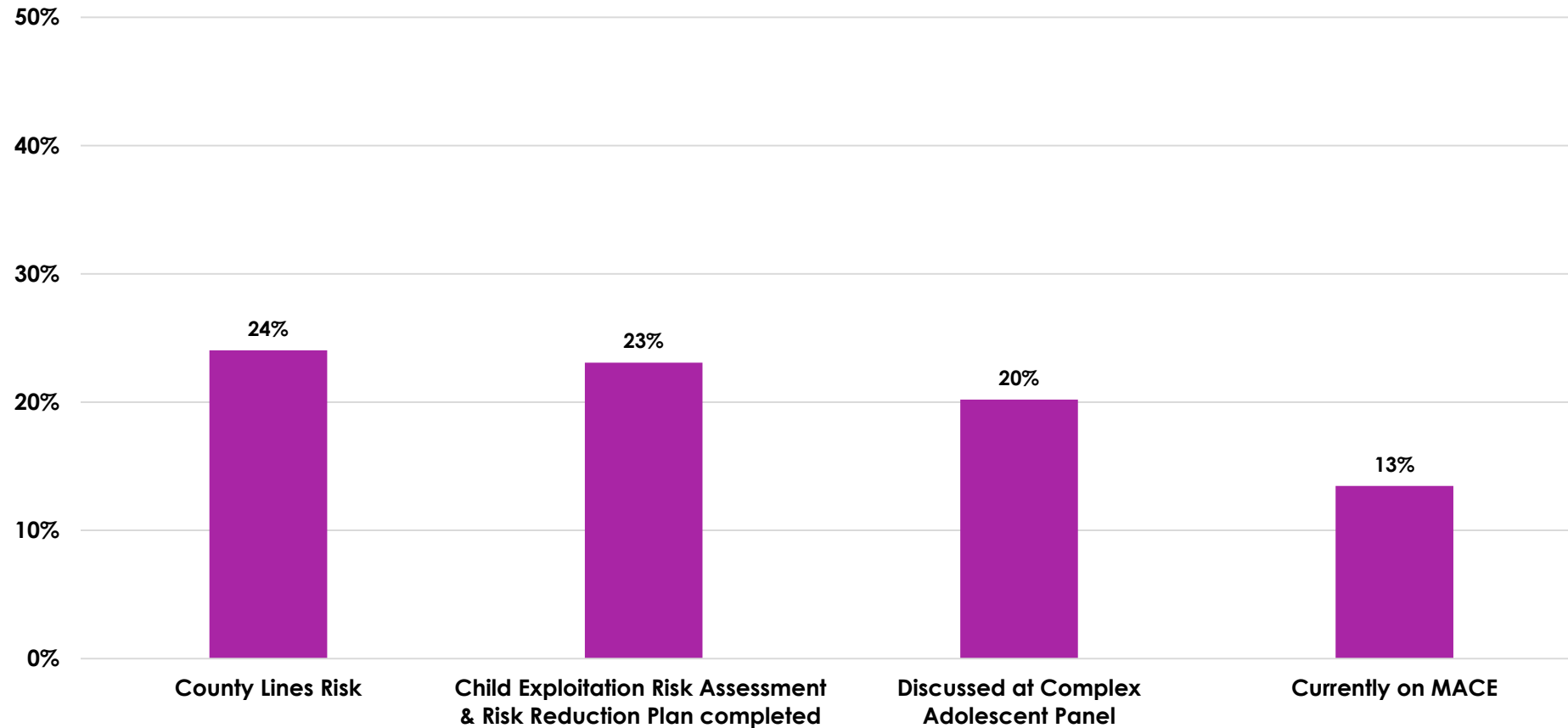
Repeat Missing Children; social care response and performance



- **A Weekly Missing Process Tracker was created in June 2019 for all children missing in week**
 - Sent to senior management for oversight
 - Quality assurance gaps flagged in relation to missing and child exploitation processes
 - Data extracts sent to SWs/TMs/Service Leads where action is required
 - Outstanding actions escalated to HOS/Director/QA Leads/IROs
- **Tracker has had positive impact on improving case recording in June 2019 in relation to repeat missing children (compared to May 2019):**
 - Missing Risk Assessment forms logged (up 9%)
 - Strat forms logged for Missing Strategy Discussions that have been held (up 27%)
 - Up-to-date photos being logged (up 11%)
 - Case Summary updates (up 4%)
 - Child Exploitation Episodes started (up 13%)

Missing Children in June 2019 – Child Exploitation Risk and Assessment

Missing Children in June 2019 - Prevalence and assessment of Criminal/CSE
Exploitation Risk



Reasons YP Are Going Missing (feedback from RHI's in April 19)

The reasons YP went missing in the month of April were separate based on 9 categories;

MR1 - Bullying

MR2 - Involvement in offending behaviour

MR3 - Substance misuse

MR4 - Contact with family and friends, including where a child/young person goes missing in order to have contact with their family or friends, to avoid contact with their family or friends, or as a result of contact.

