

Appendix 2 - Key Performance Indicators Summary

Indicator	Target 2020-21	Year-end outturn	Direction of travel (compared to this point last year)	Service narrative and action
Contacts, Referrals and Assessments				
<u>% of Contacts progressing to Early Help</u>	30.0%	28.5%	↑	<p>The number of contacts received in to MASH has remained similar to the same period last year. However, the percentage of contacts progressing to Early Help is down 3.1% compared with 2019/20. An Early Help worker is based in the Multi Agency Safeguarding Hub (MASH) to support and improve the identification of cases that would benefit from Early Help intervention: this is a relatively recent process and the expectation is that referrals to Early Help will increase as this becomes embedded. The data captures contacts that convert to Early Help assessments and does not include contacts that progress to Early Help Universal Plus services, and this is an area that has seen an increase in referrals. The Head of Service for MASH and Early Help will work closely with the Performance team over the next financial year to improve the way in which Early Help activity is captured and reported on.</p> <p>There has been an overall increase in cases progressing to any form of assessment (by either Social Care or Early Help).</p>
<u>% of referrals to Children's Social Care progressing to assessment</u>	90.0%	93.0%	↑	<p>The conversion rate from referral to assessment has increased by 6.5 percentage points over this year in comparison to 2019/20, with 93% of referrals from MASH converting to a statutory assessment. This improvement has been achieved through the Group Manager holding strong oversight of cases referred that do not convert to an assessment. All these cases are reviewed at the fortnightly threshold meeting held between MASH and Assessment managers. This process has supported decision makers to align thresholds across the service to ensure consistent and appropriate threshold decision making.</p> <p>Domestic abuse remains the most prevalent reason for contacts received into MASH over this financial year. The impact of the COVID pandemic on families has meant that contacts to request support in relation to Child Behaviour is the second highest reason for contact and Parental Mental Health third. Contacts received in relation to neglect have decreased slightly during this year; with the hypothesis being that children have been less visible and neglect therefore not identified as would ordinarily be the case. We do anticipate an increase in neglect referrals as restrictions ease and opportunities to monitor children over time increases. These trends continue to be a focus for exploration through the local safeguarding partnership.</p>
<u>% of assessments completed within 45 working days</u>	85.0%	85.0%	↑	<p>The timeliness of single assessments has fluctuated over this financial year, however the target of 85% being completed within the statutory 45 day timescale was achieved. This is despite the additional pressures of the impact of COVID on the workforce and an increase of assessments completed in in year compared to the previous year: in 2019/20, a total of 2,371 assessments were completed and during 2020/21, 3,073 assessments were completed, which is an increase of 702 assessments. Throughout the COVID restrictions social workers have continued to see families face-to-face as part of the assessment and there is a focus within the service on further strengthening assessments through on-going feedback from managers to social workers. The Group Manager in Assessment is working to improve the percentage of assessments that are completed in 10 days and 25 days and there is evidence that the 25 day timescale is improving month on month. This will lead to a significant and sustainable improvement in the percentage of assessments completed within statutory timescales and the target for next financial year will be increased to 90%.</p>

