

Ofsted KPI's Performance Monitoring Report

Child Protection

RED - % of ICPC's undertaken within 15 days.

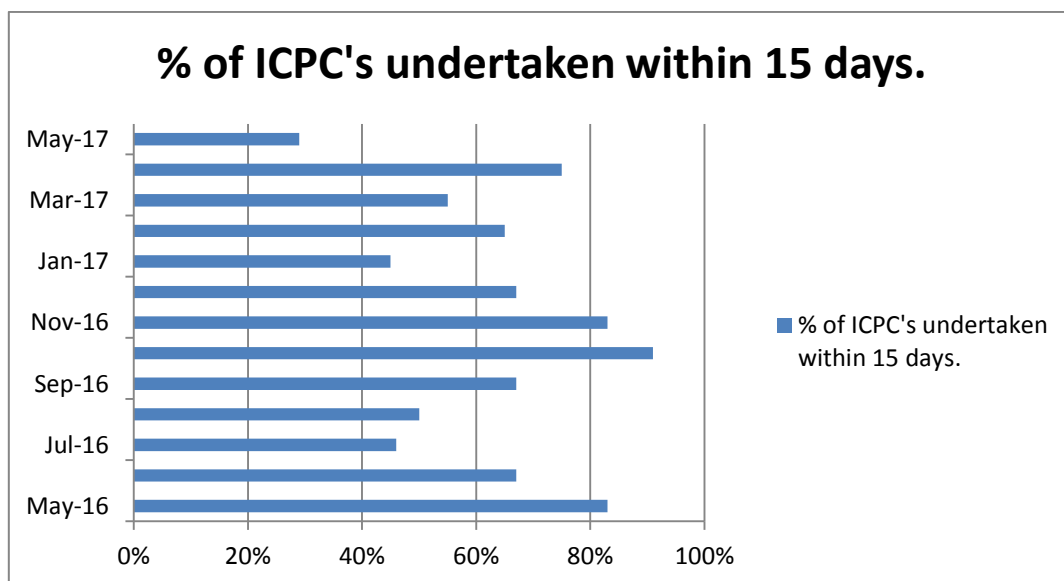
GREEN – Number of CP Plans.

There are currently 271 active child protection plans in Havering, which is the lowest we have seen since July 2016. This is encouraging as one aim of the Face-to-Face Vision is to reduce the number of children becoming subject to statutory intervention. Greater scrutiny is now in place within the assessment team with every case being subject to a 10 day review, which contributes to a lower number of CP plans. The management team (Group Managers and Team Managers) has been stable in ISS for the last 6 months which could also attribute to consistent management oversight.

The timescale of CP visits are monitored by the service using a report which is provided independently of the monthly performance pack. Between 15/05/2017 and 31/05/17 an average of 67% of CP visits in ISS were undertaken within timescale (15 working days). Management oversight is in place with regards to monitoring visit timescales through the fortnightly reports provided by the performance team.

One concerning KPI is the percentage of ICPC's held within 15 days, which is currently at 29%. Our target is 90% and last month we were at 75%. The safeguarding service has been an IRO short for the last 11 weeks which will have impacted upon the capacity of the service. A new Group Manager commenced with the SSSU on 19th June and work is on-going to recruit to the vacant IRO post.

We can see from the below table that we noticed a downturn in this KPI in the summer of last year which picked up over the third quarter and then dipped again at the beginning of 2017.



We need to investigate if there are wider issues within the service contributing to the quite significant downturn of ICPC's within timescale. It is possible that one reason

