

# Performance report: Early Help & Children's Social Care

## January Key Performance Indicators and 6 month trends

# Overview of performance across EH & CSC KPI's

## GOING WELL OR BETTER

- Caseloads remain below target across the service, with an overall average of 14.4 cases per worker in January 2020
- Timeliness of visits to children subject to CP Plans (97%) and CLA (96%)
- Improvement in CIN work, better but still under target (91% of CIN reviews on time and 90% of CIN plans up-to-date)
- 32% reduction in the number of children with child protection (CP) plans since April 2019
- Sustained reduction in the number of cases in proceedings and public law outline (PLO)
- Significant improvement in the timeliness of supervision to 90%

## ONES TO WATCH

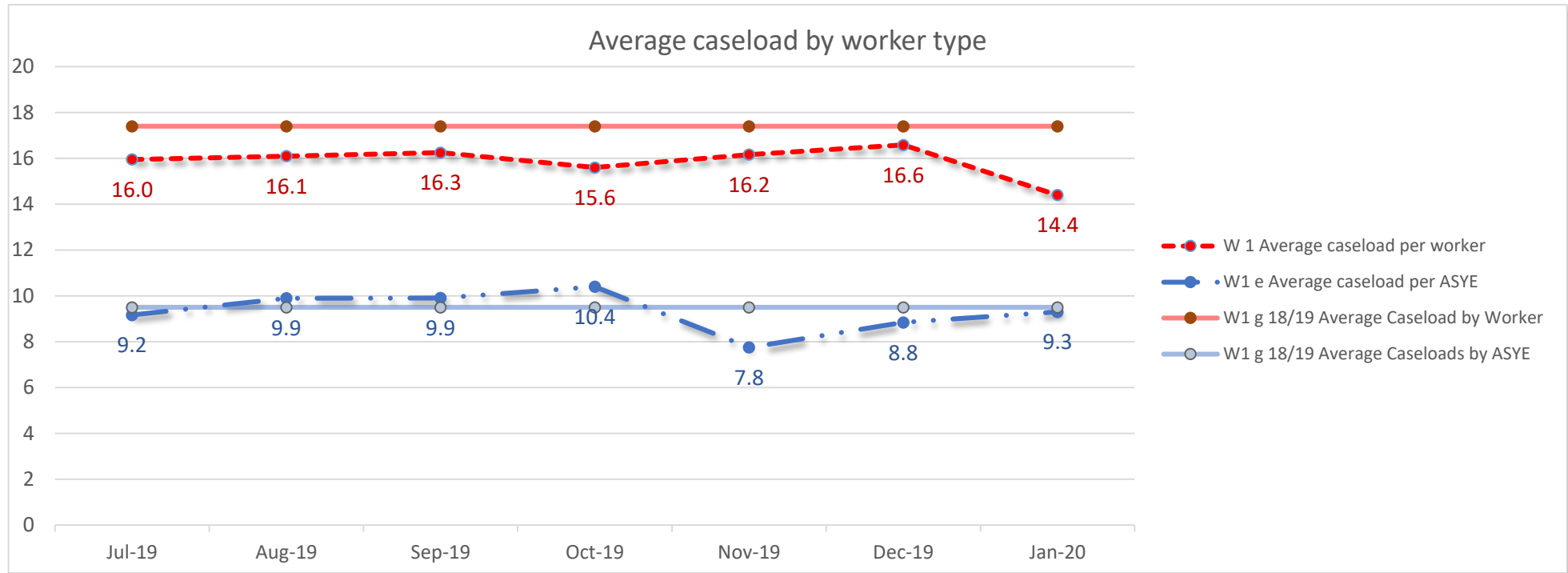
- CIN visit timeliness increased to its highest level (89% in Jan), but is still 6% under target
- Timeliness of Assessments remains inconsistent, it is below target with 77% completed in timescale in January 2020
- Responses to missing children and young people have improved with more RHI's, risk assessments and exploitation episodes taking place
- Significant improvement in the timeliness of Foster Carer reviews (94%) and visits (91%)
- 94% of CLA plans are up-to-date – this has been maintained since December 19

## THINGS TO DO BETTER

- Inconsistent performance for Initial Health Assessments completed within 20 working days of entering care (90% in Oct 2019, 73% Nov 2019)
- Under target performance across other CLA health indicators
- Timeliness of CLA (80%) and Care Leavers (82%) Pathway planning remains below the 95% target despite improvements in January 2020

# Going well or better – 6 month trends

## Average caseloads

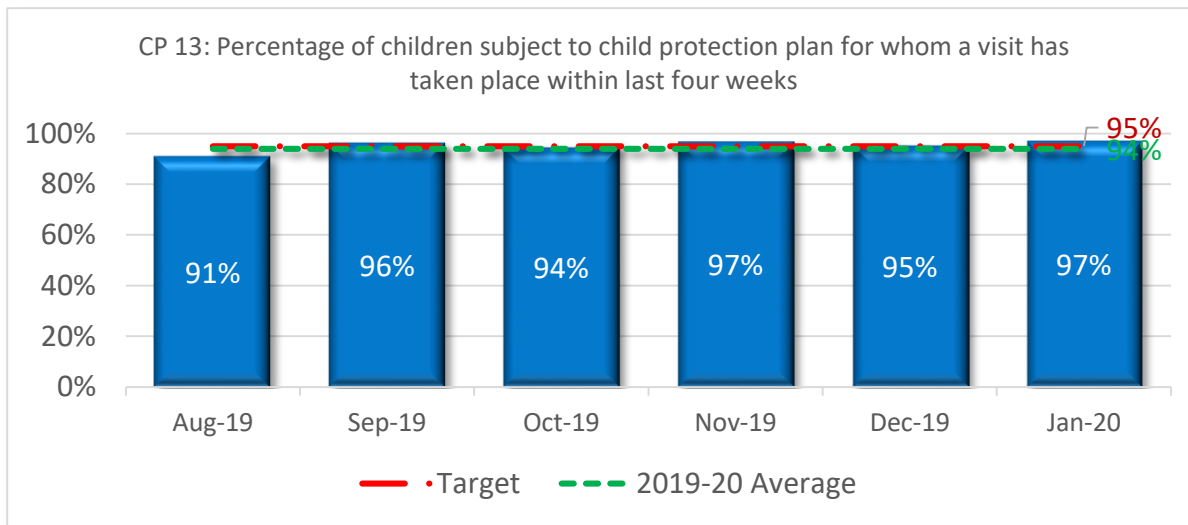


Average caseloads across the service (red dotted line) have remained below the target of 17 since June 2019 and are below the 2018/19 average (straight red line). This is due to a variety of factors including a significant investment in more frontline staff and managers across the service and a reduction in the number of children with CIN and CP plans. The service has also been able to keep caseloads low for newly qualified staff which is positive (blue dotted line).

