

# Children's Services Committee

<b>Report title:</b>	<b>Performance Monitoring 2018-19</b>
<b>Date of meeting:</b>	<b>12 March 2019</b>
<b>Responsible Chief Officer:</b>	<b>Sara Tough Executive Director Children's Services</b>
<b>Strategic impact</b> Robust performance and risk management is key to ensuring that the organisation works both efficiently and effectively to develop and deliver services that represent good value for money and which meet identified need.	

## Executive summary

Performance is reported on an exception basis, meaning that only those vital signs that are performing poorly or where performance is deteriorating are presented to committee. Those that do not meet the exception criteria will be available on the Performance section of the Norfolk County Council web site. The measure that is currently rated as Red (CIN with an up to date CIN plan) is discussed later in this report.

This report focusses primarily on data as at end of January 2019 and in addition to vital signs performance, this report and its appendices contain other key performance information via the (MI) Report (Appendix 1)

Locality-level performance information is available on the Members Insight area of the intranet.

## Recommendation:

**Review and comment on the performance data, information and analysis presented in the vital sign report cards and determine whether the recommended actions identified are appropriate or whether another course of action is required.**



## 1.2 Report cards

1.2.1 A report card has been produced for each vital sign. It provides a succinct overview of performance and outlines what actions are being taken to maintain or improvement performance. The report card follows a standard format that is common to all committees.

1.2.2 Each vital sign has a lead officer, who is directly accountable for performance, and a data owner, who is responsible for collating and analysing the data on a monthly basis. The names and positions of these people are clearly specified on the report cards.

1.2.3 Vital signs are reported to committee on an exceptions basis. The exception reporting criteria are as follows:

- Performance is off-target (Red RAG rating or variance of 5% or more)
- Performance has deteriorated for three consecutive months/quarters/years
- Performance is adversely affecting the council's ability to achieve its budget
- Performance is adversely affecting one of the council's corporate risks.

1.2.4 Vital Signs performance is reported on an exception basis using a report card format, meaning that only those vital signs that are performing poorly or where performance is deteriorating are presented to committee. To enable Members to have oversight of performance across all vital signs, all report cards will be made available to view through Members Insight. To give further transparency to information on performance, for future meetings it is intended to make these available in the public domain through the Council's website.

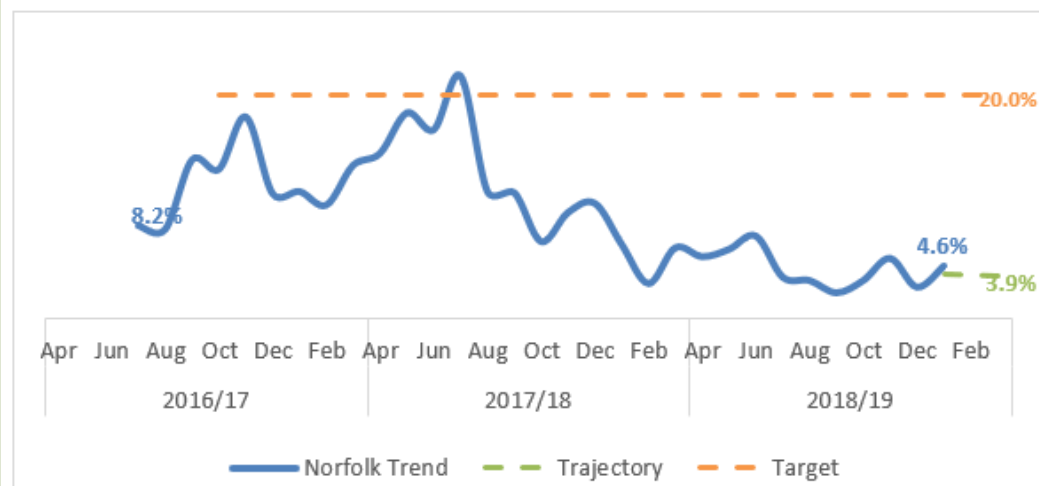
## Rate of re-referral to Early Help Services

### Why is this important?

Our Early Help services are designed to support and empower families to make lasting changes which will enable them to thrive and to meet any challenges/difficulties via their own reserves and/or use of universal services.