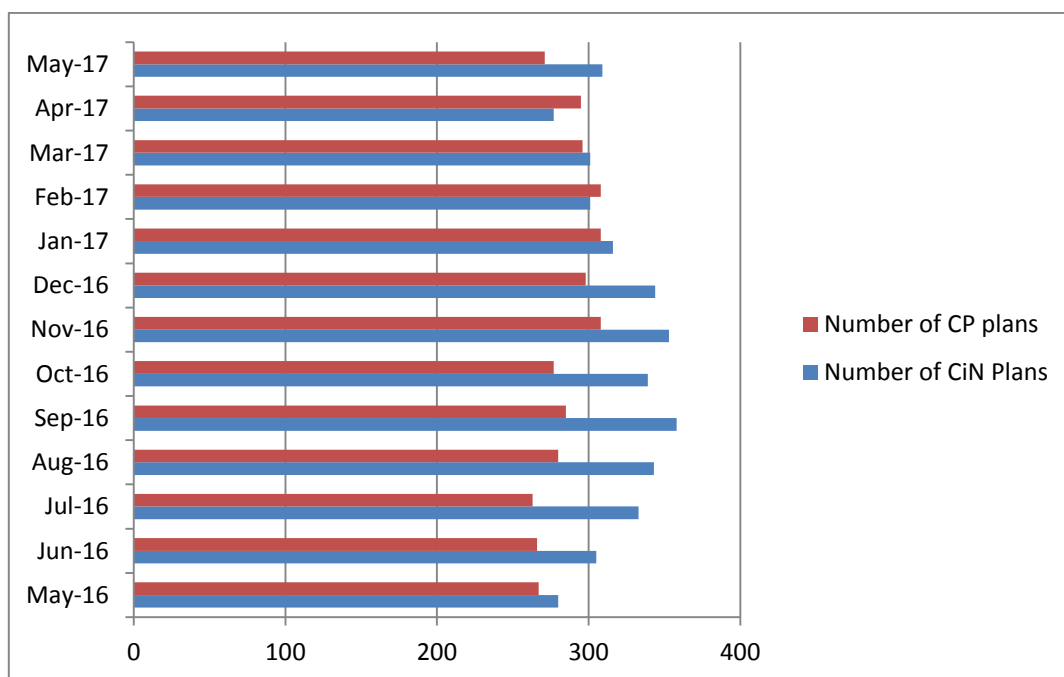
for the issue is to do with inconsistent recording on the case management system. There is a plan in place to undertake some improvement work within ISS so we can drill down into the cause of this and other issues and work to rectify and monitor them.

Children in Need

GREEN – Number of CiN Plans - 309

AMBER - % of return home interviews completed with 72 hours (82% this month, 70% YTD)

As would be expected with a decrease in CP cases, our CiN numbers increased last month to 309, although still lower than the average for last year (321). This KPI is also currently lower than the indicated threshold of 320, which is positive. The below table highlights the trends we saw last year with regards to CiN cases and the correlation with the number of CP plans. We can see that from the beginning of this year that the ratio between our CiN and CP numbers was very similar however we aim to see a continuation of the lower CP and higher CiN numbers going forward.



With an increased amount of CiN cases, we need to ensure that there is a strong oversight of the length of the plans to ensure that cases do not encounter drift or delay. The new proposed high level KPI report will include a KPI looking at the average length of our CiN plans. Currently only 13% of CiN plans have been active for more than 12 months.

Going forward, over the summer of 2016 we saw a peak in the number of No Recourse to Public Funds cases in the service so it is worth being cautious as this trend may repeat. As stated, we expect the number of CiN cases to increase in the

next quarter as work continues to reduce the number of CP and LAC within the service.

It is worth noting that there was a positive increase in the percentage of Return Home Interviews completed within 72 hours last month, however this is rated as Amber as the YTD figure is still below target. If the same rate of improvement continues to next month then this will become green.

Looked after Children (LAC)

RED – Number of LAC - 255

AMBER - % of LAC placed outside the borough – 50%

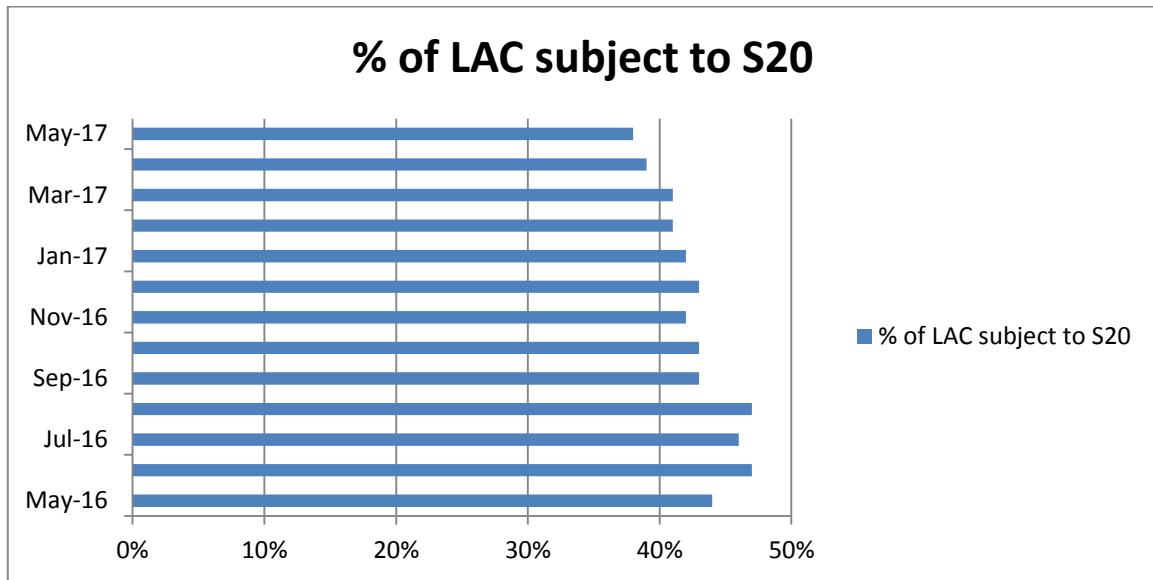
AMBER - % of LAC placed more than 20 miles away from their home address – 15.5%