Within this period, average caseloads in Adolescent Support have reduced from 25 per worker to 16.6 as a result of recruitment activity. Due to the complexity of cases in Adolescent Support the target caseload of 16 is being reviewed. Distribution of caseloads across teams, including the range of cases (highest and lowest), is also reported weekly and monitored closely by Heads of Service to ensure that workers caseloads are manageable.

# Going well or better – 6 month trends

## Child protection visits

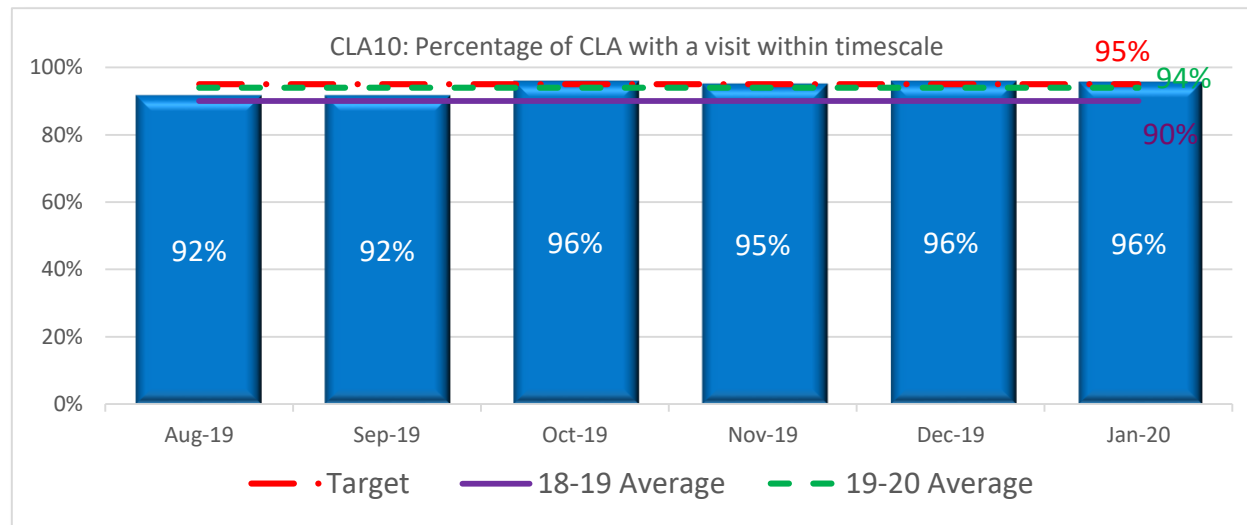


Children who are subject to child protection plans have been visited with increasing frequency. Over the past 6 months with performance being sustained on, or above target, with 88% of children being seen every 10 days.

A variety of factors including more staff, lower average caseloads, fewer CP cases, improved recording practices and the impact of new leadership at Head of Service and Service Manager level have all contributed to this improvement.

The challenge now is now to focus on improving the quality of all visits and making them more purposeful, thereby improving the quality of direct work with children and young people.

## Visits to children in our care



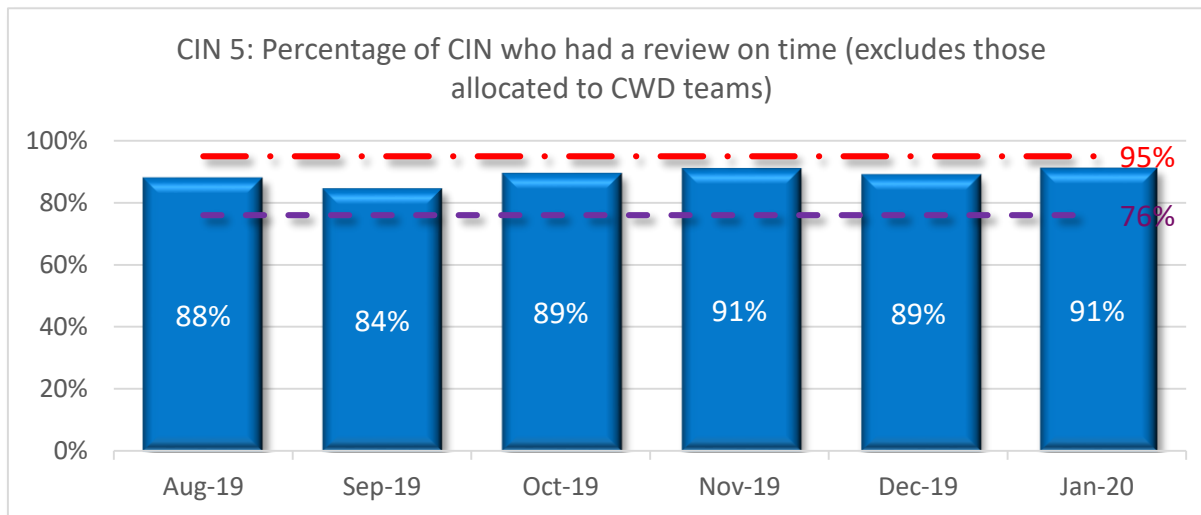
The timeliness of visits to children in our care has been on an upward trajectory since October 2018 and performance has been sustained above target since October 2019.

Improvement in recording practices and new leadership at a team and service manager level is resulting in a more child focused culture.

As with CP visits, the focus going forward for social workers and social care managers is to balance quality with compliance, spending more time planning visits to ensure that they are purposeful and the voices of children are understood, recorded and used to inform future plans for children.

