

Torbay Children's Services'
Performance Report
Improvement Dashboard
Overview and Scrutiny

27th April 2016

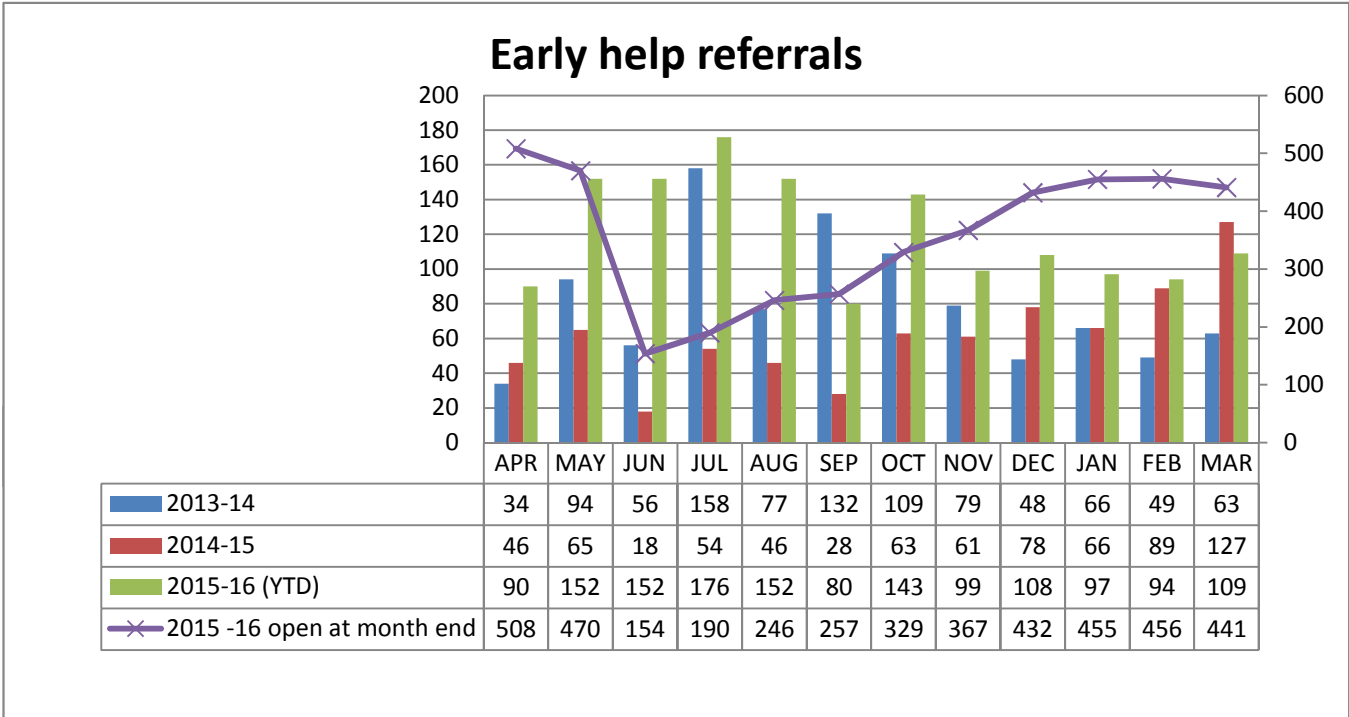
TORBAY CHILDREN'S SERVICES IMPROVEMENT DASHBOARD

Measures	
Nos	
1	Number of Early help referrals received in month
2	% EH referrals and social care referrals that are Step-Ups and Step Downs
3	Number of Contacts & Referrals
4	Timeliness of decision making by the MASH
5	Number of Referrals broken down by Outcome
6	Timeliness of first visit to CIN and Sec 47s
7	Numbers of visits to children during single assessments and Sec 47s
8	% of children with an Initial Child Protection Conference held within 15 days from strategy meetings
9	Number of CP plans at month end by Category
10	Children on CP plans visited within 10 working days / 1st core group with 10 working days
11	Timeliness of assessments
12	Children on CIN plans visited within 20 working days
13	Age profile of Children Starting to becoming looked after
14	Number of Children Looked After rate per 10k
15	Adoption Timeliness
16	% CLA cases reviewed within timescales during the month
17	Staffing levels – numbers, vacancies
18	Case loads

07/04/16

Measure 1	Number of Early help referrals received in month
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	Total	Monthly Ave
2013/14	965	80
2014/15	741	62
2015/16	1452	121



YTD = Year to date

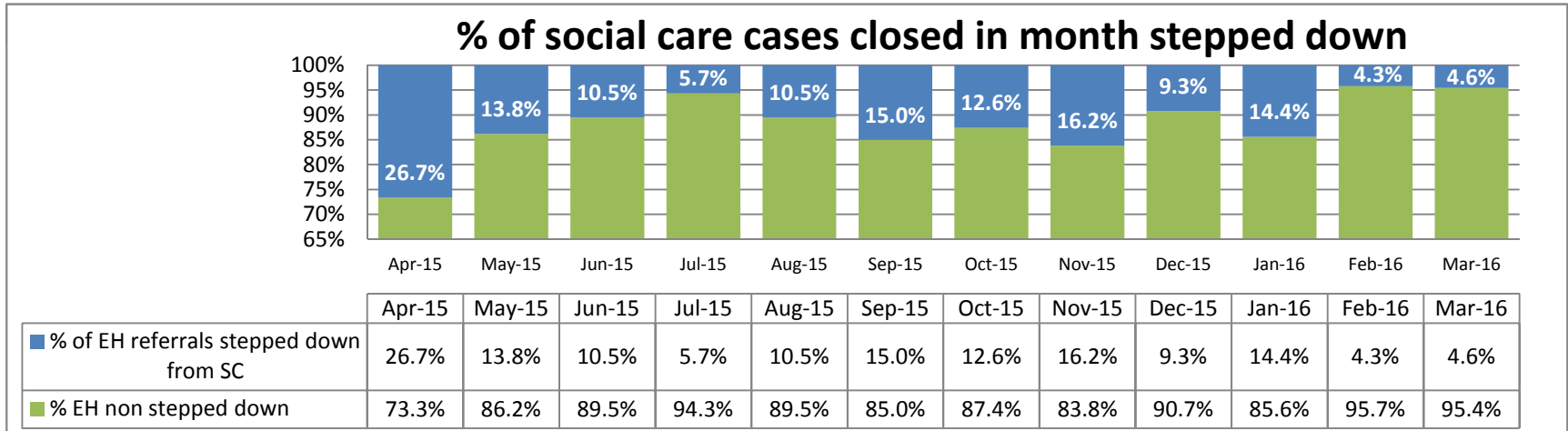
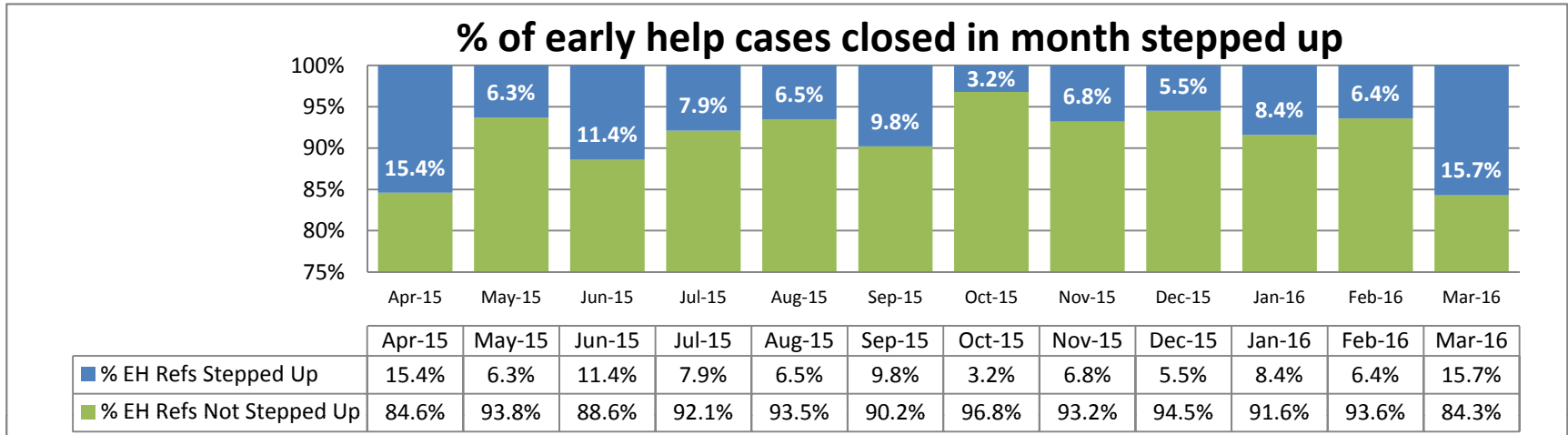
Early help referrals by source

2015/16	Q1	Q2	Q3	Q4
Agency*	11%	7%	5%	3%
Anon	2%	2%	0%	4%
Education	30%	17%	28%	36%
Health	12%	20%	15%	21%
Housing	0%	1%	0%	0%
LA staff	19%	18%	17%	0%
Other	3%	5%	9%	8%
Other LAs	1%	2%	1%	0%
Police	11%	17%	16%	6%
Prison	0%	0%	0%	0%
Probation	0%	1%	0%	0%
Public	11%	10%	9%	12%
Self	0%	0%	0%	0%

*other public sector agencies i.e. CAFCASS, vol sector

Commentary: A new refined early help pathway became operational in May 2015. During the early phases, over 200 individuals from across the community of practitioners were provided training to raise awareness about the Hub and our thresholds. Initially the uptake of the new process was slow but it has now picked up. Referral numbers especially from the Police have fluctuated as the pathway starts to embed. We anticipate that there should be up to 250 active early help cases open at any one time. We understand that the higher numbers of open cases reflects a lack of prompt feedback from lead professionals and staff retention issues within the early help hub.