AMBER - % of LAC who cease to be looked after as a result of permanency (adoption or SGO) – 5.6%

As of 31/05/2017 we have 255 Looked after Children, which is our highest to date. The population of 16-17 year olds in our LAC cohort has increased from 27% to 31% however we expect to see this decline as they reach the age for Leaving Care services. This will potentially contribute to a downturn of our LAC numbers, assuming demand does not increase within other cohorts.

A lot of scrutiny has been given to LAC cases by an independent auditor and the Head of Service for ISS, consequently our S20 rate is 38%, which is the lowest percentage to date. 55% of our LAC are subject to full care orders or interim care orders. Greater expectation with regards to permanency planning is being embedded throughout the service which we would expect to have a continued positive impact upon the level of S20 cases within the service.

We can see from the below table that June, July and August 2016 saw the highest percentages of LAC subject to S20 of the year (47%) which coincides with the school summer break. Although a lot of scrutiny has been given to S20 cases it is important to ensure this momentum remains over the summer and beyond.



Work is being undertaken in conjunction with the service to certify the criteria of the Families Together team and help them identify what success looks like for them. By determining this we will have a clearer understanding of the potential impact they could have upon the reducing our numbers of LAC.

Placements

AMBER - % of LAC placed more than 20 miles away from their home address

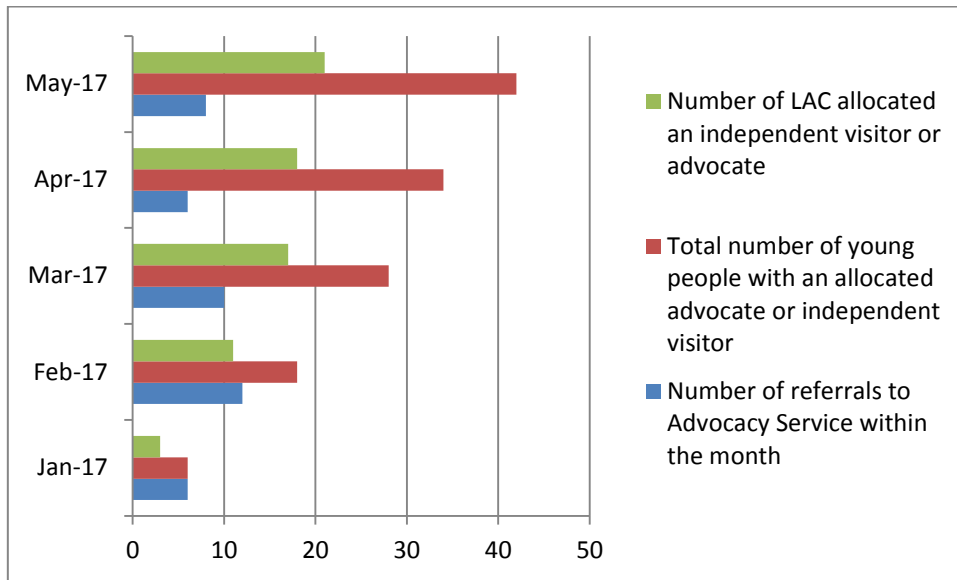
AMBER - % of LAC placed outside the borough

As of 31/05/17 15.5% of our LAC are placed more than 20 miles away from their home address. Although this compares favourably against the figures from the same point last year (16.1%) there is still some work to do to achieve our target of 10%.

Face-to-Face Pathways addresses our in-care offer and we expect the reform to result in us having an in-house offer for LAC who may otherwise have been placed further away in order to find a placement to respond to their needs. The current plan is have 4 carers in place by the end of the financial year so we should expect to see a decrease in this KPI in the last 2 quarters of this year.

Advocacy

It is encouraging to see that the number of young people who are working with an advocate is increasing month on month. As of 31/05/2017 8% of our LAC population are allocated an advocate and 50% of the children/young people allocated an advocate are LAC.