# Going well or better – 6 month trends

## CIN reviews

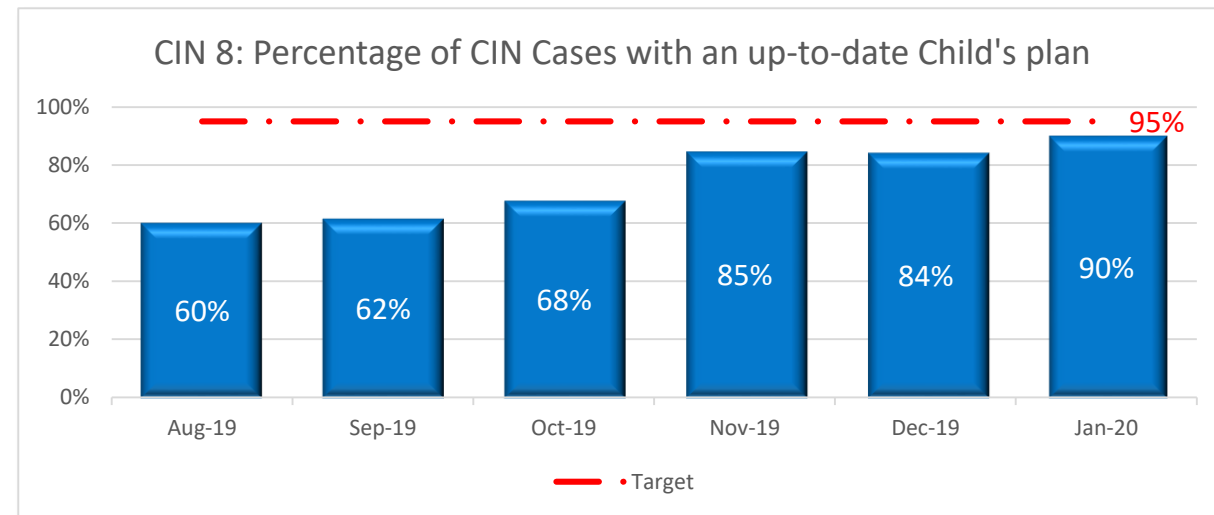


The number of CIN cases (excluding those allocated to CWD) increased by 18% (103 children) since October 2019 as more cases have been stepped down from CP plans.

Positively this increase has not affected the timeliness of CIN reviews and performance has remained constant over this period despite the growth in numbers.

Step downs from CIN plans to Early Help continue where it is safe to do so, meaning that more families are being supported at a lower level.

## CIN plans up to date



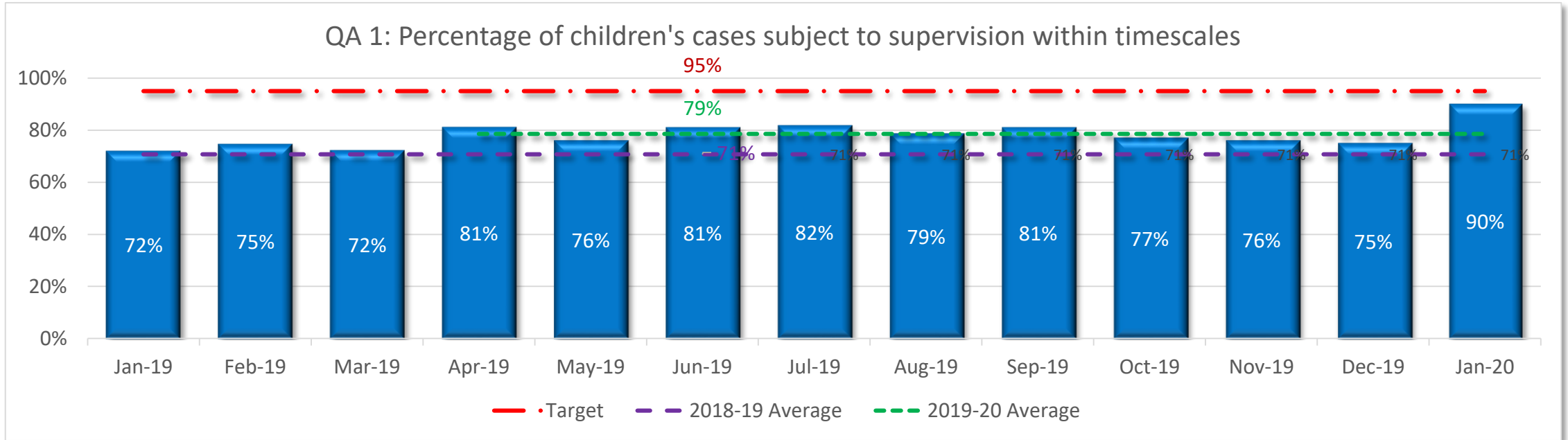
Following 3 months of focused activity including weekly reviews of CIN performance amongst managers in SWwF, led by the Head of Service, there has been a 22% increase in the number of plans updated in timescale.

In January, this reached 90% which is the high level achieved to date, although still below the 95% target.

This indicator forms part of the “Croydon 5” a suite of performance indicators reviewed weekly by managers across CSC in order to continue to improve performance.

# Going well or better – 6 month trends

## Supervision



There has been a concerted effort over the last month to improve supervision records, particularly in SWwCLA. An additional 500 records have been updated over the last 6 weeks ensuring cases have management oversight recorded in a timely fashion. This has resulted in a 15% increase in supervision performance in January which is a significant step forward for the service.

Supervision is closely monitored by all Heads of Service and the Director in order to improve both the quality and the timeliness. It is important to ensure that the quality of supervision improves to be more analytical and reflective, the Quality Assurance service are working alongside managers to ensure that supervision reflects our systemic practice model.