		Step down from social care	Step up from early help
2015/16	Av per month	14	10



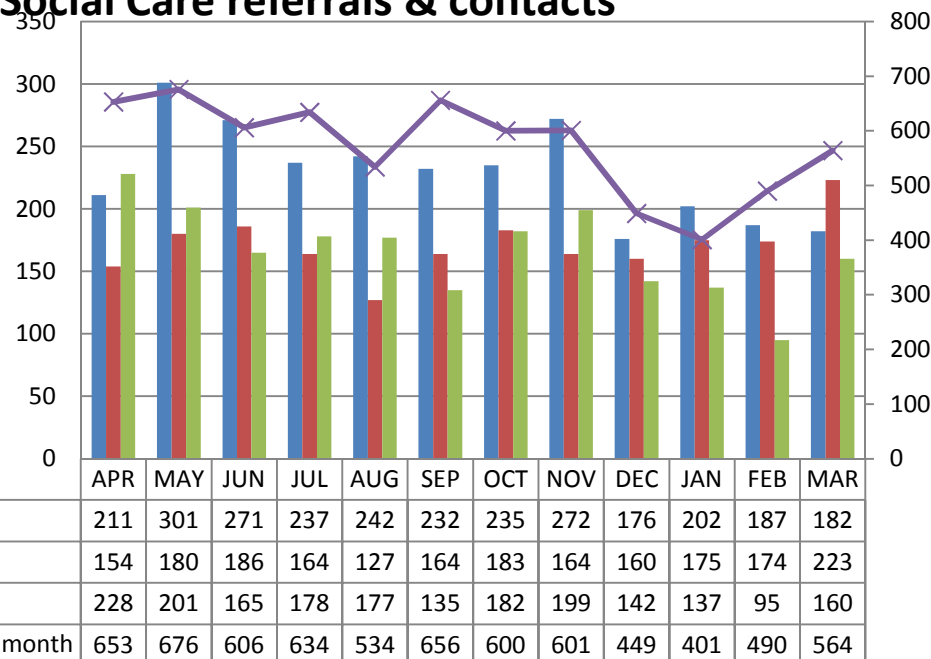
Commentary: Managed step downs from social care do not happen in significant volumes. We understand that this is a direct reflection of a lack of targetted early help services for the two key age groups of 5 -10 and mid to late teens. Partnership leadership and engagement in team around the family cases is often intermittent and patchy.

Measure 3 Number of Contacts & Social Care Referrals

Referrals	Total Referrals*	Average monthly	Torbay Per 10K	Stat neigh per 10K	National Per 10K
2013/14	2748	229	1104	715	573
2014/15	2134	171	851	644	548
2015/16 YTD	1999	167	796		

*** based on local data

Social Care referrals & contacts

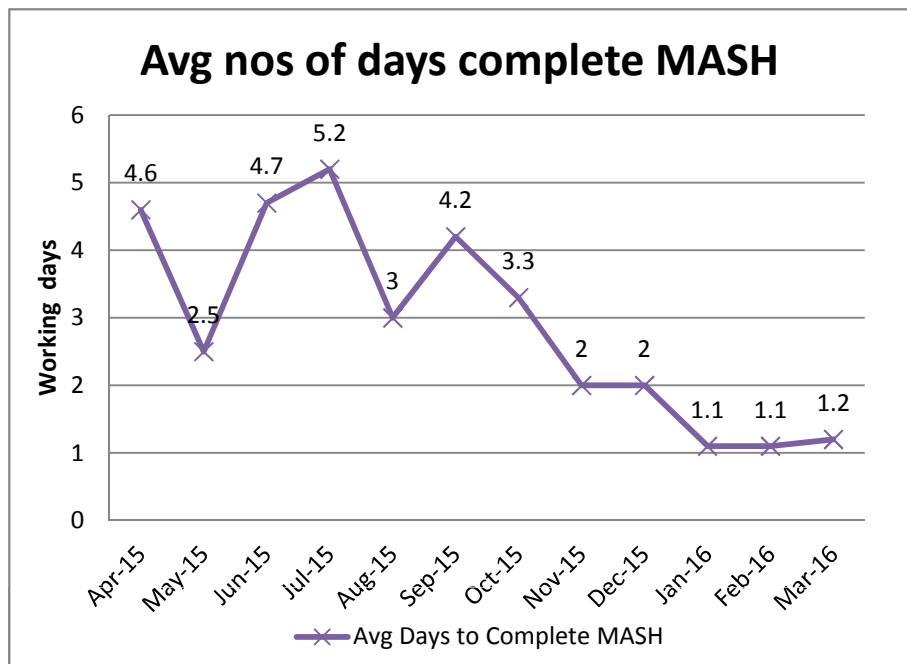
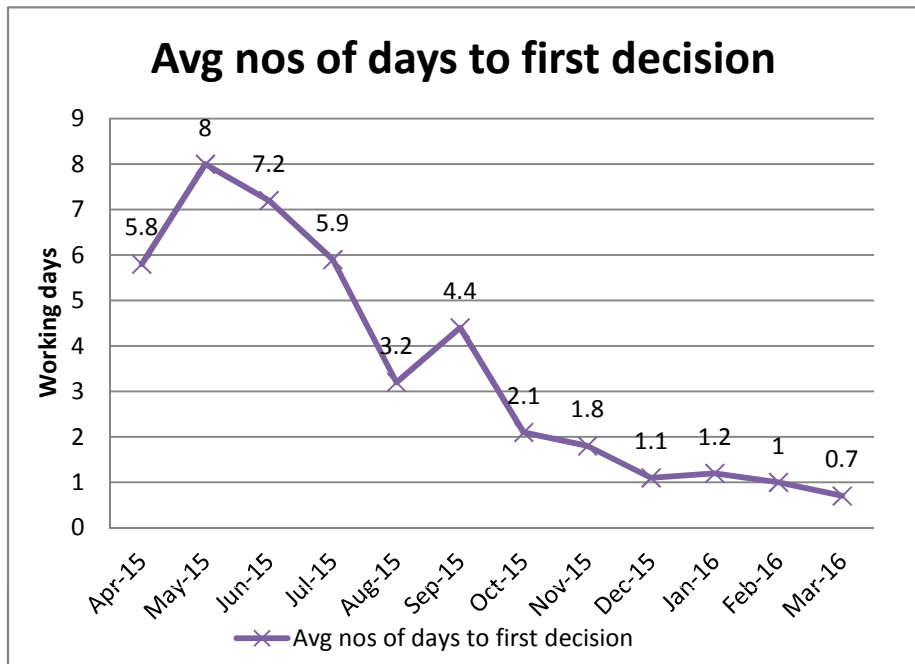


Social Care referrals by source

2015/16	Q1	Q2	Q3	Q4
Agency*	8%	6%	7%	9%
Anon	3%	3%	4%	5%
Education	17%	10%	15%	15%
Health	13%	9%	9%	9%
Housing	0%	0%	0%	2%
LA staff	19%	19%	28%	16%
Other	2%	5%	3%	2%
Other LAs	2%	2%	2%	3%
Police	29%	29%	24%	23%
Prison	1%	0%	0%	0%
Probation	1%	1%	1%	3%
Public	5%	9%	5%	6%
Self	0%	1%	0%	0%