### Performance

Percentage of children with a referral to early help in the month who have already had an early help referral:



### What is the background to current performance?

- Relatively low numbers of referrals into Early Help services can make re-referral rates volatile. However, over the past 12 months as recording & reporting has been refined, there has been an overall reduction in the number of cases being referred back to Early Help services.

### Action required

- Continue to monitor re-referral rates
- Continue to develop and embed the Early Help offer and ensure support for families is informed by effective plans and supported by effective services.

### What will success look like?

- Less than 20% of children referred to early help will have had a previous referral.

Responsible Officers

Lead: Sarah Jones    Data: Andy Goff

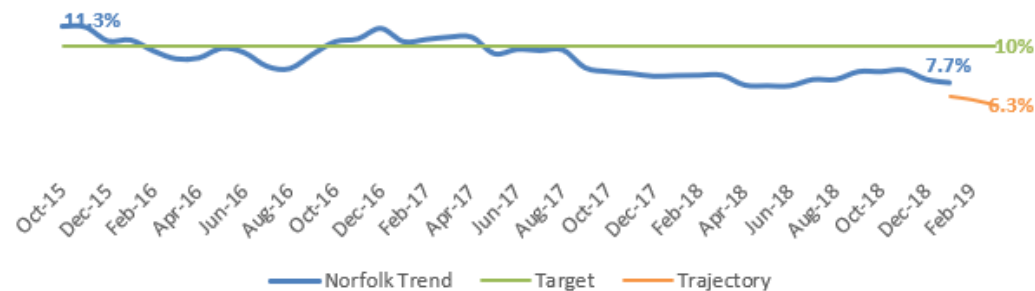
## Children Starting a Child Protection Plan for a 2nd/Subsequent Time within 2 Years of a Previous Plan Ceasing

### Why is this important?

A successful CP Plan outcome is not just about reducing risk at a particular point in time but is about ensuring that children who have been subject to CP intervention stay safe after the plan has ended.

### Performance

Children Starting a Child Protection Plan for a 2nd/Subsequent Time (Rolling 12 months)



### What is the background to current performance?

- Month-to-month variation continues within what we would consider to be a normal range.
- There are no specific locality concerns and bigger fluctuations tend to be more linked to 2<sup>nd</sup> or subsequent plans for large sibling groups.
- Current performance is within our target range and on a par with top quartile national performance.

### Action required

- Continue to focus on the quality of CP Plans to ensure that families' needs are understood and that appropriate and effective support is identified.

### What will success look like?

- The percentage of children starting a CP Plan for a second/subsequent time in Norfolk is below that of similar local authorities within England at 10-15%.
- At the same time, the percentage should not be too low as children who need the support should not be prevented from starting a CP Plan simply because they have previously had one.

Responsible Officers

Lead: Phil Watson    Data: Andy Goff

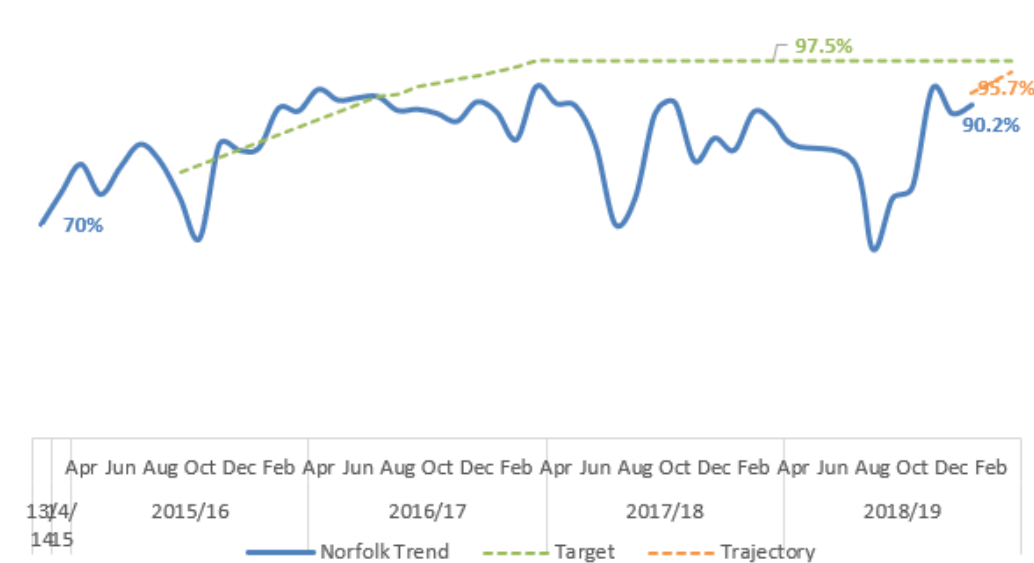
## Child Protection (CP) - % children subject to CP Plans seen in timescales