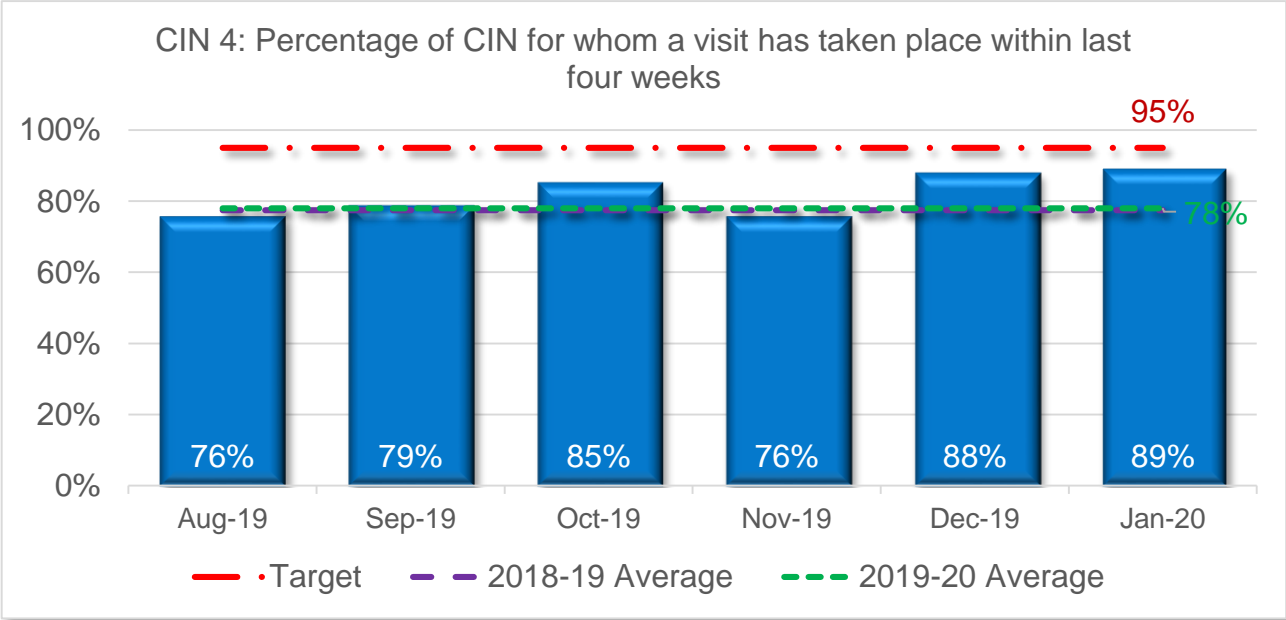
### Supervision policy (December 18)

Supervision should be recorded on children's casefiles as per the below frequency;

- Child protection at least once per month
- Child in Need at least once every two months
- Early Help at least once every two months
- Looked after at least once every two months
- Care leavers (18+) At least once every 3 months

# Ones to watch – 6 month trends

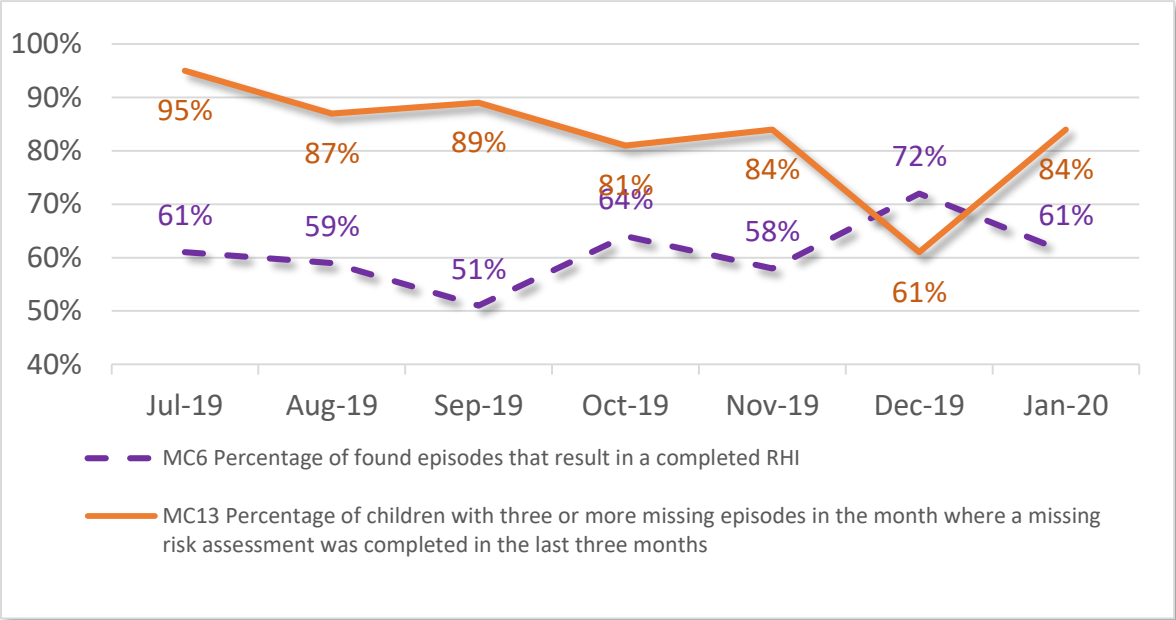
## CIN visits



Following focused activity this year, the CIN visits have increased to 89%, which is the highest level it has been this year. Performance has been inconsistent over the year and a priority now is to embed sustained improvement.

Lower performance in comparison with other visit figures (for CP and CLA) is partially due to higher risk work (e.g. CP and court) being prioritised. Weekly CIN performance monitoring from the Head of Service and Service Managers in SWwF is in place to drive up performance across all CIN indicators and improve practice which has led to 92% of CIN visits in SWwF being completed in timescale in January.