*other public sector agencies i.e. CAFcASS, vol sector

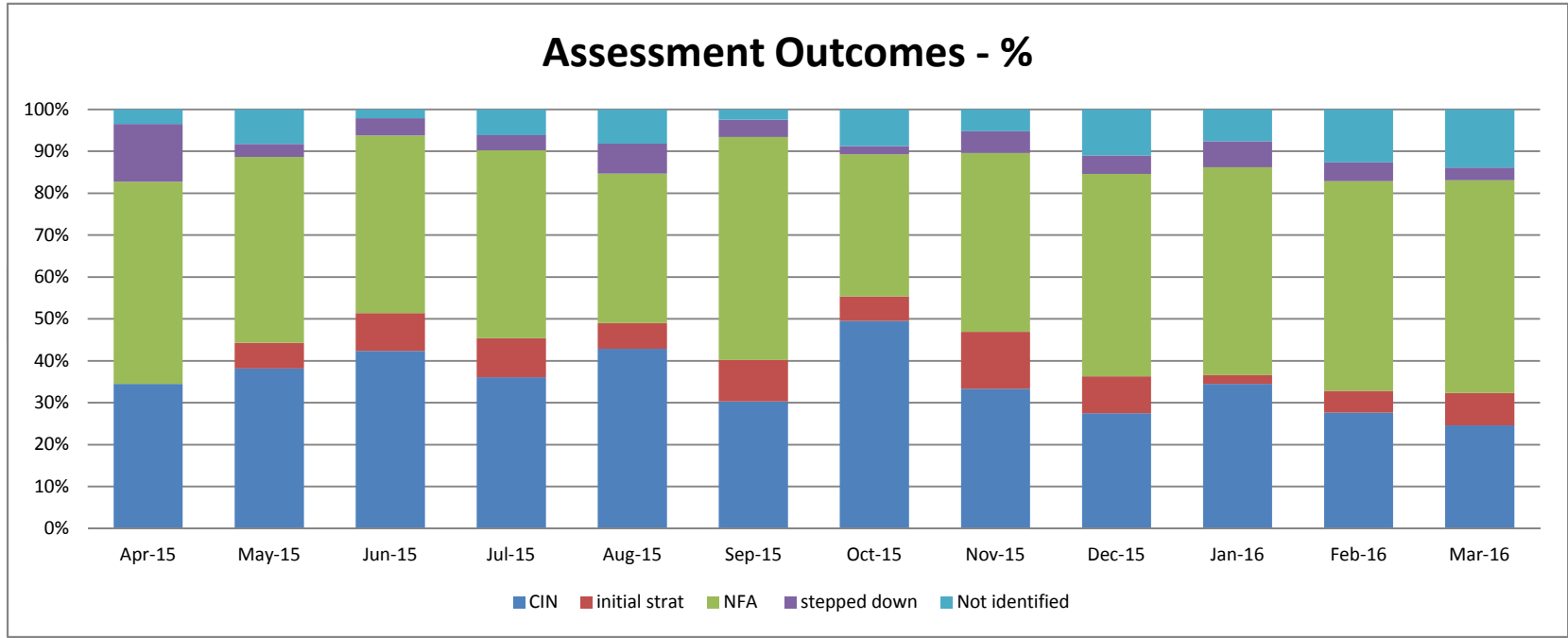
Commentary: Torbay's Multi Agency Safeguarding Hub (MASH) went live in April 2015. We understand that economically and socially deprived seaside towns, especially those at the ends of railway lines, do face increased demand but the numbers of calls to social care that Torbay receives is out of proportion to what we might reasonably anticipate. 80% of contacts logged by the MASH do not meet thresholds. In response, Children Services with the support of the Safeguarding Board introduced a 'bounce back' letter to go to referrers where there was no consent and/or the quality of the information provided was too poor or insufficient on which to make the initial decision. The volumes of 'bounce back' letters will be tracked within the dashboard.



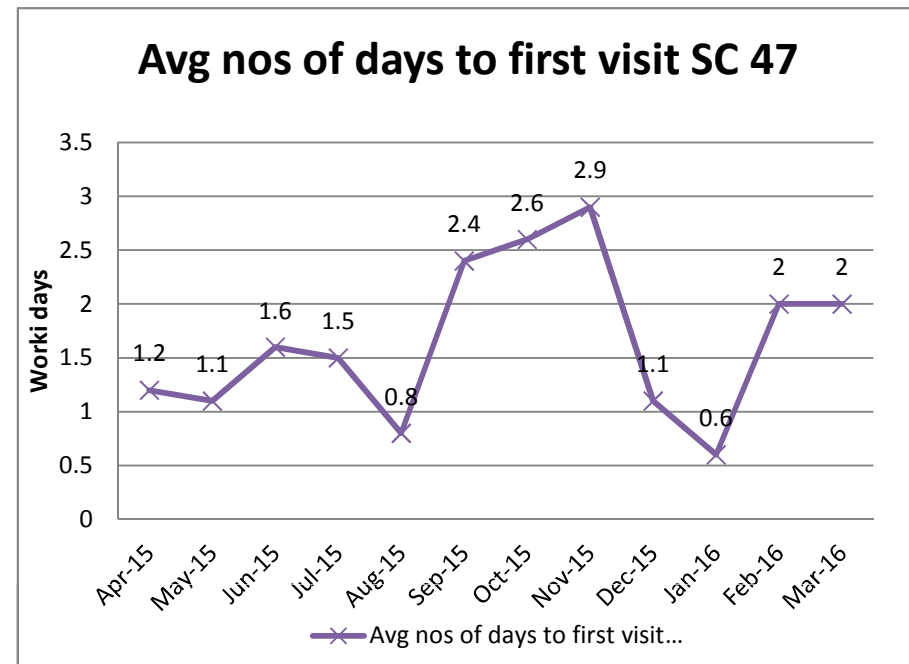
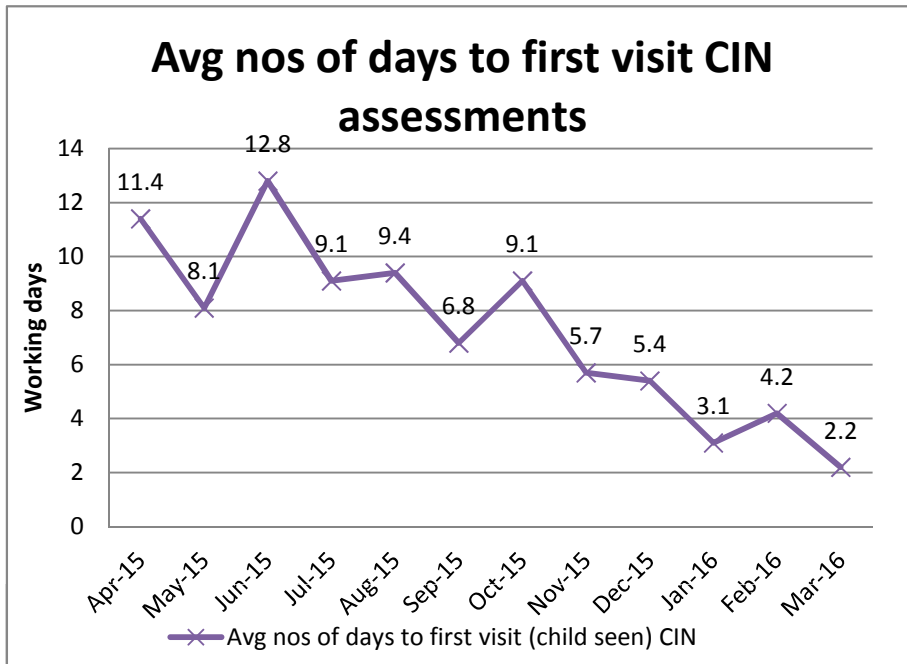
Commentary: The data clearly show as sustained significant improvement in the timeliness of initial decision making within the MASH. In only a very small number of cases are the initial decisions not made within 1 working day. Our monitoring has also led us to clarify that MASH meetings can also stand for initial strategy discussions where the threshold is evidently met and thereby remove the need for a further redundant step. As part of bigger business support transformation we will shortly be going to advert for 20 additional staff some of whom will be used to create a call centre function. We anticipate that the call centre will effectively screen out between 40 -50% of calls that do not meet either early help or social care thresholds. We anticipate that the removal of this traffic will further free up qualified staff within the MASH and the early help hub giving them more opportunity to make even more timely and accurate determinations on these cases.

	Torbay		Stat neigh per 10K		National Per 10K	
	Referrals NFA*	Assessed not be in need	Referrals NFA*	Assessed not be in need	Referrals NFA*	Assessed not be in need
2013/14	19.0%	15.9%	10.6%	19.5%	14.1%	19.4%
2014/15	33.2%	7.8%	11.0%	15.2%	13.8%	23.0%
2015/16	13.2%	45.3%				

* Closed with no assessment



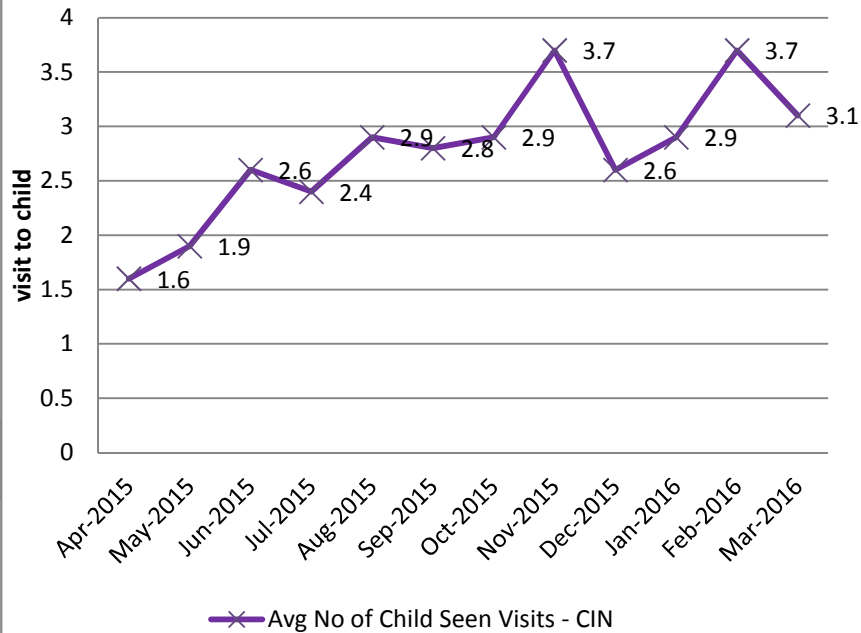
Commentary: 7 out every 10 referrals go on to receive an assessment. We do acknowledge that the service completes larger numbers of assessments than that seen amongst our comparator authorities. Over the last year we have focused on establishing a more proportionate and strength based approach to our assessment of children and families. What this current data set does not illustrate is the impact or effect of this strength based approach on cases that do not then become a CIN case. With this in mind the single assessment form is being reworked to help better capture the direct work completed during assessments.