### Why is this important?

To ensure the safety and well-being of children on Child Protection Plans, it is important they are visited regularly by an experienced, qualified social worker.

### Performance

Percentage of children on CP Plans seen by Social Workers in timescales:



### What is the background to current performance?

- Over 80% of children on CP plans were seen within 20 working days and the visits have been recorded.
- There are ongoing issues with recording which result in children who have been seen within the statutory timescales appearing not to have been. Managers and workers are being reminded of the recording requirements and performance is expected to improve over the coming months.

### Action required

- Continue to focus on this area through management discussions, supervision, team/locality meetings and the Performance and Challenge Board.

### What will success look like?

- Almost all children subject to Child Protection Plans will be seen in timescale and only in exceptional circumstances will there be delays in social work visits.

Responsible Officers

Lead: Phil Watson Data: Andy Goff

## Section 17 Children in Need (CIN) with an up-to-date CIN Plan

### Why is this important?

Our Section 17 CIN services are designed to support and empower families to make changes enabling them to thrive and meet any challenges / difficulties via their own reserves and/or use of universal services. A good quality CIN Plan that is regularly updated to reflect the changing needs of children and families is essential in achieving this outcome.

### Performance

Percentage of Section 17 CIN with up-to-date CIN Plan:



### What is the background to current performance?

- The % of CIN with an up to date plan has increased over the past quarter but is still significantly below target.
- Our focus on clearing backlogs of assessments will continue to impact performance on CIN indicators and as a result we will continue to see fluctuation in performance until that activity has been completed.
- Performance in relation to CIN with up to date plans in FIT teams continues to be strong with nearly 80% of children who have been assessed as being in need have a timely plan in place.

### Action required

- Managers to ensure Section 17 CIN have plans reviewed at a frequency of no more than 12 weeks

### What will success look like?

- Almost all Section 17 CIN have a plan that has been reviewed within the previous 12-weeks.
- The target is for 97.5% of Section 17 Children in Need have a timely CIN Plan by the end of March 2019.