## Missing children and young people

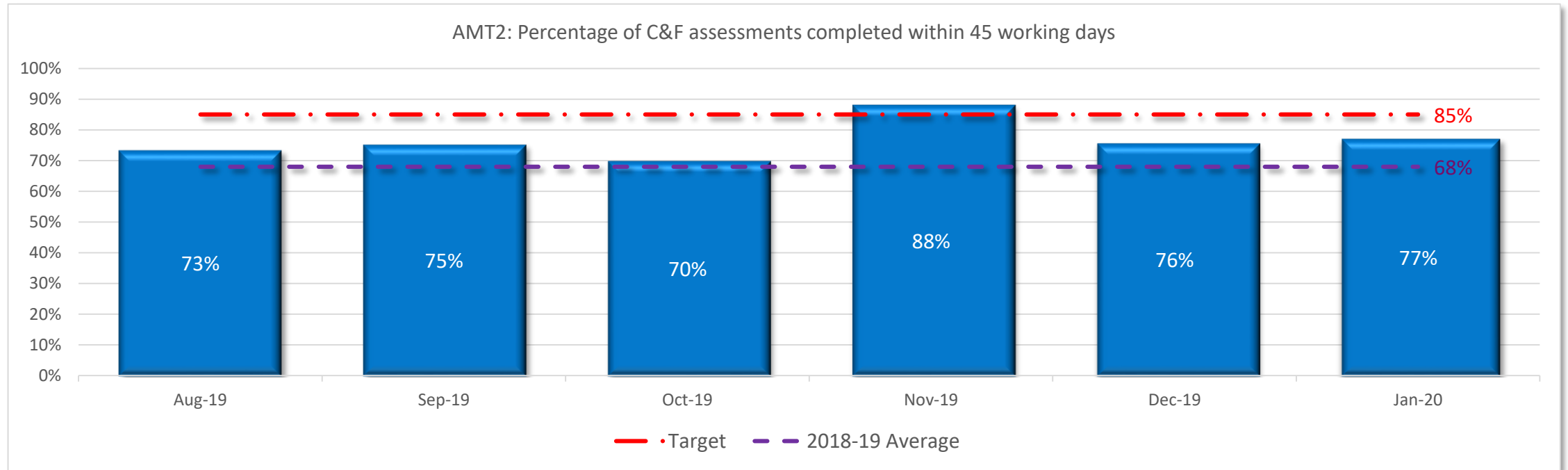


Missing children is still an area which the service is monitoring closely in order to ensure that children have harm reduction plans. There is a targeted focus to support Social Workers recording all aspects of missing activity on CRS. Where appropriate, workers refer young people to the Complex Adolescent Panel, ensuring the needs of each young person are understood and a multi-agency response is implemented to reduce risks.

There is a small but significant number of children looked after who are going missing regularly, and these account for 82% of all children who go missing. The CLA Service managers regularly discuss these children with Team Managers and Social Workers to ensure robust plans are in place.

# Ones to watch – 6 month trends

## Child and Family (C&F) assessment timeliness



Assessment timeliness remains inconsistent across the Service, analysis shows that repeat assessments on open cases reduce performance. This performance data covers all C&F assessments conducted across the service (not just initial assessments), including those carried out on open cases. There has also been a concerted effort by managers across the service to drive up the quality of assessments, not just their timeliness.

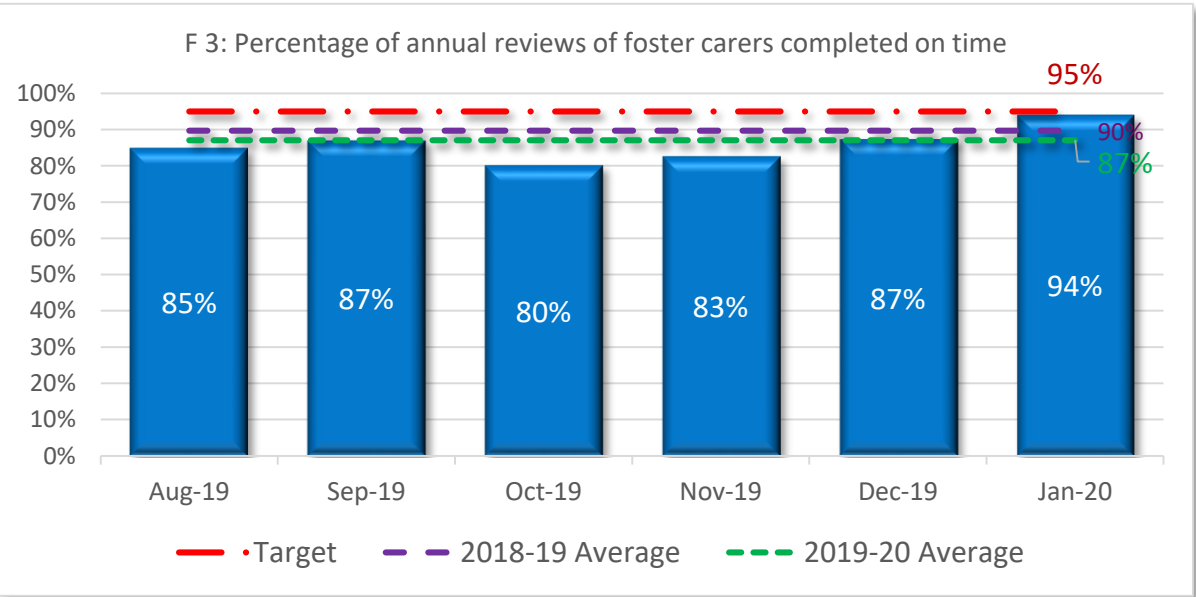
In January 2020 80% of assessments undertaken by the Assessment Service were completed in timescale. The focus going forward is to ensure assessments are completed in a more timely manner with the right outcome, while maintaining the focus on quality and working more closely with partners through the Single Point of Contact. Assessment timeliness in SWwF is being monitored by the Head of Service during weekly performance meetings.

The number of referrals into CSC for assessment is reducing to be more in line with national averages and statistical neighbours which should support an improvement in timeliness for initial C&F assessments in 2020.

