

# Children's Services Improvement: March 2019 Update

Cllr Danny Hassell – Cabinet Member for  
Children, Schools and Young People

Debbie Jones – Corporate Director, Children and  
Culture

Richard Baldwin – Divisional Director –  
Children's Social Care

# Improvement Progress



- Staff recruitment and retention – nearly all targets met or exceeded (1 on track).
- Restorative Practice – work with Leeds; further development; early help training.
- Developing work around neglect.
- Updated sufficiency strategy.
- Building an audit culture.
- Early Help pilot.

# February KPIs



Children's Social Care Highlight Indicators															
This report provides summary overview of KPIs linked to child-centred performance management data being used in support of performance improvement across CSC															
Performance measure title and reference		Performance from previous financial year	Performance for current period (either snapshot, YTD or rolling year, depending on measure) - plus last six monthly performance outturns (where available)									Agreed targets (using corporate minimum/upper model)		Trend line for last 6 months performance	
Ref	Performance Measure	2017/18	Current Performance									Target		Trend	
			Num	Denom	Current	Period	Six Month Trend						Min		Upper
							Sep 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19			
<b>Management Oversight</b>															
1.1	% cases with Management Oversight recorded in past 8 weeks	96%	2,995	3,063	97.8%	Snapshot	96.5%	94.4%	96.8%	91.1%	96.7%	97.8%	90%	95%	
<b>Cohorts</b>															
1.2	Number of CIN (exc. LAC, CP, Care Leavers)	1,034	n/a	n/a	1,020	Snapshot	981	997	999	1,097	1,084	1,020			
1.3	Number of children subject to CPP	292	n/a	n/a	304	Snapshot	274	277	269	258	274	304			
1.4	Number of LAC	290	n/a	n/a	335	Snapshot	311	322	353	335	338	335			
<b>Front door / assessment</b>															
2.1	% of contacts completed within 1 day	62.3%	13,140	13,525	97.2%	YTD	97.3%	98.3%	97.5%	97.0%	97.3%	97.0%	90%	95%	
2.10	% of assessments completed within 45 working days	72.7%	4,381	4,797	91.3%	YTD	92.7%	95.0%	92.2%	75.4%	87.7%	89.4%	90%	95%	
<b>Plans</b>															
3.1	% of children in need with CIN Plan completed	86.1%	908	1,020	89.0%	Snapshot	87.3%	85.1%	88.0%	83.3%	86.5%	89.0%	90%	95%	
<b>Visits</b>															
3.3a	% of CIN children visited within the past four weeks (incl. CWD)	83.7%	890	1,020	87.3%	Snapshot	71.5%	80.7%	81.5%	78.5%	86.5%	87.3%	90%	95%	
4.6	% children on a child protection plan receiving a visit within the past four weeks	94.9%	287	304	94.4%	Snapshot	94.2%	94.3%	94.8%	93.4%	96.4%	94.4%	90%	95%	
5.10	% of LAC Single Assessments not yet completed or out of the one year timescale		10	335	3.0%	Snapshot	43.1%	3.7%	0.6%	3.9%	4.1%	3.0%	15%	10%	
5.11	% of LAC with visits in last 6 weeks (LAC < 12 months)	90.9%	141	150	94.0%	Snapshot	93.0%	85.6%	84.5%	92.5%	95.5%	94.0%	90%	95%	
5.12	% of LAC with visits in last 13 weeks (LAC > 12 months)	100.0%	181	181	100.0%	Snapshot	100.0%	100.0%	99.5%	100.0%	99.4%	100.0%	90%	95%	
<b>Reviews</b>															
3.2	% of children with CIN Plan with reviews within last 6 months	93.8%	892	908	98.2%	Snapshot	94.5%	96.9%	98.2%	94.7%	98.4%	98.2%	90%	95%	
4.7	% of CP reviews carried out within statutory timescales	96.3%	199	200	99.3%	Snapshot	98.0%	99.0%	99.5%	99.4%	99.5%	99.5%	95%	98%	
5.18	CIA cases which were reviewed within required timescales	81.1%	316	325	97.2%	Rolling Year	91.0%	91.3%	91.3%	98.8%	98.7%	97.2%	95%	100%	
<b>Care Leavers</b>															
6.1	% care leavers "in touch" (17,18,19,20,21 yr. olds with activity updated within last year)	96.8%	245	264	92.8%	Snapshot	90.0%	92.9%	93.4%	88.7%	97.3%	92.8%	90%	95%	
6.2	% care leavers EET	67.6%	175	264	66.3%	Snapshot	57.6%	59.9%	65.1%	62.7%	69.0%	66.3%	65%	75%	
6.3D	% care leavers in suitable accommodation	91.0%	231	264	87.3%	Snapshot	80.3%	82.5%	87.8%	82.0%	91.9%	87.5%	91%	91%	
<b>Audit Activity</b>															
11.13	Overall audit quality score (lower is better)		64	29	2.5	Snapshot	2.4	2.6	2.4	-	2.5	2.5	2	1	