Responsible Officers

Lead: Phil Watson    Data: Andy Goff



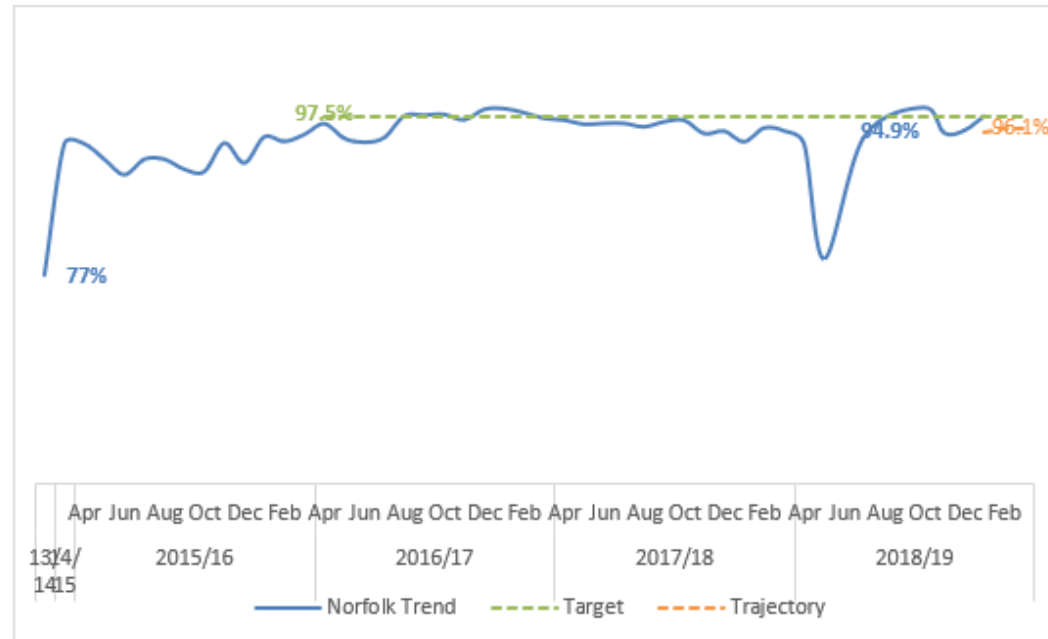
## LAC with up to date Care Plan

### Why is this important?

A good quality care plan which is regularly reviewed and updated to reflect changes in a child's life is an essential part of ensuring Looked-After Children receive the correct services and support to achieve their full potential.

### Performance

Percentage of LAC with up-to-date Care Plan:



### What is the background to current performance?

- The apparent anomaly in May 2018 would appear to be due to data issues when the previous social care recording system ceased to be used.
- Our performance in relation to Looked After Children having up to date Care Plans remains good.

### Action required

- Continue to focus on improving the quality of plans through management discussions, supervision, team/locality meetings and the Performance and Challenge Board.
- Ensure that care plans are regularly addressed through our LAC thematic work.

### What will success look like?

- All LAC will have a plan which effectively addresses their needs and supports them to reach their potential.
- LAC will achieve their potential

Responsible Officers

Lead: Phil Watson    Data: Andy Goff



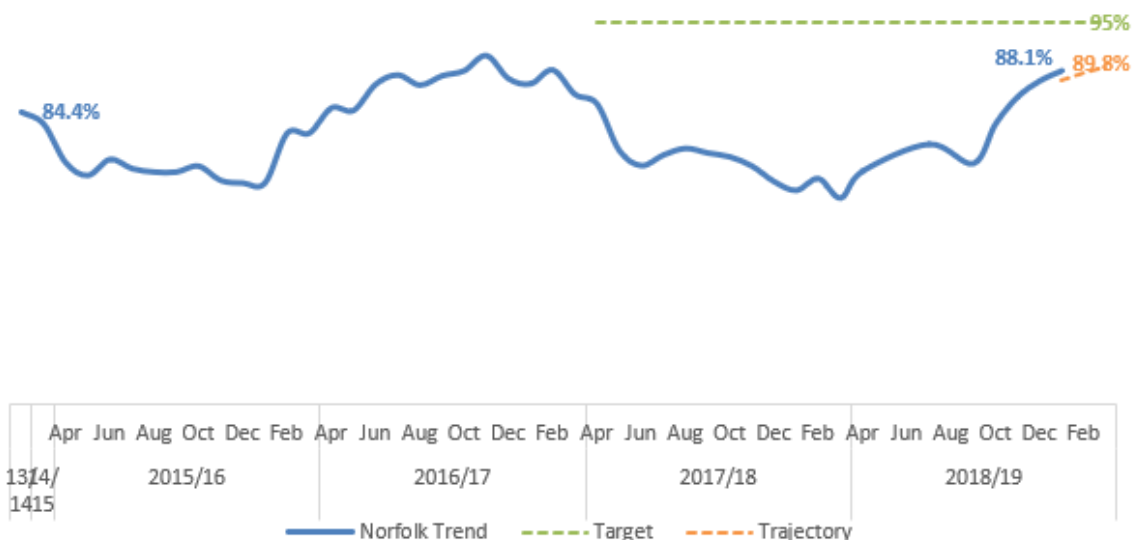
## Children who have been looked-after for 12 or more months with up to date Health Assessment (HA)

### Why is this important?

Looked-After Children are among the most vulnerable in our society, a great many of whom have experienced neglect or abuse. Regular Health Assessments ensure that any emerging health issues are identified and appropriately managed.

### Performance

Percentage of LAC for 12+ months with up-to-date Health Assessment:



### What is the background to current performance?

- Capacity issues for health partners, combined with increases in LAC starters requiring initial health assessments has seen performance in this area decline between April & December 2017; however, activity since the start of 2018 has seen sustained performance improvement over the last 12 months.