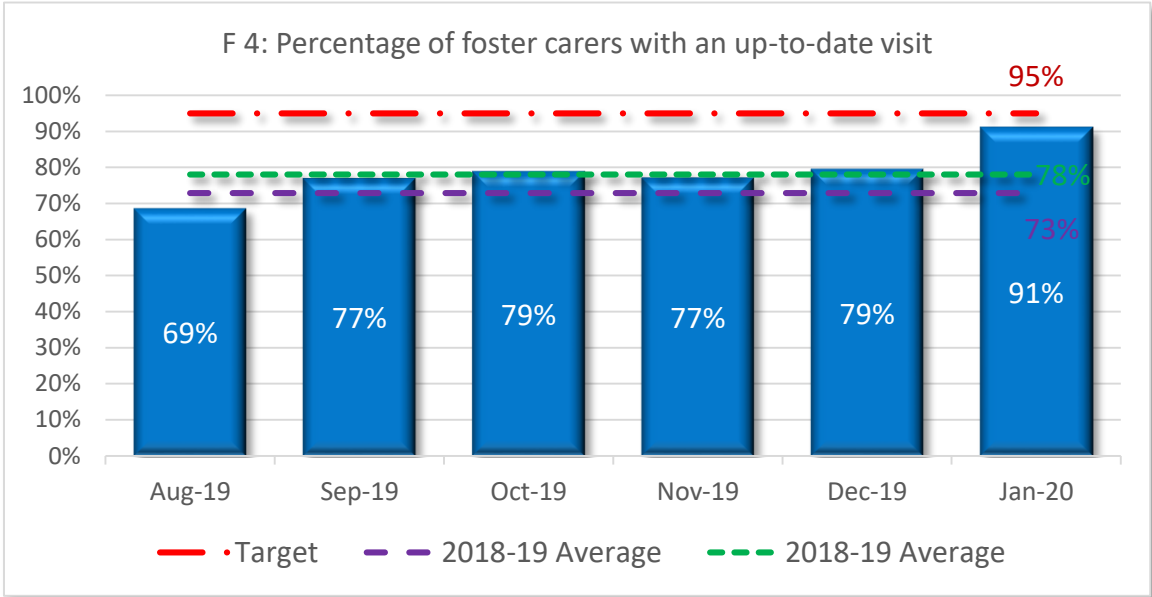


# Ones to watch – 6 month trends

## Fostering reviews



## Fostering visits



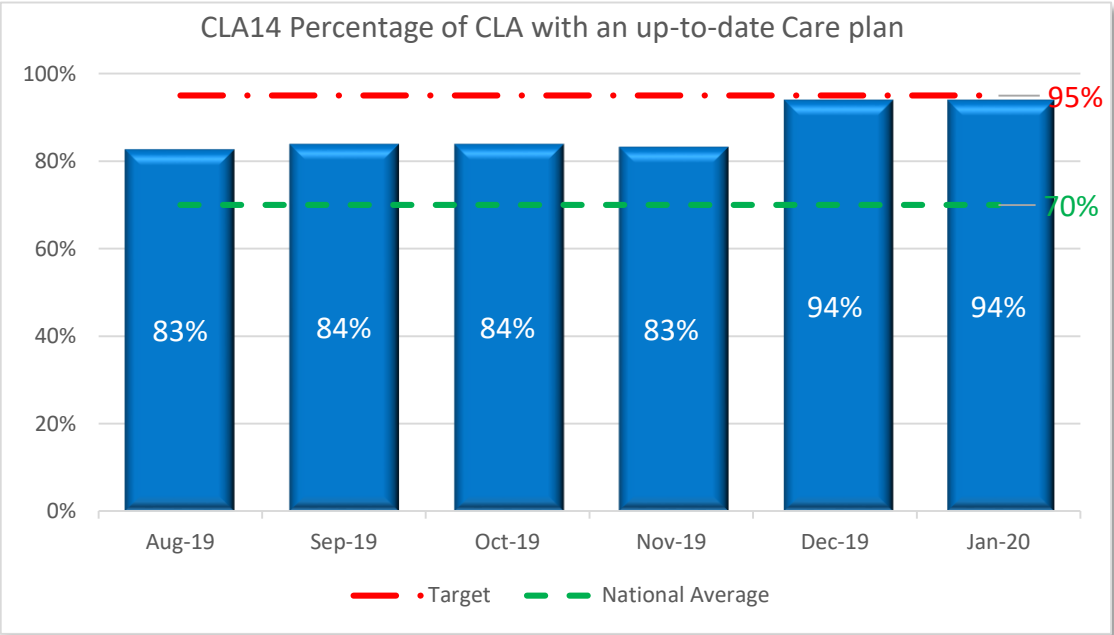
Improving the fostering service to provide high challenge and high support to our foster carers is a key service priority for 2020. An external review of the fostering service has been completed and there is an extensive service improvement plan in place.

A new acting Service Lead, who joined in November, is delivering improvement activity to drive up quality and timeliness around key areas of practice, including timely reviews and visits, which is reflected in the recent improvement in performance. A “Fostering Four” dataset of KPI’s has been developed to provide focus on key performance indicators.

In January both the fostering reviews and visits increased by 7% and 12% respectively, an early sign that the new leadership and performance focus is having an impact.

# Ones to watch & things to do better – 6 month trends

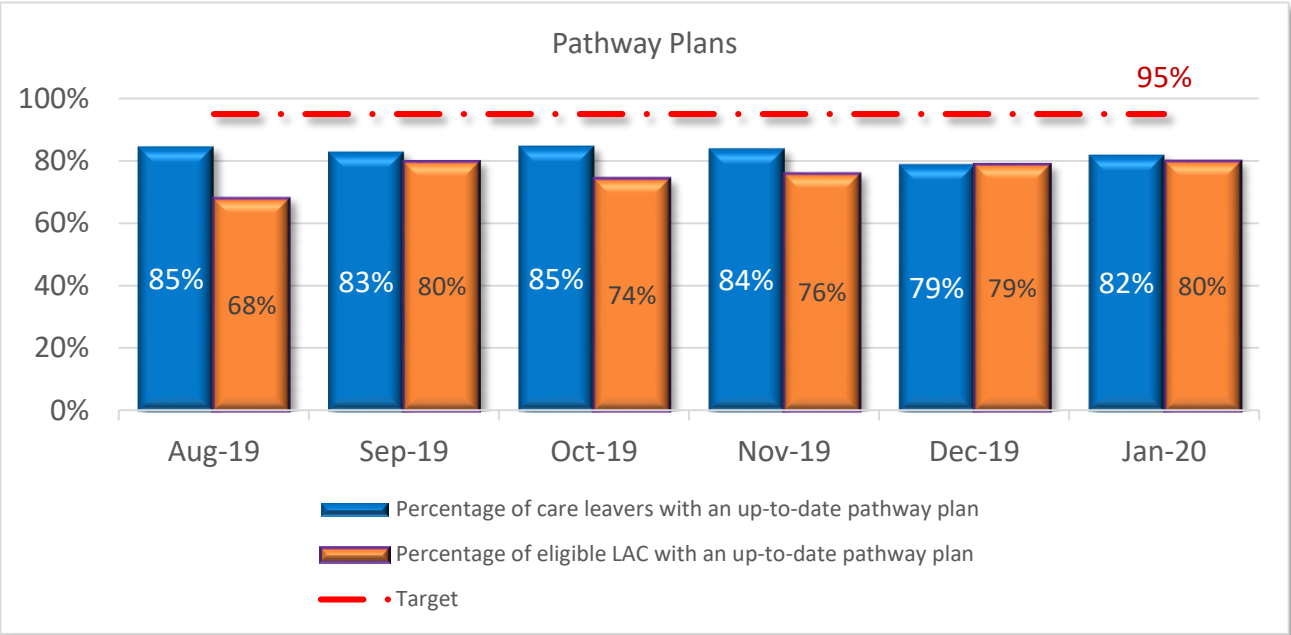
## Up to date plans for CLA



Managers in the service are challenging the quality of work, ensuring plans are smarter and more are influenced by the voice of children and young people. Robust performance management activity is underway to raise standards across Social Work with CLA and has resulted in improved performance for December and January, an increase to 94%.