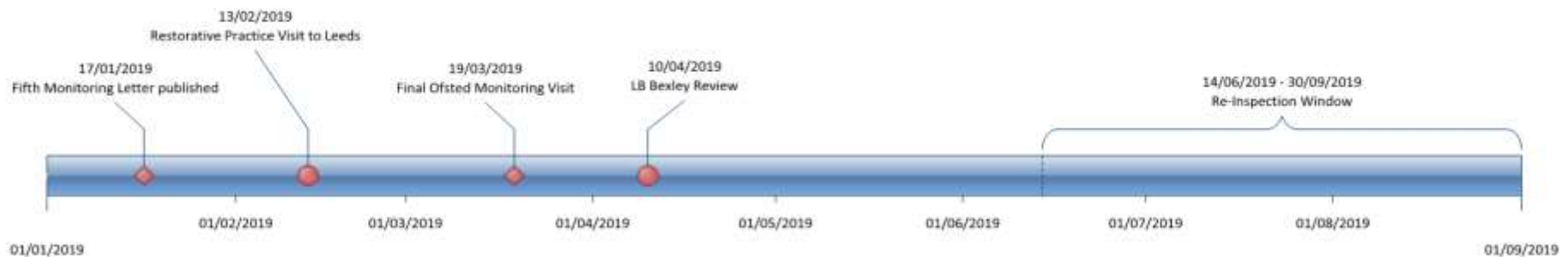
# Journey so far



- SIF Inspection January/February 2017
- Five monitoring visits, August '17, December '17, May '18, August '18 & December '18
- Lincolnshire (and Islington) appointed Intervention Advisors – their work ended in May '18.
- Improvement Board established – independently chaired by Sir Alan Wood. Operational Group chaired by Debbie Jones, meets monthly
- Monitoring visit feedback broadly positive. Indicates an upward trajectory of improvement.

# The next few months

- 19<sup>th</sup> & 20<sup>th</sup> March – Final Ofsted Monitoring Visit. Will focus on A&I and FS&P.
- 10<sup>th</sup> – 16<sup>th</sup> April – DfE commissioned review by Bexley – “Learning and Improvement Visit”.
- June – September – Inspection window (2 week LACS inspection).



# How do we know how we are doing?

- Performance information – KPIs, monthly performance reports and service performance surgeries. Access to other reports and ‘real time’ information for managers.
- Case audits (quality) and audit reports (now seeking user feedback)- internal auditing and external.
- Observations of practice, visits to services and Practice Week.
- Feedback from partners/users/staff – schools, children/young people, other LAs, social workers.
- Independent challenge – CSIB; LSCB; Ofsted.

# Challenges

- Pace – keeping a relentless pace.
- Consistency of practice – across all teams and for all cases.
- Sustainability – making change ‘stick’
- Capacity – Volume increasing; caseload guarantees for staff.
- IT – New systems and devices required.

# Partnership Plan



- A joint vision for children and young people in the borough.
- Bringing together; health, CVS, education, police and various council areas.
- 3 emerging themes:
  - Aspiration to action
  - Healthy families
  - Safe and secure
- Charter – working restoratively; engagement with C&YP; outcome focus; early intervention; trusted adults; safe spaces.
- ‘Every chance for every child’