### Action required

- QA LAC Health Hub to work with health partners to highlight those children & young people due / overdue a health assessment.
- Continue to focus on HAs as a specific KPI

### What will success look like?

- Almost all children who have been looked-after for 12 months or more will have had their health assessment in timescale, in line with the top performing 25% of local authorities in England.
- The target is for 97.5% of children who have been looked-after for 12 or more months to have had a timely Health Assessment by the end of March 2019.

Responsible Officers

Lead: Phil Watson Data: Andy Goff

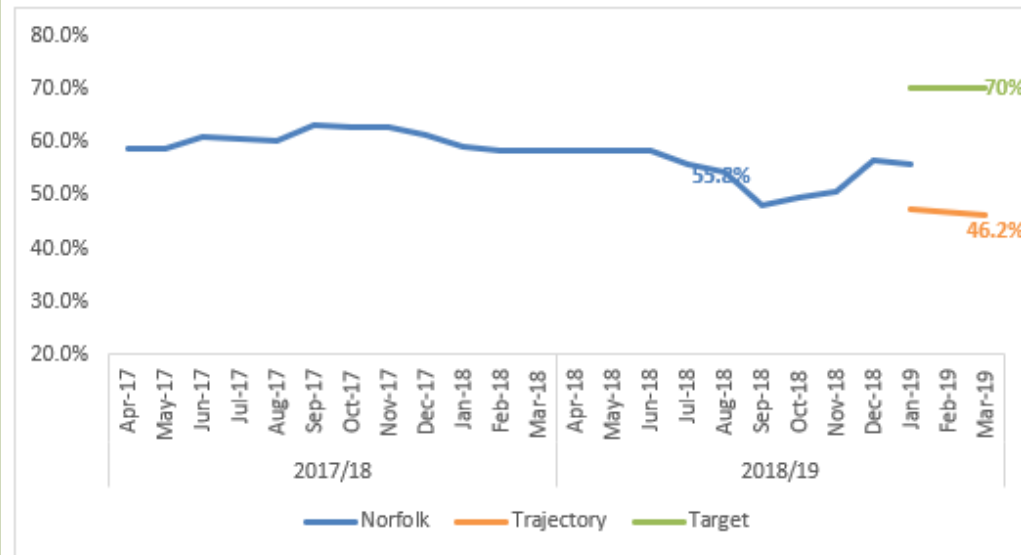
## Relevant & Former Relevant Care Leavers (aged 19-21) in Employment, Education or Training

### Why is this important?

As corporate parents, Norfolk county Council has high aspirations for young people formerly in our care. High levels of engagement in education, employment or training among our care leavers improves their outcomes both in terms of their self-esteem and life goals.

### Performance

Percentage of Relevant & Former Relevant Leavers aged 19-21 EET:



### What is the background to current performance?

- At the end of March 2017, data submitted to the Department for Education suggest only 46% of Norfolk's 19-21 year-old care leavers were engaged in employment, education or training (compared with around 55% across England).
- By summer 2017, a combination of improvements in case-recording and focussed work with young people and education providers resulted in Norfolk's performance in this area peaking at over 62.5% in September. While there has been a slight decrease since then, this is consistent with courses finishing at the end of the academic year and natural turnover as young people review their choice of course over time.
- 29 young people were engaged in post-A Level (equivalent to degree-level) education as at the end of July 2018, a reduction of 2 from the same period in 2017

### Action required

- Continue to work relentlessly with education providers, young people and partners to identify and resolve barriers to participation.

### What will success look like?

- The percentage of 19-21 year-old care leavers engaged in some form of employment, education or training will be well-above the national average, showing Norfolk.

## **1. Impact of Support for Education Improvement**

### **1.1 Ofsted Outcomes**

#### **1.1.1 Schools:**

Ofsted statistics now include the previous Ofsted judgement for schools that have been sponsored or re-brokered as an academy. Since September, the percentage of Norfolk schools judged good or outstanding has remained at 84% compared to a national average which has fallen to 85%.

#### **1.1.2 Early Years Providers:**

The percentage of early years providers judged good or outstanding has declined slightly since September but continues to be above national averages at 96% compared to a national average of 95%.