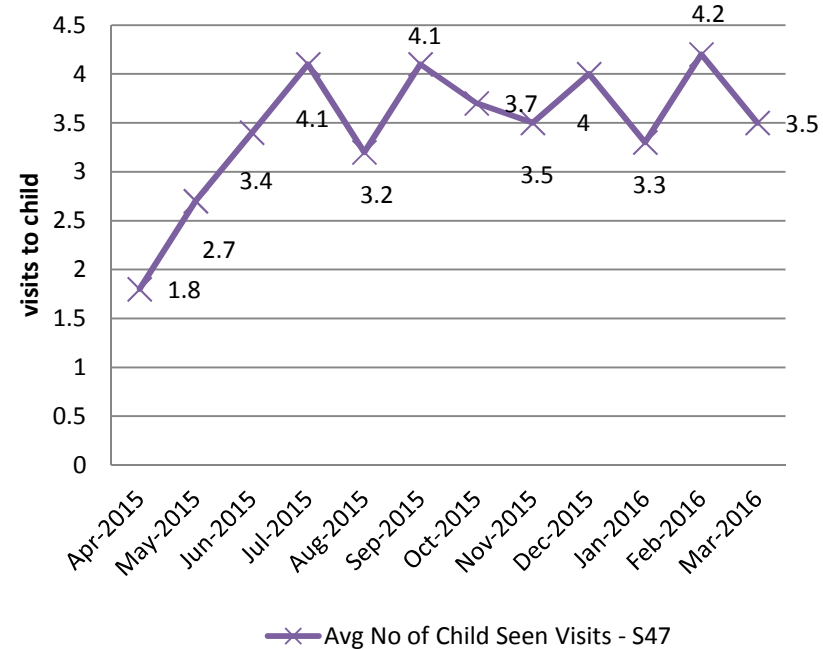
* first visit counted from initial strategy meeting

Commentary: With the provision of more routine data managers and staff are now better informed of potential delay and drift. In November 2015 practice standards were restated and clarified. Children who are potentially at immediate risk of harm are expected to be seen by a social worker within 1 working day and within 5 working days for Children in Need. Our data evidences a significant improvement in the timeliness of the first visit to CIN children. The last two months are starting to show significant variance across the teams, the front line assessment team is generally more compliant with the practice standards whilst this is less so across other services.

Avg nos of child seen visits during single assessments



Avg nos of child seen visits during SC 47



Commentary: In November 2015 practice standards were restated and clarified. Children who are considered to be potentially at immediate risk of harm are expected to be seen by a social worker at least twice during the investigation. For children being assessed under a single assessment workers are expected to be seen twice during a 20 day assessment and three times during an assessment lasting 45 days. Our data evidences a significant improvement in compliance with these standards.

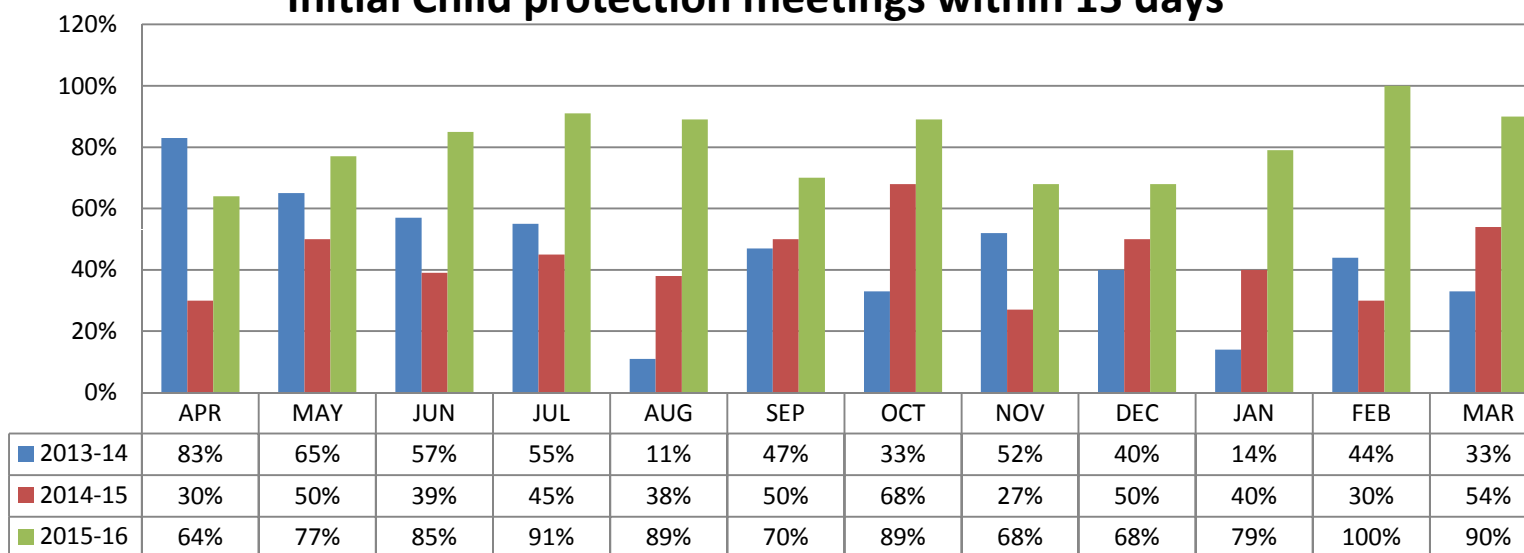
Measure 8

% of children with an Initial Child Protection Conference held within 15 days from strategy meetings

Nos Section 47s	Total	Torbay Per 10K	Stat neigh per 10K	National Per 10K
2013-14	691	278	144.9	124.1
2014-15	712	287	176.9	138.2
2015-16	798	318		

ICPC within 15 days	Torbay	Stat neigh	National
2013-14	51%	74%	69%
2014-15	46%	82%	75%
2015-16	86%		

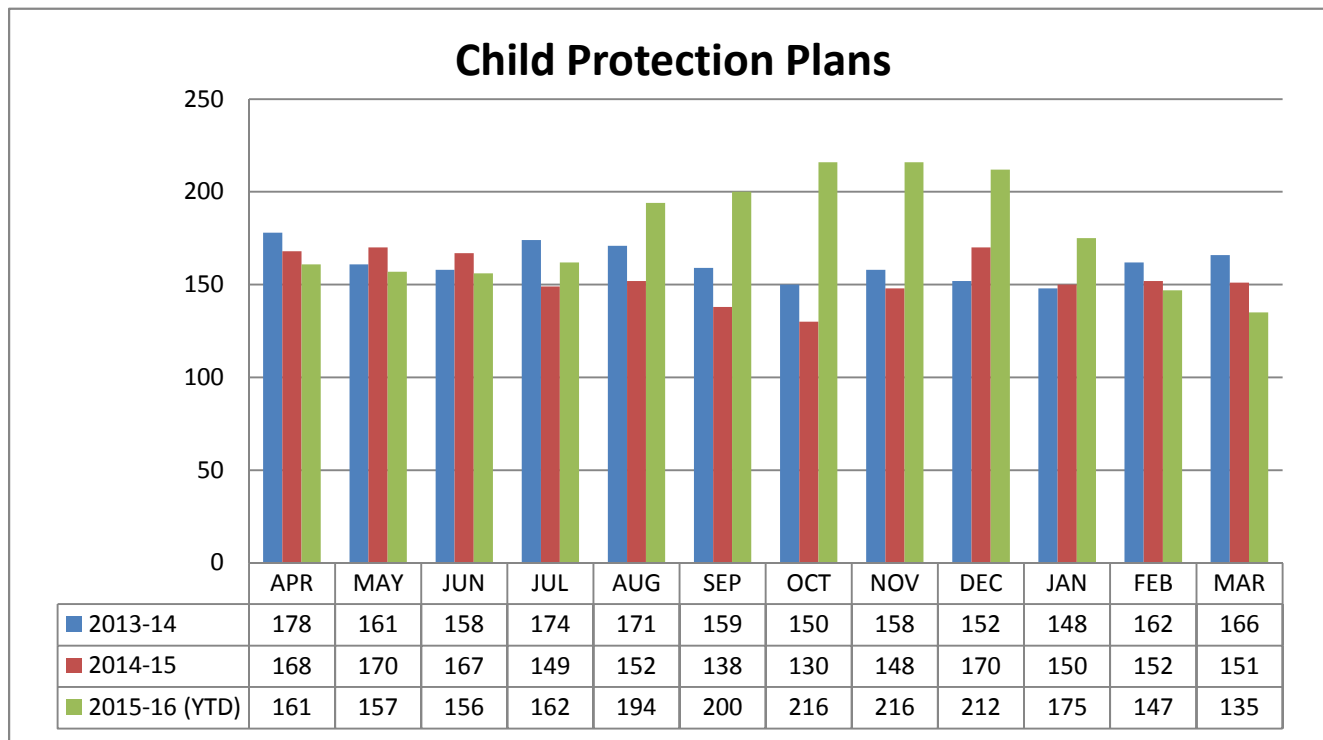
Initial Child protection meetings within 15 days