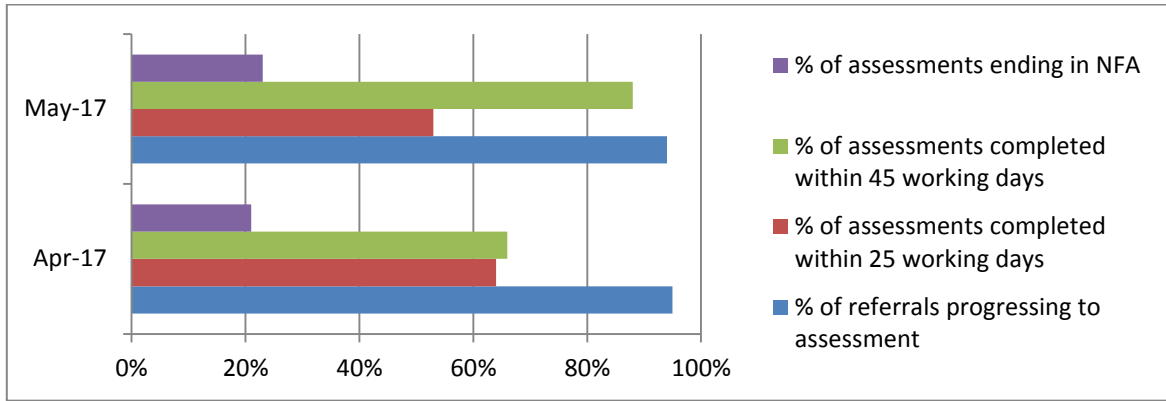
We need the board to consider if it is appropriate for us to have a target for this KPI? Do we have any expectations as to how many young people we would expect to have an advocate, or how what % of our LAC population should receive support from an advocate?

Front Door/Early Help

The majority of the contacts coming through the front door are being responded to by MASH, with 8% of cases being allocated for Early Help intervention from the front door. This suggests that a higher proportion of cases progressing to Early Help from MASH are signposted to other services within the community. So far this year 25 cases have been accepted by Early Help as a step down from statutory services.

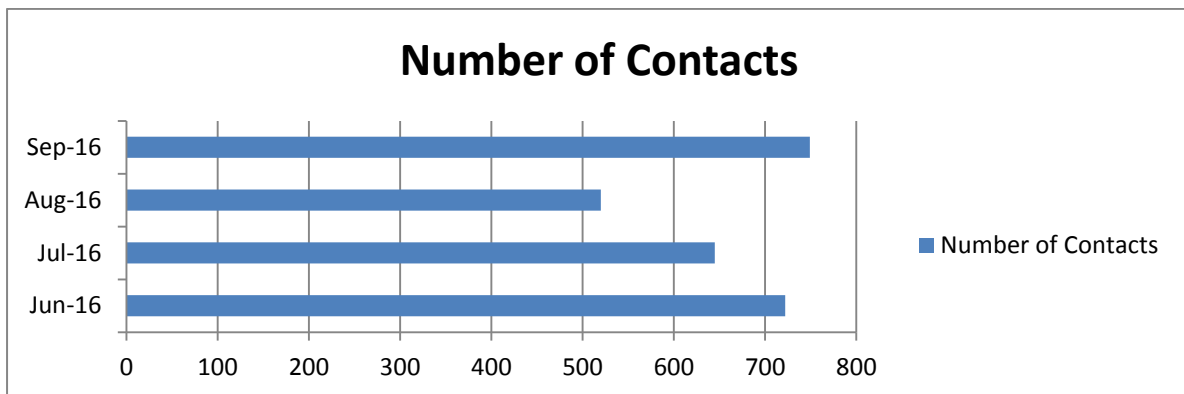
The percentage of contacts which are NFA'd is still higher than the threshold, although this has dropped this month. There are also a relatively high percentage of contacts with a Blue rating, although this has also dropped this month. This data is monitored weekly through performance reporting provided to the team by Business Support.

The KPI's relating to assessment timescales are all green (see data report, appendix a) which suggests our timeliness with regards to delivery of services has continued to improve (see table below). The percentage of assessments ending in NFA is 22% YTD compared to 48% at this point last year which is a significant improvement.



A 10 day review process is now embedded within the Assessment Team which means that the majority of cases should have clear direction within this time frame. The Group Manager has also been conducting quarterly audits of 10 cases within MASH & Assessment to assess the timeliness and appropriateness of the services provided and feeding the learning back into the service.

We often see a spike in front door activity before and after the school summer break, as we can from the data for last year (below), which is worth bearing in mind for next quarter.



Next Quarter

Next Steps/Actions	Outcome	Who	Timescale
Revision of performance pack	Greater connectivity of the performance data that is collated across all areas of the service to create one overall picture.	SH and performance team	July/August.
Implement regular meetings with HoS to review performance data and identify trends/areas of risk.	Performance data is used to predict and inform rather than rectify issues that have already occurred.	SH	From July.
The introduction of Power BI	Greater access to performance data across the service.	AO/SH and Policy & Performance	?
Commence improvement work in ISS	Identify issues/areas of improvement, devise plan of action for implementation and tracking	SH/AO	From July – End date TBC