Indicator	Target 2020-21	Year-end outturn	Direction of travel (compared to this point last year)	Service narrative and action
Child Protection				
<u>% of Initial Child Protection conferences held within 15 days</u>	85.0%	85.0%	↑	There was a drop in performance during December and January, which was reviewed by the service, and performance has since recovered during February and March resulting in us achieving the year end target. Despite the added pressures brought upon the service due to the COVID pandemic, during 2020/21 performance has generally remained comfortably above target, with 100% of conferences being held within 15 days in 6 out of the 12 months of this year. Based on the latest available benchmarking data, we are also performing better than all of our comparator groups. The improved performance in this area is a result of closer working between SSSU and the social work teams to ensure early notification of a conference needing to be convened. Remote working during COVID-19 and the use of virtual conferences has also had the benefit of increasing availability of Conference Chairs.
<u>% of children and young people de-registered from a Child Protection Plan whose plan lasted less than 3 months</u>	10.0%	10.5%	↓	During 2020/21 we saw 133 CP plans ending, and of those, 14 children (10.5%) were de-registered from a plan that had lasted less than 3 months. The service has reviewed the reasons for all cases that have closed within this timescale. This found that in 14 cases, each met the threshold for CP plan at the initial conference, and changes in the family circumstances provided the necessary safeguarding to discontinue the CP plans.
<u>% of children and young people de-registered from a Child Protection Plan whose plan lasted more than 2 years</u>	5.0%	0.0%	↓	No children were de-registered from a CPP during 2020/21 whose plan lasted more than 2 years, which means we have comfortably met the year end target. However, there are currently 3 children from 1 family who have been subject to CP plans with a durations of 2 years or more. Due to the level of concern, these cases were presented to the court where Interim Supervision Orders were granted for all 3 children. The service will continue to offer a high package of support and assess progress. All CP plans with a duration over 15 months are being reviewed by a panel of managers to provide robust scrutiny and challenge.
<u>% of children becoming subject of child protection plan for second / subsequent time within two years</u>	12.0%	4.1%	↓	The percentage of repeat plans fluctuated during the first half of the year, partly because the number of plans commencing in general was low. 8 children from 3 families have been the subject of two or more CP plans during 2020/21. Current CP plans are focused, with appropriate services working with families. Despite the high activity at the beginning of this period, we have achieved our year end target, and the latest available benchmarking shows that our percentage of repeat plans 'ever' (slightly different to the 2 year measure) is better than the England average and similar to London.

Indicator	Target 2020-21	Year-end outturn	Direction of travel (compared to this point last year)	Service narrative and action
Looked After Children				
<u>% of looked after children with three or more placements during year</u>	10.0%	11.7%	↓	There was a sharp increase in placement moves during 2019/20 for this cohort of young people, the majority of whom are teenagers with complex needs and some challenging behaviours. There has been improvement during 2020/21 when compared to last year; however with some young people not observing the social distancing measures put in place due to the pandemic, a number of placement moves have been authorised in order to ensure safety for young people, and the protection of carers who needed to self-isolate or shield. Sufficiency and placement choice has also been negatively impacted by the pandemic, when this was already a challenge in Havering and nationally.
<u>% of LAC aged under 16 who had been looked after continuously for at least 2.5 years who were living in the same placement for at least 2 years, or are placed for adoption and their adoption and their adoptive placement together with their previous placement</u>	70.0%	57.5%	↓	The percentage of LAC aged under 16 who have been looked after continuously for at least 2.5 years and living in the same placement for at least 2 years has remained relatively stable throughout 2020/21, but is lower than previous years and our locally set target, and now below the London average. There have been a number of initiatives implemented in response to this: In addition to the systemic training offer that has been developed for carers with adolescents, fortnightly placement stability meetings are taking place to consider all children/young people who are moving to their 2nd placement. This is to identify individual triggers and patterns at an early stage and provide a robust approach to support, before challenges are experienced.
<u>% of looked after children at 31 March placed outside LA boundary and more than 20 miles from where they used to live</u>	14.0%	16.0%	↓	The number of children being placed more than 20 miles from their home address stabilised during the third quarter but has since increased during quarter four, and currently accounts for 33 children - 16% of our looked after population at 31st March. A high proportion (39%) of the 20 mile+ cohort are placed in the neighbouring local authority areas of Essex and Redbridge. Looking at placement types for this cohort, a relatively high proportion (52%) are with agency foster carers, half of which are long term ratified placements including adoption, and where moves are planned and assessed to be in the child/ren's best interests.
<u>% of looked after children who contributed their views to a statutory review</u>	98.0%	98.4%	→	As at the end of March, 98.4% of eligible looked after children contributed to their last statutory review meaning we have achieved the year end target; however, we have seen this figure fluctuate throughout this year. IROs rely on face to face contact with children to acquire their feedback and views on the CLA review and plan, and due to COVID-19, this has not always been possible, with virtual reviews and the dependence on technology creating a barrier to communicating with some children. There are some cases where there was participation but the minutes had not been completed on the system due to the Care Plan not being completed at the time of reporting. Other young people are less inclined to join their LAC reviews via Skype and in some cases, refusing to be part of the meeting or hanging up the phone, and in a small number of cases children were missing from their placement at the time of the review. The Independent Reviewing service will consider using advocates and other facilitative mediums to ensure that children's views are captured.
<u>% of looked after young people of school age with an up to date Personal Education Plan</u>	95.0%	100.0%	↑	At 31st March, 100% of PEPs were recorded as up to date, exceeding the year end target of 95%. This KPI is now based on a termly cumulative reporting method which gives a more realistic view of PEP completion, as opposed to monthly reporting. (End of term is December, March and July each year and should be used as the point of reference for this KPI). Social Workers and Designated Teachers are encouraged (at PEP training opportunities regularly offered by the Virtual School) to avoid holding PEPs very near to the end of term to allow sufficient time for each PEP to be fully recorded on ePEP and signed off by the Virtual School before the end of the term. PEP data is reviewed with the team weekly and with ISS on a monthly basis to follow up on incomplete PEPs. PEPs should be completed by the Social Worker and the Designated Teacher.
<u>% of all looked after young people of school age with an up to date medical (annual)</u>	95.0%	95%	→	Performance remained very strong throughout this quarter, meeting all year end targets across both the school age and below school age cohorts. COVID-19 has restricted the completion of face to face medicals and during the year, the primary focus was making phone calls to assess children and young people who: <ul style="list-style-type: none"> • have known underlying health conditions that place them in the vulnerable categories; • were reported to have contracted the virus or were living in a fostering household where someone was reported as having symptoms; • have had missing episodes; or • are pregnant.
<u>% of all looked after young people below school age with a medical within the last 6 months (6 monthly)</u>	92.0%	100.0%	↑	Review health assessments (RHAs) in borough have still been taking place (remotely) during the lockdown and we have observed a quicker response to RHAs being completed by other LAs (for children who live / attend school out of borough).
<u>% of all looked after young people with an up to date medical</u>	93.0%	95.1%	→	Monthly meetings are taking place where Health and Children's Services professionals discuss case issues, review progress and highlight blockages at an operational level. The LAC Nurse service is also starting to review young people's care plans every 3 months. The jointly funded (by NHS and Children's Services) Business Support Officer post continues to reduce delay in the administration of LAC medicals. All paperwork for RHAs is now sent out 3 months in advance, which is working well.