Commentary: We complete higher numbers of section 47s than that of comparable authorities. 59% of these investigations do not lead to a conference. This is 6% higher than that seen in comparable authorities. We understand that this level of activity is indicative of a 'risk averse' culture that we are addressing by focusing on a strength based approach and looking for greater proportionality in our assessments. A thematic audit is due to be completed in May 2016 in to the high numbers of unsubstantiated investigations triggered by referrals from education professionals. Holding to the timescales for Initial Child Protection Conferences (ICPCs) had been adversely affected by the volumes of investigations that were being initiated every month and a general approach that saw the majority of investigations concluded very close to the 15 day deadline which in turn, left little space to cope with unforeseen issues when they arose.

	As at year end	Torbay Per 10K	Stat neigh per 10K	National Per 10K
2013/14	166	67	54	42
2014/15	151	61	55	43
2015/16	135	54		

*** based on local data

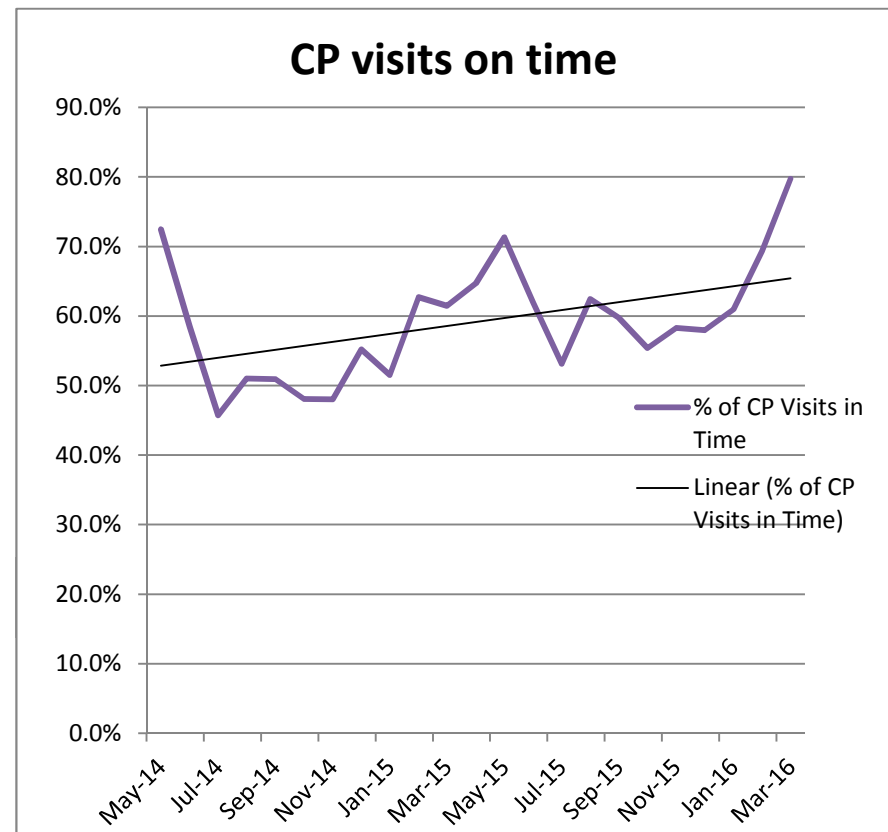
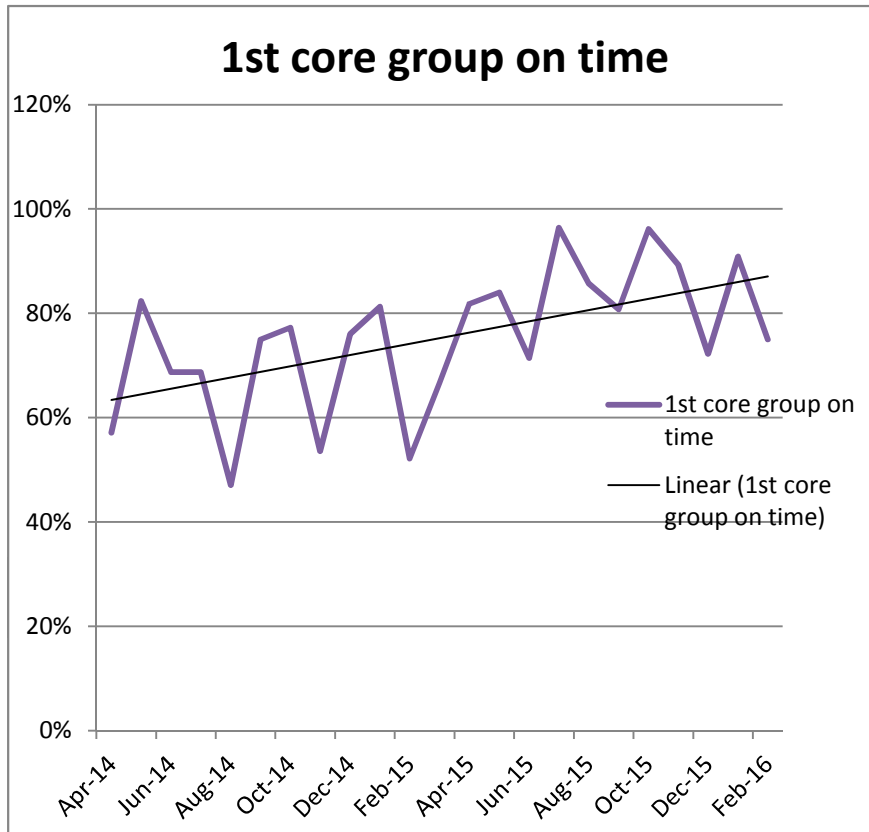


Torbay

2015/16	Q1	Q2	Q3	Q4
Emotional abuse	30.4%	38.5%	50.0%	54.1%
Neglect	54.0%	52.3%	42.9%	33.3%
Physical abuse	6.2%	3.9%	3.8%	8.9%
Sexual abuse	9.3%	5.1%	3.3%	3.7%

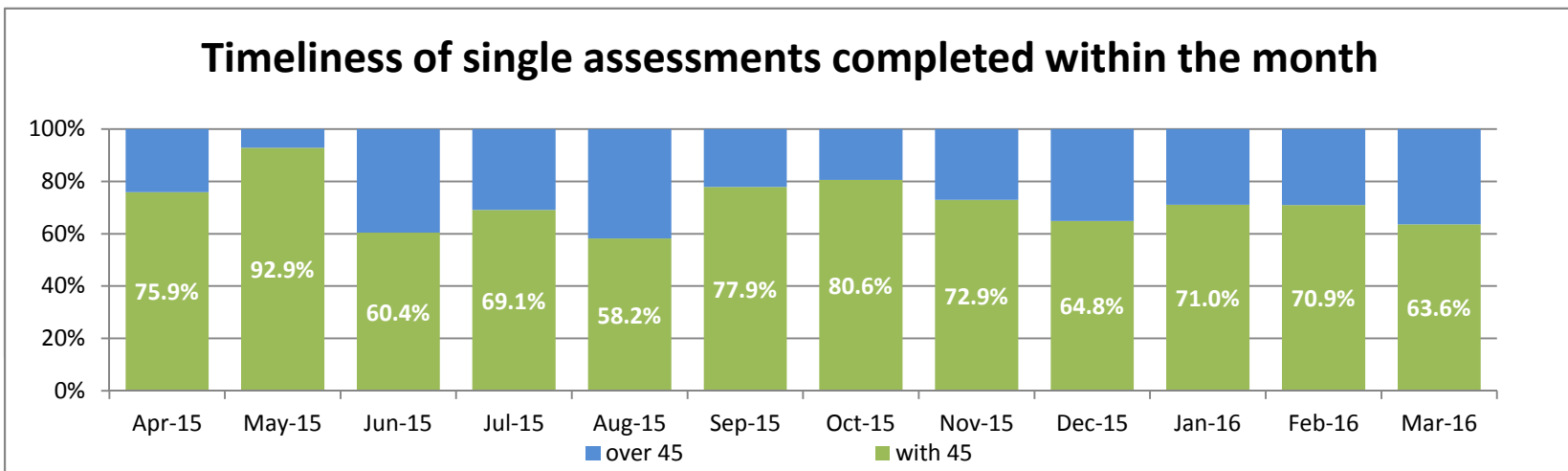
	Nat 2014/5	Stat N 2014/5
Emotional abuse	33.5%	23.1%
Neglect	44.7%	49.4%
Physical abuse	8.8%	7.3%
Sexual abuse	4.7%	6.1%
Multiple	8.3%	13.8%

Commentary: Over the last year the number of children on plans has fluctuated significantly. Increases recorded during quarter 2 last year have largely been turned around in quarter 3. The reasons for the relatively steep rise of short term CPPs in quarter 2 was closely scrutinised via a thematic audit which confirmed that thresholds were being appropriately applied and decision making on ceasing was also appropriate. In line with well rehearsed patterns seen nationally the audit also found that domestic violence and associated mental well being issues (especially with mothers) were the key precipitating factors for the plans being put in place.