#### **1.1.3 Education Outcomes**

Validated results are now available at all Key Stages. We publish comprehensive trends tables and a full standards report at <http://www.schools.norfolk.gov.uk/Supportforschoolimprovement/School-Performance/Performance-and-results>

**Outcomes at all phases of education are improving.**

**Particular strengths in the 2018 results include:**

- At the end of the Early Years Foundation Stage (age 5) the percentage of children achieving the expected standard is above the national average in every area of learning.
- Outcomes in Primary Mathematics (age 11) continue to improve at a faster rate than national. This has been a Norfolk priority for several years
- At secondary school, pupils made slightly more progress from their starting points (as measured by progress 8) than their peers nationally.
- The gap between disadvantaged and other pupils is narrower than the national average in Early Years and Key Stage 4
- Outcomes at A level have improved

**There remain key indicators which need to improve so that we can be confident that education in Norfolk is at least as good as it is nationally.**

- More pupils should reach the expected standards at primary school, especially disadvantaged pupils
- More pupils should reach higher standards of attainment at all phases, especially disadvantaged pupils
- More able disadvantaged secondary students should have more access to and make good progress in EBacc subjects (triple science, history, geography and languages) to facilitate more ambitious post 16 and post 18 destinations.
- A more inclusive school system with less exclusion and pupil movement out of mainstream schools, to increase achievement for all pupils and sustain positive destinations for all post 16.

#### **1.1.4 Use of Statutory Powers of Intervention in LA Maintained Schools**

There are currently seven schools that are subject to LA intervention following the issuing of a warning notice (see <https://www.gov.uk/government/publications/schools-causing-concern--2>)

Warning Notices have been issued in the spring term to Bluebell Primary School and Caister Infant School.

### **1.1.5 Exclusions from Schools**

Permanent exclusion data from the autumn term remains provisional at this stage. 94 pupils have been excluded from state funded Norfolk schools, 40 of which are confirmed as permanent, the remaining 54 pupils are still in the period where the exclusion could be rescinded.

Fewer pupils were permanently excluded from secondary schools in the autumn term compared to Autumn 2017, due to significant decrease in exclusions in the Great Yarmouth district. 61 pupils have been excluded from secondary schools, compared to 74 pupils in 2017. In primary schools however there has been an increase from 21 to 33 pupils.

The appointment of two Inclusion Challenge Partners with recent headship experience has added support and challenge into the system and has successfully prevented some potential exclusions.

Headteachers have welcomed developments of the Fair Access Protocol and the extension of pupil placement panels across the county and age ranges.

## **2. Early Help**

- 2.1 The re-referral rate into EHFF teams remains very low at 4.6% and all localities are below 9%. This low rate could suggest that the work EHFF teams undertake with families has a sustained impact. Further analysis of this, including percentage of cases closed to EHFF that later get referred to social care will better help us to understand this. The percentage of new EHFF cases that stepped down from Social Care teams across the county has remained reasonable steady at between 20 and 30% over the past year, there is however a lot of variance across the localities.
- 2.1.2 In January 2019 our Early Help Family Focus practitioners supported 602 families, with 1416 children and young people being supported in Norfolk. There are still 158 families who are awaiting allocation to a practitioner, which is a high number, and is partly due to a large number of vacancies across the service, and partly as a result of a lack of capacity within the current workforce. Both of these issues are being tackled, with additional staff resource coming from the Transformation Fund, - this is coming from core budget and a co-ordinated recruitment campaign for both the new posts and the existing vacancies. Whilst team managers are waiting for these additional staff, they are using the Case Allocation Protocol, to ensure all teams are prioritising cases effectively, and keeping in touch with families who are waiting for a service.
- 2.1.3 The Early Help Family Focus data from June to December 2018 shows 71% of cases closed with an outcome of 'needs met' rather than escalation, crisis or disengagement. This is an improvement from the previous year when only 66% of cases closed with the outcome of needs met. This along with our continuing low rereferral data of between 2 – 8% each month demonstrates we are continuing to sustain positive change in the families we work with.
- 2.1.4 The Early Help Partner Focus practitioners supported 151 partners to manage individual families, delivered Family Support Process training to 48 internal and external partners, and Signs of Safety development sessions to 51 internal and external partners. Team managers are encouraging a focused approach to the Signs of Safety work, as this needs to be fully embedded, so that Norfolk Children's Services can move to being a 'good' local authority by Ofsted, and more importantly will lead to a consistent approach for children, young people and their families.
- 2.1.5 The Early Help Community Focus practitioners managed 155 information, advice and guidance requests on January 2019. When a request involves a more complex response, the community