MR5 - Alleged abuse within the foster home

MR6 - They are an asylum seeker, for instance including those who may have been refused leave to remain

MR7 - Suspected to be at risk of sexual exploitation (CSE)

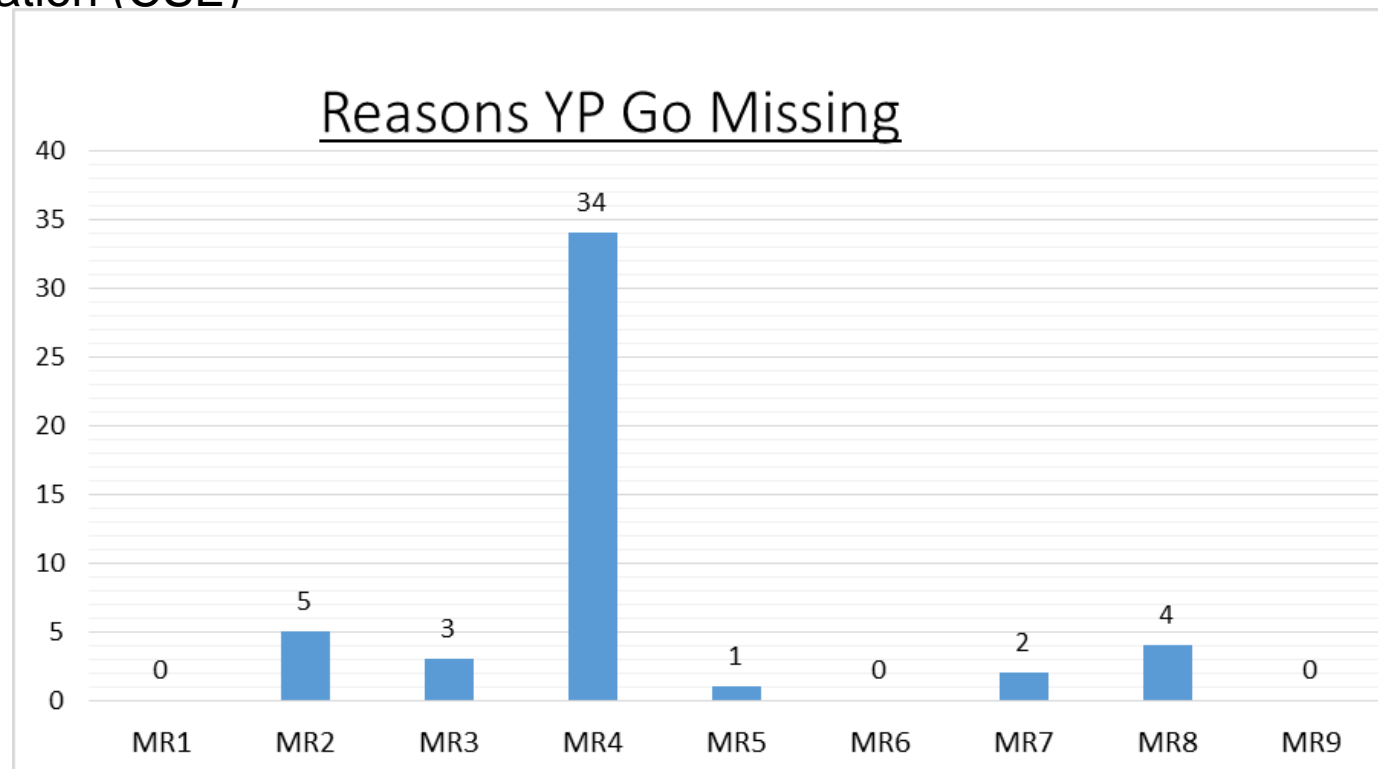
MR8 - Any other known reason

MR9 - Reason unknown

34 episodes involved the YP going missing due to either seeking, avoiding or as a result of contact with family or friends.

In 5 episodes YP were involved in offending behaviour, while 3 episodes included substance misuse.

2 episodes included the YP to be at suspected risk to CSE and 1 Episode involved an alleged abuse in foster home.



Missing hotspots: where young people go

The following Locations were identified within the RHI forms to be Hotspots within these missing episodes.

Locations	Hotspots
Croydon	
	Croydon Town Centre Vue Cinema Grants East Croydon Train Station West Croydon Thoronton Heath Purley Way Queen Elizabeth Park- New Addington
London	
	Greenwich Elephant and Castle Brixton Bromley Town Centre Lewisham Westfield Straford
Outside of London	
	Brighton Essex Sheffield

Voice of young people: why they go missing

One recurring theme is that many of the YP don't consider themselves to be missing.

States he wasn't missing but was staying with Uncle who his FC has met.

"I have been fine since being with Nan, I don't want to return to the placement again" wants to stay with Nan or go back home to live with my mum"
CIC-Croydon

YP reported that he went to stay with his father following an argument with his mother.

YP often visits her relatives in Waddon and would like to be able to visit them and possibly stay overnight.

Believes he should be able to "go out when he wants as he is now in a semi-independent placement."
CWD

YP went to stay with his girlfriend who lives in Essex. He believes he will soon be deported and wants to spend the majority of his time with his partner.

YP reported that she was bored during the Easter period and wanted to hang out with her friends,

YP said that she was not missing but rather she was spending time with her friends. X further expressed that she often just lost track of time and that her intention is not stay out late.

YP is struggling with being in local authority care and abiding by the rules he is also having difficulty with the UK culture and had a lot more freedom and responsibility in Eritrea
CIC- UASC