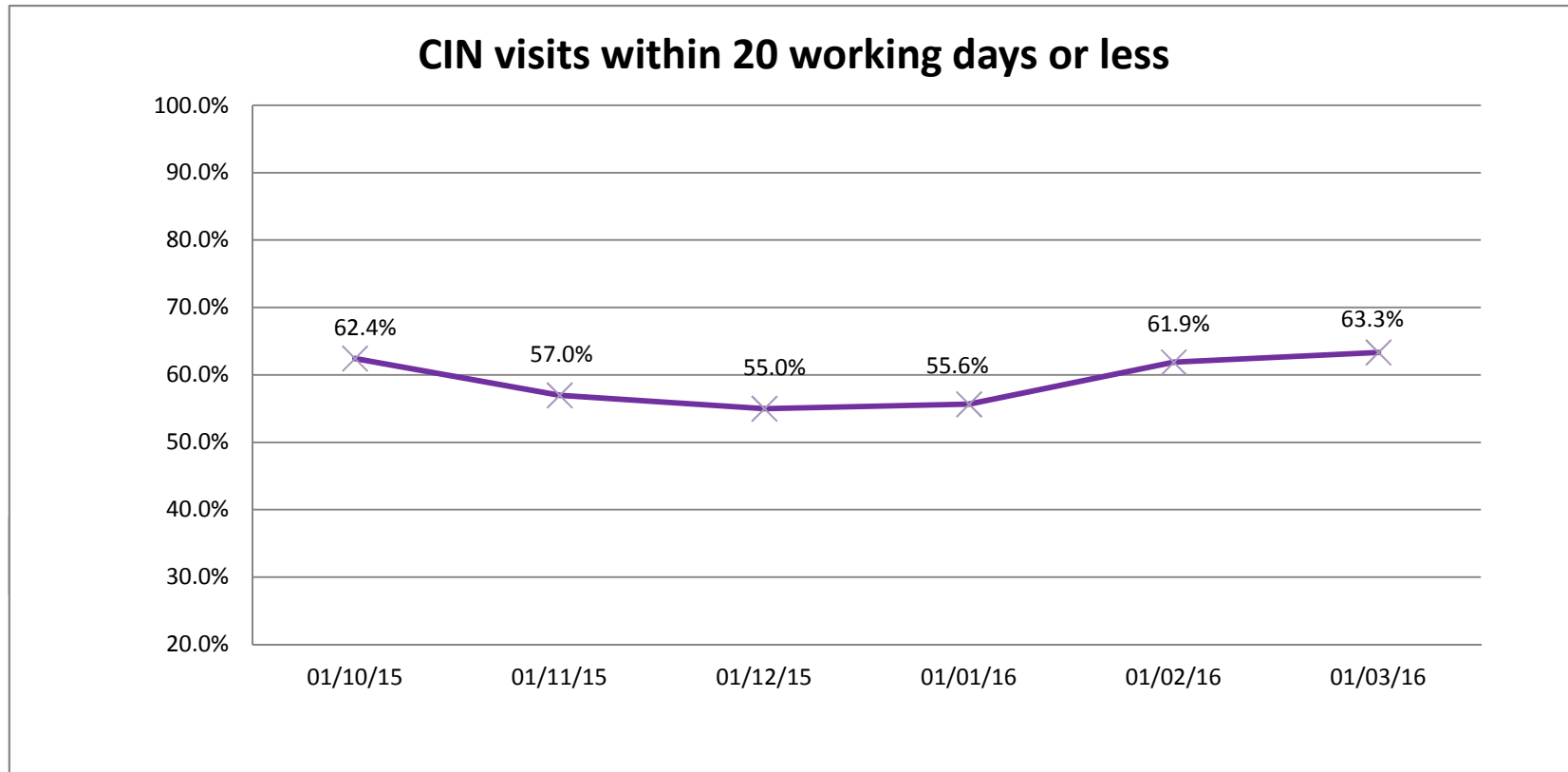


Commentary: Improving our monitoring and awareness of potential drift and delay began in November 2015 with the clarification of our practice standards across the child's journey. Revised practice standards for CP were issued in February 2016. We now expect that children subject to child protection are visited by their social worker at least once every 10 working days and that the first core group is held within 10 working days of the ICPC. Monitoring of these standards started in February shortly after the practice standard was issued. The level of compliance is improved 80% of the time, workers and managers are aware of the need for improvement on this.

	2014-15				2015-16
Timescales	Torbay	Stat neigh	National		Torbay
Within 20 days	55%	38%	39%		28%
21- 45 days	17%	41%	42%		45%
within 45 days	72%	79%	81%		73%
over 45 days	28%	21%	19%		27%



Commentary: A signs of safety based single assessment was introduced following the launch of the MASH in early 2015. It is our expectation that the majority of assessments are completed within 20 days. Managers are expected to clarify and agree the reasons for assessments that go beyond 20 days. Timeliness does vary across the child journey. For example, over the last year the Assessment team completed 82% of assessments (75% of all assessments) within 45 days where as the CP and CIN team completed only 55% on time.



Commentary: We are aware of the need to tighten up on how we manage and deliver our support to Children in Need. Revised practice standards for CIN case were issued in February 2016. We now expect that children in need cases are visited by their social worker at least once every 20 working days and that CIN meetings are held at least once every 4 week. Monitoring of these standards started in February shortly after the practice standard was issued. The level of compliance is only evident 60% of the time, workers and managers are aware of the need for improvement on this. Initial data indicates significant variation across teams.

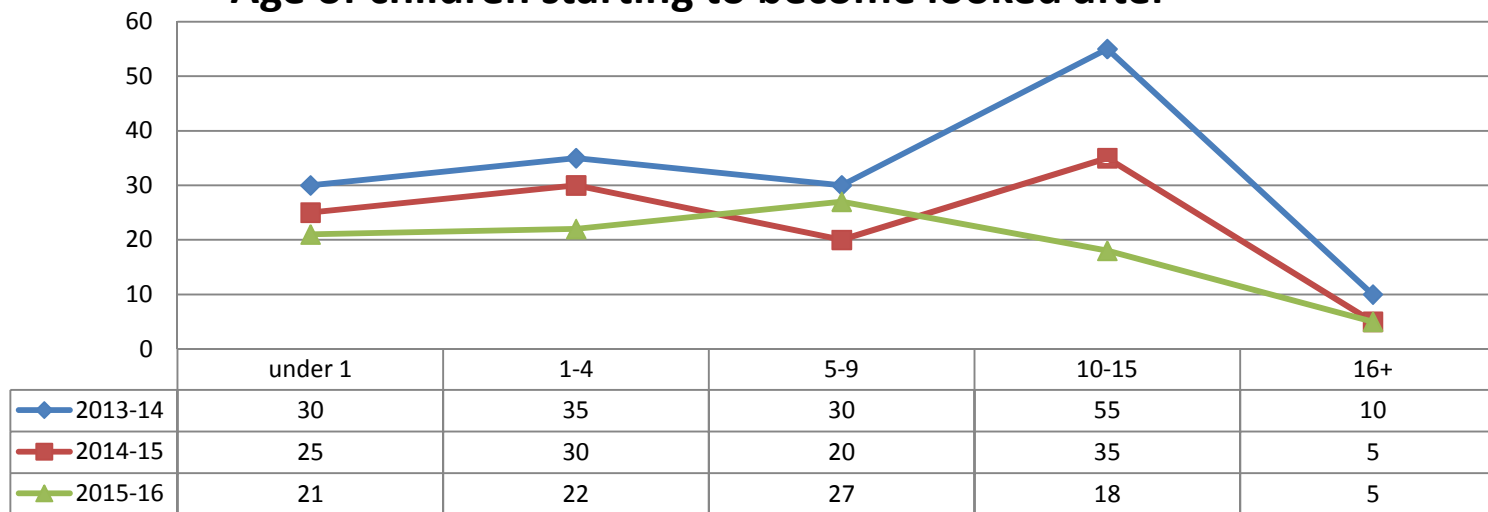
% of children becoming looked after by age

Children Looked after	2013-14	2014-15	2015-16	Stat Neigh 2014-15	National 2014-15
under 1	18%	21%	23%	23%	19%
1-4	22%	26%	23%	23%	19%
5-9	19%	18%	29%	17%	18%
10-15	33%	30%	20%	26%	29%
16+	7%	6%	5%	10%	16%