focus teams call this a project, which might be some data analysis, attending an event, or setting up and facilitating a networking event for partners. Community focus practitioners were involved in 110 projects in January 2019.

- 2.1.6 Early Help Managers and Practitioners will be co delivering the 2- day family finding training with Social Work colleagues during February and March. These workshops will train 300 front line staff to have a greater understanding on how to engage wider family networks to support the needs in families who require help and support.
- 2.1.7 The Early Help CADS team continues to be under pressure. There are plans to change the senior management structure to enable overall ownership by one Senior Manager as opposed to two (SW and EH). The team vacancies have been recruited to and new staff should be in post and beginning there induction shortly which will also help to address the management of the current volume of work.

### **3. Social Work (MI Report at Appendix 1)**

#### **3.1 Contact and Referrals**

- 3.1.1 There has been an increase in the number of contacts and the percentage of those which have been accepted as referrals in January compared to the previous 6 months. Whilst an 18.9% conversion rate is higher than we have had since the implementation of CADS it is not anomalous compared to data prior to July 18. An audit of CADs is taking place to test the robustness of decision making Currently, contact numbers for February are in line with those seen in January at the same point, a smaller proportion have converted to referral. This would suggest that the percentage of contacts accepted as referrals in January 19 was anomalous, and that performance in February will be back to circa 15%.
- 3.1.2. The biggest impact on the contact to referral conversion rate has been an increase in contacts from Education Services becoming referrals from circa 13% in the first two full months of CADs operation to 22% in January 19. There was also a higher rate of conversion from Police contacts, with 19% in January 2019 being the highest rate over the past 12 months. The audit will consider referrer source to better understand why this is the case.
- 3.1.3 Referral numbers significantly increased in January 2019 to the highest level seen in the past 12 months, although not as high as those seen between August to Dec 2017. Whilst this is considered to be anomalous, increased referral numbers will have an impact on Localities. All localities saw some increase but at differing levels ranging from increase between of 6 and 89.

#### **3.2 Assessments**

- 3.2.1 There was a slight increase in the number of assessments completed across the county in January, however this is still lower than 12 months ago. The highest increases being 84 in one locality in January 2019. Given the increase in referrals in January it is likely we will see another increase in the number of assessments authorised in February's data.
- 3.2.2 The percentage of assessments completed within 45 working days has fallen for the second month and in January was at the lowest figure seen since April 18. 2 localities perform particularly well with a completion in time rate of 100% in one and 96.4% in another. The two poorest performing localities had a completion in time of 47% and 39%. The latter being particularly concerning as this is a reduction from an already low completion in time rate of 59% Having said this, we do know that in both of these localities concerted efforts have been made to complete this work and already we are seeing an improved landscape for next month's performance position.

**3.2.3** We continue to see a high percentage of social work assessments with outcomes of close with info and advice and low percentages stepping down to FSP/TS. There are wide variances across the county ranging from 50% (highest) in one locality with ongoing social work intervention and two with only 30% (low) We were expecting to start to see higher rates of ongoing involvement with the introduction of CADS. One hypothesis is that the outcomes have been impacted by the ongoing work in some localities to clear backlogs of out of timescale assessments which are more likely to close with no further action.

**3.2.4** Our rate of Section 47 investigations continues to be in line with our statistical neighbours. And a low proportion (22%) have an outcome of concerns not substantiated which would indicate we are undertaking investigations at the right time for the right children.

### **3.3 Child In Need**

**3.3.1** The percentage of children in all team types with an up to date CIN plan has increased. 3 localities have seen an increase to 70-80%. The lowest performing locality has a performance of 63%. This is an early indicator that revised social work model of throughput teams is showing early signs of the improvements we expected in terms of fewer lay off points and less opportunity for drift at points of transfer. This will be closely monitored in the coming months.