In a sustained effort to ensure that the care plans of CLA are kept up-to-date, this measure is one of the “Croydon 5”.

## Pathway plans

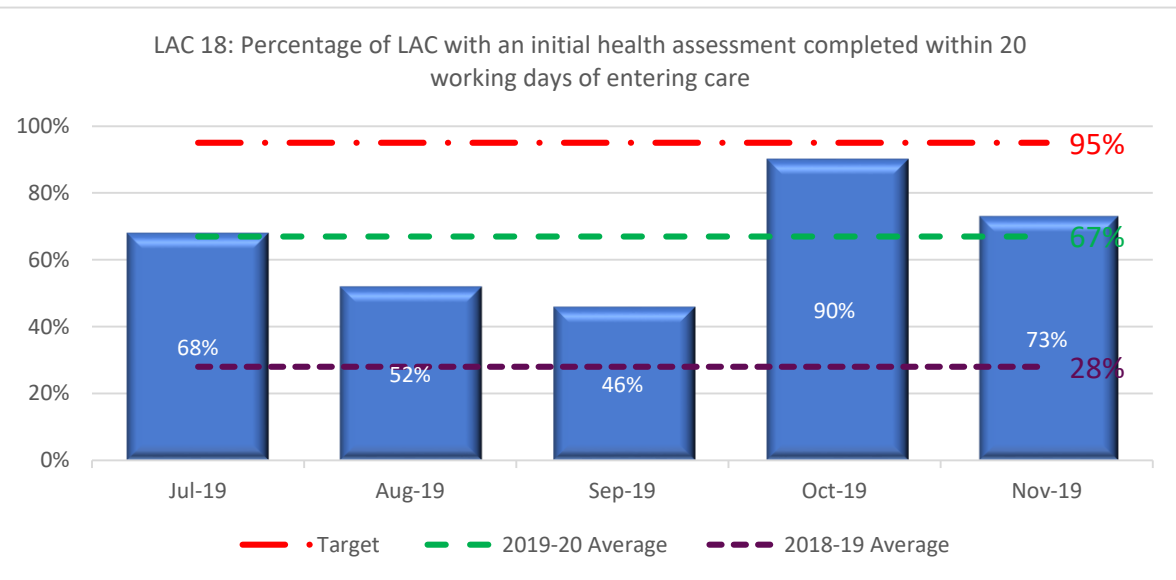


Pathway planning for older children in our care (orange bars) has improved steadily over the past 12 months from a low base. However performance for care leavers (blue bars) has remained relatively static and changes to the plan format to improve quality have impacted on timeliness.

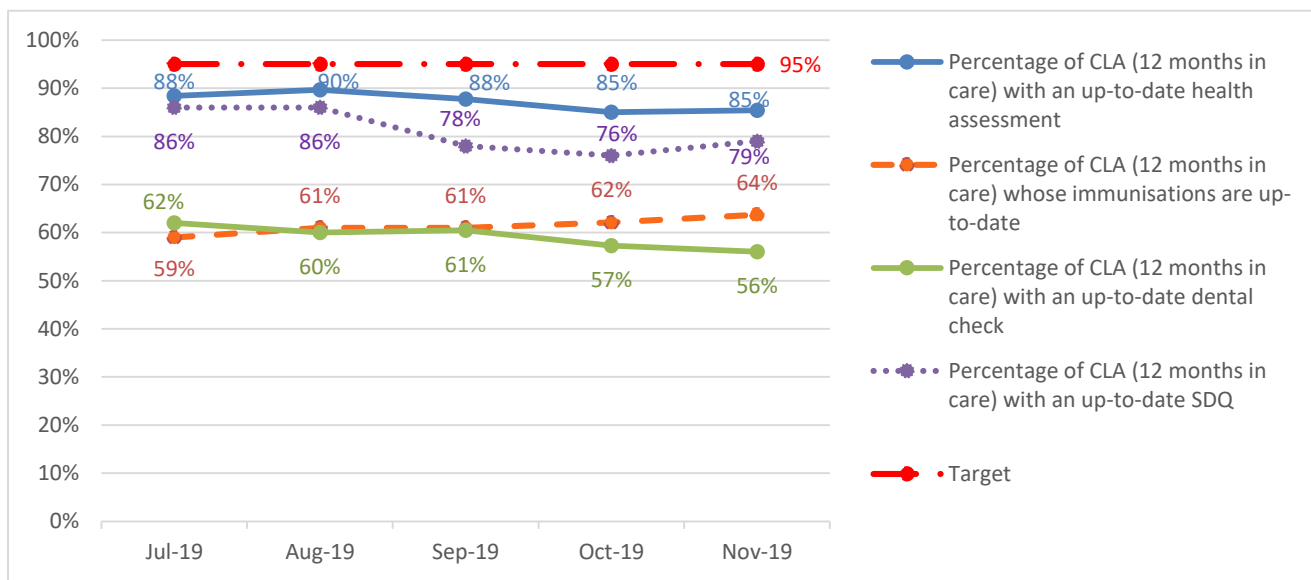
Activity to improve transition planning across the service is underway, this includes systems training and closer performance monitoring to ensure that plans are triggered earlier in order to support improved performance. 38% of young people open to leaving care are over 21 and current reporting does not differentiate between those young people who require a plan and those who do not, or are refusing one.

# Things to do better – 6 month trends

## CLA initial health assessment timeliness



## Other CLA health indicators



The number of children and young people who receive and IHA is on average 90%. The timeliness of initial IHA's for our CLA has fluctuated significantly over the past six months and needs sustained improvement. This is due to barriers to timely notification that an IHA is required, such as, clunky recording practices and in some cases failure to gain consent from parents via section 20 early enough. Reporting can also be negatively affected by recording issues with CSC and the CLA health team due to the use of different recording systems.