% legal status on entry

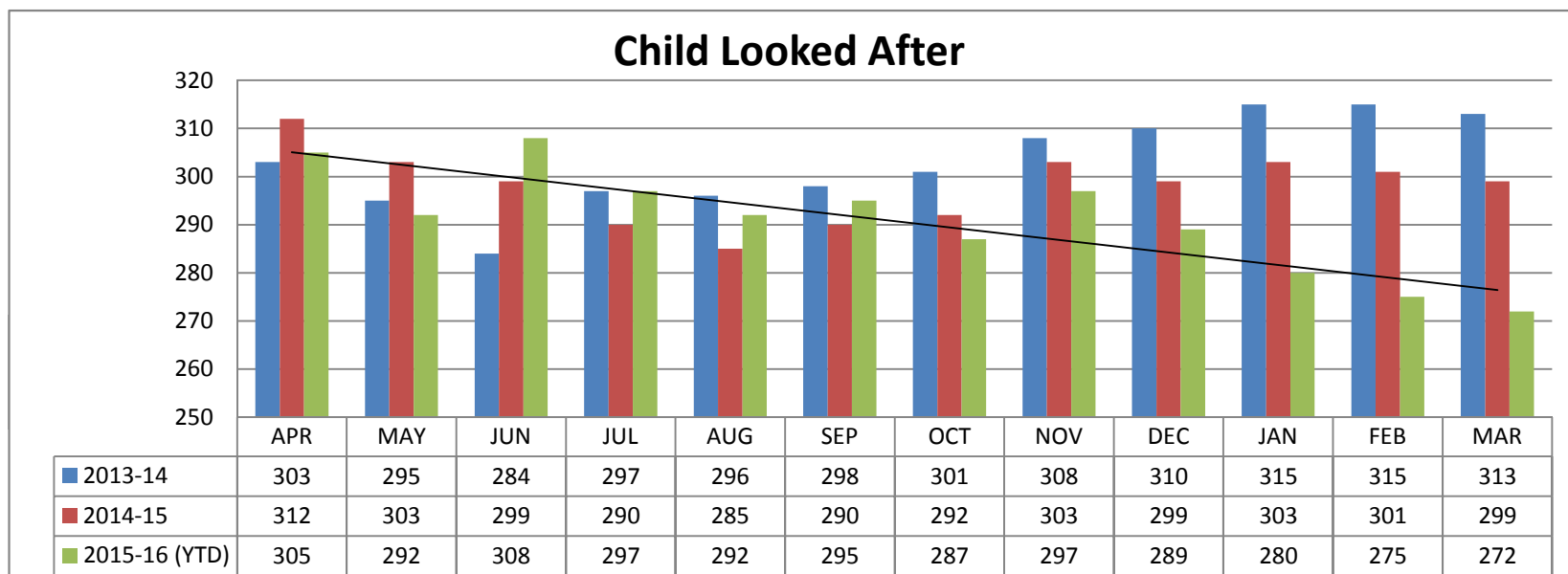
legal status on entry	Number	Torbay 2015-16	Stat Neigh 2014-15	National 2014-15
EPO	15	16.1%	12.7%	13.7%
PP	14	15.1%		
ICO	17	18.3%	23.5%	20.0%
SECT 20	44	47.3%	58.7%	62.1%
remand	1	1.1%	1.2%	3.0%
co	2	2.2%		1%

Age of children starting to become looked after



Commentary: After a period of change and flux in 2015, we are now back on track with a comprehensive approach aimed at shifting the practice culture surrounding who and how children become looked after. Children, who need to, still enter care but the cultural default position of seeking care in some circumstances is being challenged across the system. The impact of this change is most markedly demonstrated by an overall 30% fall in the numbers entering care compared to last year and a shift towards a younger age profile for our care entrants. For example, previously, children aged 10 + accounted for 40 % of all children entering care compared to this year where they make up only 23% of care entrants. Changing the culture has required that we take partners with us.

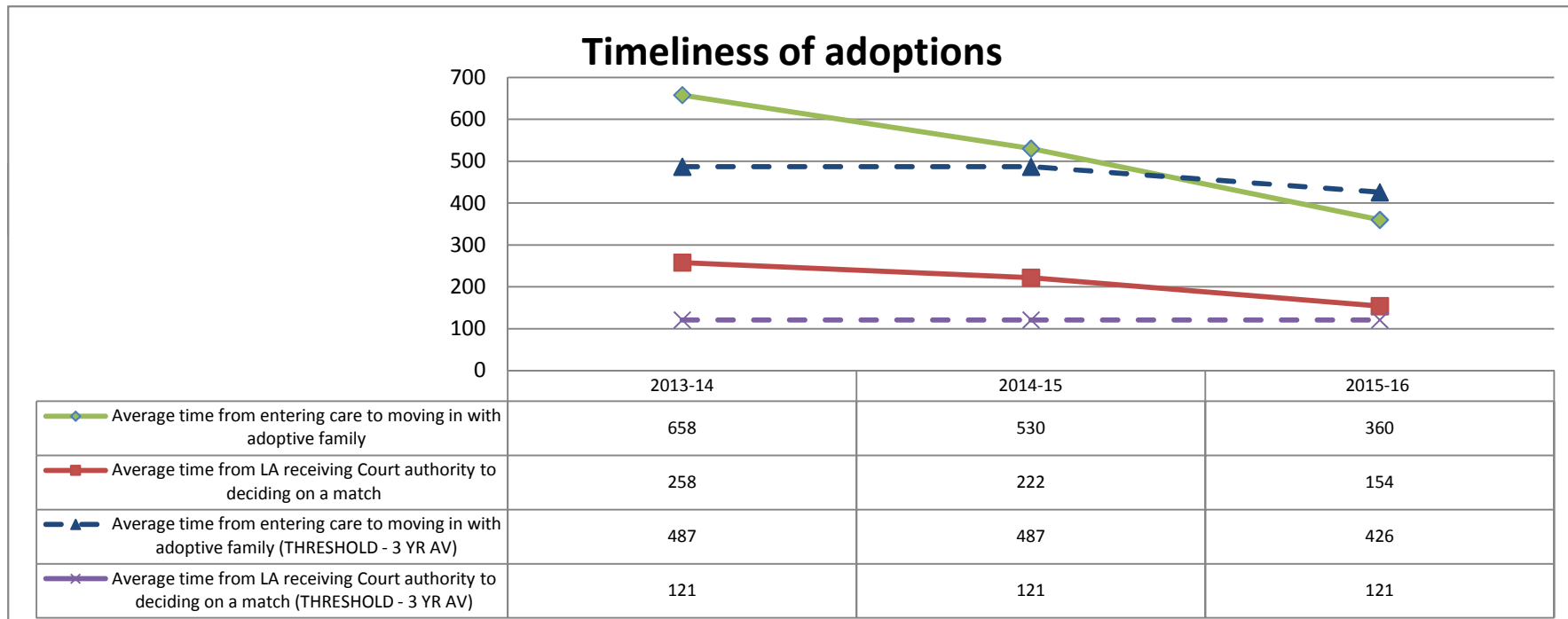
	Total	Torbay Per 10K	Stat neigh per 10K	National Per 10K
2013/14	313	126	76	60
2014/15	299	121	75	60
2015/16	272	108		