### **3.4 Child Protection (CP)**

**3.4.1** The number of children subject to child protection plans fell significantly from December to January 2019 and are now at the lowest level in the last 12 months. All localities are seeing reduced numbers. However, CP numbers have come down as LAC numbers have increased and analysis shows that 50% of children who start to be looked after, have been subject to CP planning at some point in the previous 12- month period. Ongoing analysis of the outcomes for children subject to CP planning is included in current audit activity to test the hypothesis that earlier, focussed work undertaken by workers who are better able to focus on risk is a causal link to this positive decrease.

**3.4.2** The number of children becoming subject of a CP plan for a second or subsequent time is the lowest seen in the past 12 months, but in the context of the total number of ICPCs in the month the percentage figure is 21% which is in line with our Statistical neighbour and national averages. We continue to be lower than statistical neighbours and national averages with regard to children who are on CP plans for more than 2 years.

**3.4.3** We continue to have very good performance in seeing children subject to child protection planning within 20 working days with most localities being above 87%. 1 locality saw all of their children on CP plans in this timescale and 80% in 10 working days and another achieving 93.5%. Only one locality has seen a decline in performance in both of these visiting timescale measures – this is being addressed through the performance framework structure.

### **3.5 Looked After Children**

**3.5.1** In January 2019, we saw 52 children become looked after and 25 who ceased to be looked after. The numbers of LAC starts and ceases in January aren't dissimilar to those seen in the same month of 2017 and 2018, it is the cumulative effect of month on month LAC rises over Jan-Aug 2018, alongside no sustained reduction between September and December 2018, plus the usual rise in numbers in January, that has led to the current position. What is more positive is that so far, we have seen some reduction in the number of Looked After Children over the first 2 weeks of February. LAC numbers are continually scrutinised through the weekly LAC tracker, alongside trackers monitoring children identified for possible reunification and where SGOs are being progressed.

**3.5.2** A very high percentage of our Looked After Children have up to date care plans recorded, and 1 locality has 100% performance. This is an area of strength across the County and alongside this there continues to be a focus on supporting practitioners to produce good quality plans that make a difference to children and young people.

**3.5.3** Recent analysis of IHAs that needed to be completed Oct - Dec 2018 (excluding children who ceased to be LAC before their IHA due date) showed 54% of LAC had their IHA in timescale which is higher than the 17/18 quarter 4 average of 38.5% in the Eastern Region. Of those that were out of timescale, 32% were due to a lack of capacity with Health partners to offer an appointment and 32% were due to a delay in the request for health assessment being submitted.

### **3.6 Care Leavers**

**3.6.1** EET levels for Relevant and Former Relevant Care Leavers are now at a level we would expect which suggests that recording is now more up to date than when reporting resumed in October. We continue to scrutinise this performance measure to better understand the challenges regarding Education, Employment or Training for our care leavers across the county. We have seen a positive increase in the percentage of Care Leavers we have been in touch with over the past 2 months from 69.5% in December to 77.5% in January. 1 locality has achieved particularly high performance in this measure at 88%.

### **3.7 Caseloads**

**3.7.1** At the end of January 36% of Social Workers had caseloads over the caseload policy for their team type. This was a slight rise compared to the 33% seen in December 2018 but equates to only 3 more social workers and may be due to a small reduction in the number of case holding social workers across some teams. Having said this, at the end of January 6 Social Workers had caseloads of 30 or more children or young people, compared to 13 social workers at the end of June.

\* Eligible care leavers are young people aged 16 or 17 who are currently looked after

\*\* Relevant care leavers are young people aged 16 or 17 who have been eligible care leavers

\*\*\* Former relevant care leavers are Young People aged 18-21 who have been eligible and/or relevant care leavers

## **4. Financial Implications**

**4.1** As requested this is now contained in a separate report

## **5. Issues, risks and innovation**

**5.1** As requested this is now contained in a separate report

### **Officer Contact**

If you have any questions about matters contained in this paper or want to see copies of any assessments, e.g. equality impact assessment, please get in touch with:

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[andrew.goff@norfolk.gov.uk](mailto:andrew.goff@norfolk.gov.uk)



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