Actions to improve performance around initial health assessments include;

- Work with frontline SW's and TM's to improve the timeliness of IHA referrals as soon as a child becomes looked after
- Identifying and resolving systems and recording issues
- Delivering Improvements to CLA nursing team, redesign Review Health Assessment tool, (as identified in September 2019 service review)

For other CLA Health Indicators (set out in line graph above) an action plan is in place across the partnership to address performance which is inconsistent and below target. There are strategic and operational groups meeting (attended by designated doctor and nurse, commissioning and Head of Service for SWwCLA) to monitor performance closely and resolve issues together. Improving performance around SDQ's and dentals is a particular focus for 2020, supported by a 'health champion's programme' to raise awareness across CSC.

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		Dec-19	Jan-20	Target	Change	RAG
FRONT DOOR						
FD 7	Percentage of referrals that led to an assessment	87%	94%		Up 7pp	Grey
FD 8	Percentage of re-referrals within 12 months	31%	24%	22%	Down 7pp	Amber
EARLY HELP						
EH 9	Percentage of Early Help cases closed that were stepped up to CSC	10%	20%	10%	Up 10pp	Red
EH 25	Percentage of referrals that were stepped down from CSC into early help	16%	16%		No change	Grey
ASSESSMENT						
AMT 2	Percentage of C&F assessments completed within 45 working days	76%	77%	85%	Up 1pp	Amber
AMT 4	Percentage of C&F assessments that result in no further action	40%	46%		Up 6pp	Grey
CHILDREN IN NEED OF HELP AND PROTECTION						
CIN 8	Percentage of CIN with an up-to-date child’s plan	84%	90%	95%	Up 6pp	Amber
CIN 4	Percentage of CIN* for whom a visit has taken place within last four weeks	88%	89%	95%	Up 1pp	Amber
CIN 5	Percentage of CIN* for who had review on time (excludes those allocated to CWD teams)	89%	91%	95%	Up 2pp	Amber
CP 5	Percentage of children for whom CPC was held in the month within 15 working days of the strategy discussions	81%	58%	77%	Down 23pp	Red
CP 12	Percentage CP plans reviewed in timescale	99%	99%	95%	No change	Green
CP 13	Percentage of children subject to CP plans for whom a visit has taken place in last four weeks	95%	97%	95%	Up 2pp	Green

Indicator Title		Dec-19	Jan-20	Target	Change	RAG
MISSING						
MC 1c	Number of children with three or more missing episodes in the month	36	41		Up 5	Grey
MC 12	Number of CLA with three or more missing episodes in the month	32	36		Up 4	Grey
MC 6	Percentage of found episodes that result in a completed RHI	61%	61%	65%	No change	Amber
MC 13	Percentage of children missing in the month with a missing risk assessment form completed in last 3 months (up to months end)	61%	84%	95%	Up 23pp	Red
MC 15	Percentage of children with three or more missing episodes in the month where a missing strategy discussion took place	27%	46%	95%	Up 19pp	Red
CHILDREN IN CARE						
CLA 10	Percentage of CLA for whom a visit has taken place in statutory timescales (six weekly visit)	96%	96%	95%	No change	Green
CLA 11	Percentage of CLA cases which were reviewed within required timescales	93%	93%	95%	No change	Amber
CLA 14	Percentage of CLA with an up-to-date care plan	94%	94%	95%	No change	Amber
CLA 15	Percentage of eligible CLA with an up-to-date pathway plan	77%	80%	95%	Up 3pp	Red
CLA 13	Percentage of CLA with an up-to-date PEP (termly)	95%	84%	85%	Down 11pp	Amber
CLA 19	Percentage of CLA (12 months in care) with the same social worker for last 6 months	61%	61%	65%	No change	Amber
CLA 18	Percentage of CLA 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)	Oct 19: 90%	Nov 19: 73%	95%	Down 17pp	Red
CLA 16	Percentage of CLA with an up to date health assessment	82%	82%	95%	No change	Red
CLA 27	Percentage of CLA (12 months in care) whose immunisations are up-to-date	64%	62%	95%	Down 2pp	Red
CLA 28	Percentage of CLA (12 months in care) with an up-to-date dental check	59%	68%	95%	Up 9pp	Red
FOSTERING AND ADOPTION						
F 4	Percentage of foster carers with an up-to-date visit	79%	91%	95%	Up 12pp	Amber
F 3	Percentage of annual reviews of foster carers completed on time	87%	94%	95%	Up 7pp	Amber

Indicator Title		Dec-19	Jan-20	Target	Change	RAG
CARE LEAVERS						
CL a	Percentage of care leavers with an up-to-date pathway plan	79%	82%	95%	Up 3pp	Red
CL 1a	Percentage in employment, education or training (EET) on their 17th to 21st birthday	64%	65%	85%	Up 1pp	Red
CL 3a	Percentage in suitable accommodation on their 17th to 21st birthday	94%	95%	90%	Up 1pp	Green
CL 5	Percentage in touch with the authority from 17th to 21st birthday	94%	92%	95%	Down 2pp	Amber
QUALITY ASSURANCE						
QA 1	Percentage of children with supervision within timescale	75%	90%	95%	Up 15pp	Amber
QA 6	Percentage of CP cases with supervision within the timescale (31 days)	66%	90%	95%	Up 24pp	Amber
QA 7	Percentage of CLA/CIN cases with supervision within timescale (60 days)	64%	83%	95%	Up 19pp	Red
QA 8	Percentage of assessments/care leavers with supervision within timescale (90 days)	88%	88%	95%	No change	Amber
P1	Vacancy rate	38%	38%	30%	No change	Amber
W 1	Average caseload per social worker	16.6	14.4	17	Down 2.2	Green
W1 a	Average caseload per social worker - assessment	15.8	16.0	20	Up 0.2	Green
W1 b	Average Caseload per Worker - Social Work With Families	13.0	13.7	16	Up 0.7	Green
W1 c	Average caseload per social worker - CIC	13.5	13.0	16	Down 0.5	Green
W1 d	Average caseload per social worker - CWD	18.6	17.6	20	Down 1	Green
W1 e	Average caseload per newly qualified social worker (ASYE)	8.8	9.3	14	Up 0.5	Green
W1 f	Average caseload per worker - leaving care	23.7	22.4	25	Down 1.3	Green
W1 g	Average caseload per worker - adolescent teams	15.4	16.6	16	Up 1.2	Amber