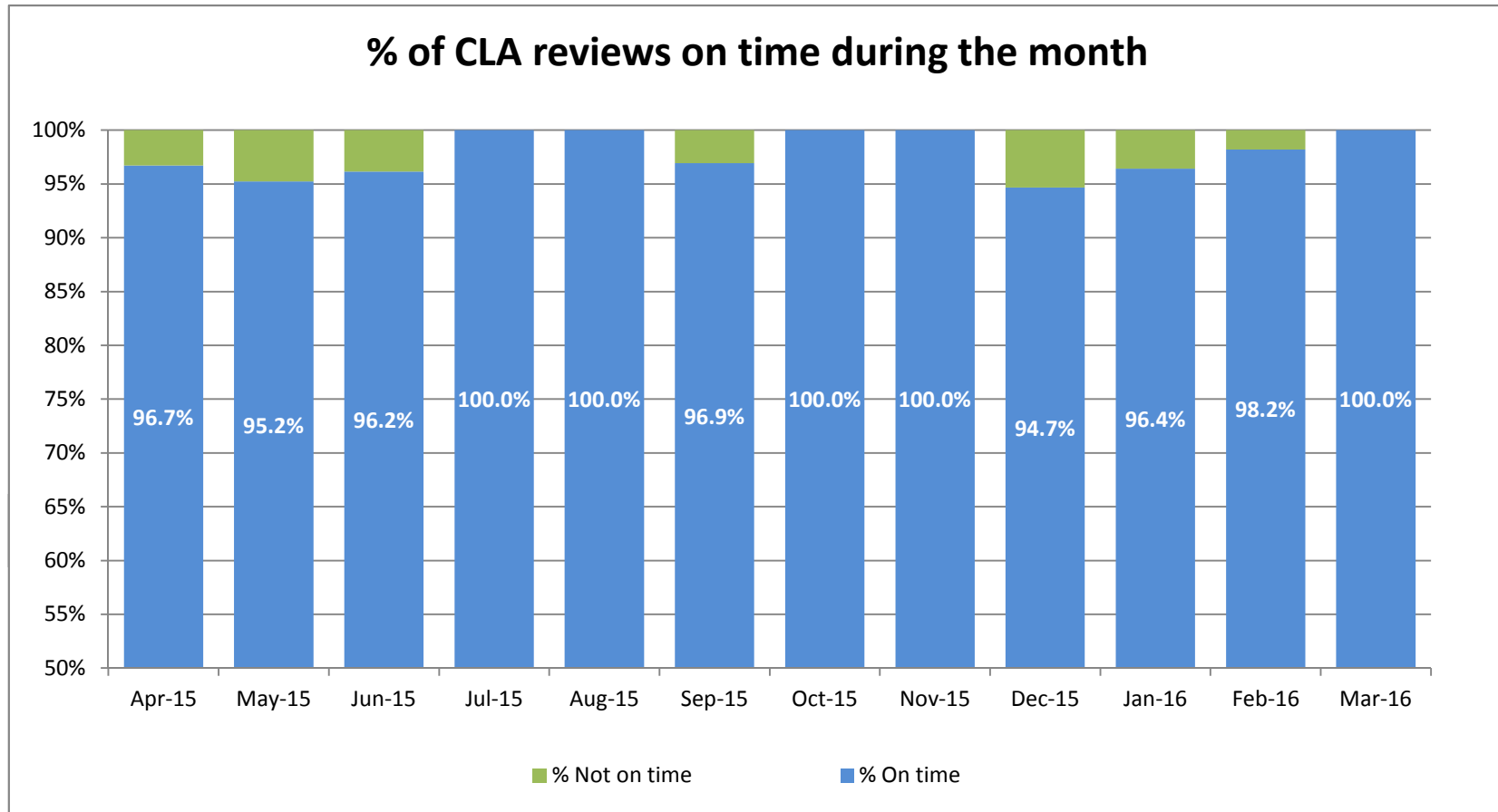
Commentary: The relatively high number of children looked in Torbay has been the subject of much analysis and challenge over the last 3 years. At present the number of children looked after, compared to the population as a whole, is within the top 10 of all LAs. This year will see CLA numbers fall by just less than 10% compared to the previous year but the number still in care are greater than that seen in similar authorities. The decreases seen this year are directly linked to a comprehensive approach aimed at shifting the practice culture surrounding who and how children become looked after and the ongoing delivery of a number of existing initiatives to improve local sufficiency and choice. The existing improvements include sustaining the quality and amount of in-house fostering to the levels seen in higher performing authorities; the creation of in-house parent and child capacity; and sustaining the volume of timely adoptions.

% of children becoming looked after by age

Adoption	2013-14	2014-15	2015-16	Threshold 2012-15	National Av 2012-15
Average time from entering care to moving in with adoptive family	658	530	360	487	593
Average time from LA receiving Court authority to deciding on a match	258	222	154	121	223
% children waiting less than 18 months to moving in with adoptive family	42%	53%	86%	n/a	47%
Number Adopted	26	19	28	n/a	n/a



Commentary: After historically being in intervention for Adoption in 2012 we have successfully recovered the service and year on year have improved the timeliness of adoption. This year saw the best number of adoptions and the best levels of timeliness we as an Adoption Agency have achieved.



Commentary: There is a clear and consistent compliance with the expectations regarding the timeliness of review. Attention is focusing on improving the quality and extent of young people's engagement in their CLA reviews. We intended to establish a step change in this via the rollout of the Mind Of My Own application which will start in April. The application has been positively noted in several Ofsted inspections as enabling the greater engagement of children and young people.

Measure 17 Staffing vacancy and agency levels

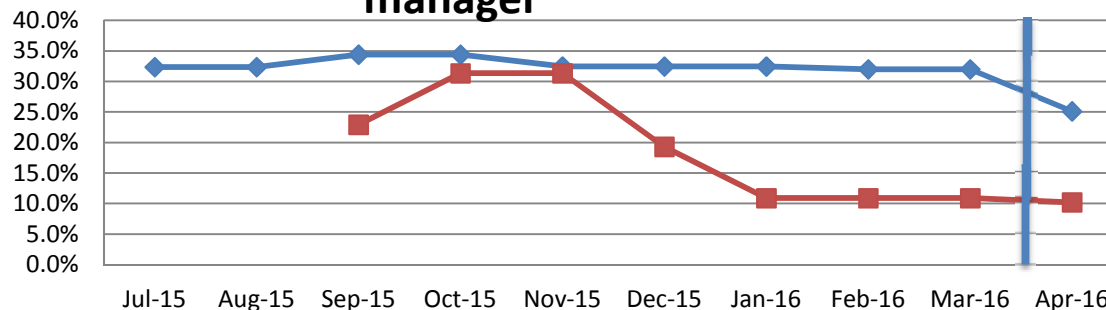
Overall Vacancy rates SW, Snr P & Team Manager

	Torbay % vacant	Stat neigh % vacant	National % vacant
2013/14	8.8%	7.4%	14.90%
2014/15	18.4%	11.4%	17.1%
2015/16	28.7%		

Agency

	Torbay % agency	Stat neigh % agency	National % agency
2013/14	17.7%	9.9%	14.9%
2014/15	18.4%	11.9%	15.5%
2015/16	24.3%		

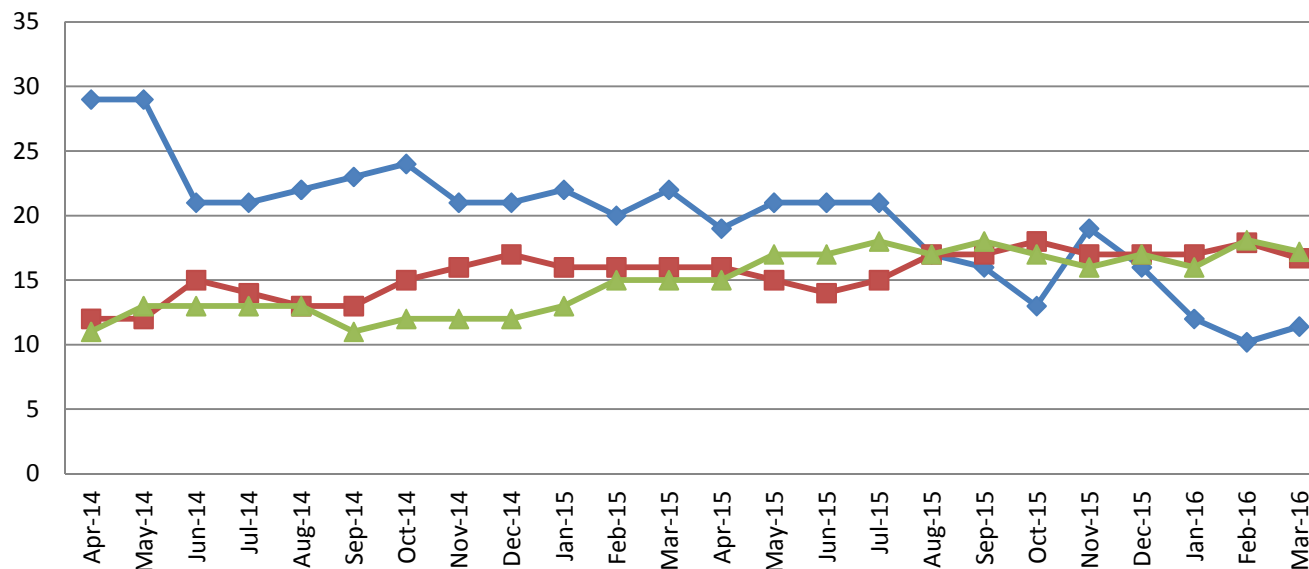
Vacancy rates - social care case holding staff and 1st tier manager



	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16
◆ Social workers and Senior Practitioners/Assistant Mngr/Adv SW	32.4%	32.4%	34.4%	34.4%	32.5%	32.5%	32.5%	32.0%	32.0%	25.1%
■ Team Manager			22.9%	31.3%	31.3%	19.3%	10.9%	10.9%	10.9%	10.2%

Commentary: By April 2016 the first phase of recruitment will be underway on a new social work career structure. The new career structure has been developed in direct response to social worker calls for it and the potential it gives us to retain skilled staff in both direct work roles and management roles. We will continue our regional work to improve the overall management of the agency market and our work internally to reduce our reliance on it. Our monetary and employment package is kept under review but at present we know that it is locally competitive. However if circumstances change we are prepared to adapt. For example if the national campaign to recruit to our new career structure in April is not a success we will critically review our approach and offer.

Caseloads Per FTE



	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16
Assessment service	29	29	21	21	22	23	24	21	21	22	20	22	19	21	21	21	17	16	13	19	16	12	10	11
Safeguarding and Family Support Service	12	12	15	14	13	13	15	16	17	16	16	16	16	15	14	15	17	17	18	17	17	17	18	17
CLA Service	11	13	13	13	13	11	12	12	12	13	15	15	15	17	17	18	17	18	17	16	17	16	18	17

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