Indicator	Target 2020-21	Year-end outturn	Direction of travel (compared to this point last year)	Service narrative and action
Fostering and Adoption				
<u>Average time between court decision and child being matched with prospective adopters (days) for children who have been adopted</u>	121	108	↓	There have been 4 adoption orders granted during 2020/21, and a further 3 children placed with their prospective adoptive families, with two of these children having entered care less than 14 months ago.
<u>% Children who wait less than 14 months between entering care and moving in with their adopting family</u>	30.0%	37.5%	↑	The three children who are placed but not adopted have applications to adopt filed, two of which pre-date ALE. Both took approximately 3 months from Placement Order to placement and both filed approximately 3 months after placement but in both cases court timescales were excessive prior to lockdown and have been further delayed as a result, with one case finally heard in late June. One of the children (an older, BAME child) has complex needs and developmental delay. A placement was identified within 12 months and an application was made for adoption in June. This single placement has had a considerable negative effect on timeliness overall.
<u>Average time between a child entering care and moving in with their adoptive family for children who have been adopted (in days)</u>	426	391	↓	
<u>% of looked after children who ceased to be looked after who were adopted</u>	8.0%	3.6%	↓	The primary cause of delay in adoption orders has been delays in court processes. ALE will continue to work with courts to progress and chase Adoption Order hearings.
<u>% of looked after children who ceased to be looked after as a result of a special guardianship order</u>	8.0%	7.2%	↑	Please see comments above in respect of children in the adoption process. It was difficult to project the number of SGOs that were likely to be made this financial year as this is heavily influenced by court outcomes and family engagement with the process. The number of cases within the court arena has reduced due to COVID-19; however, the SGO team will continue to work with private and public law cases to support permanency within the family.
<u>% of looked after children who ceased to be looked after as a result of permanency (Adoption and Special Guardianship Order)</u>	16.0%	10.8%	↓	
<u>% of LAC placed in LBH foster care</u>	45.0%	41.3%	↓	<p>The percentage of LAC placed with in-house carers dipped during quarter four but remained within the target tolerance level. This is reflective of former LAC remaining in placements post 18 (Staying Put) which impacts on the carers' capacity to support other LAC. Increased support to in-house foster carers means they are more confident to take on placements, including sibling groups.</p> <p>We continue to monitor the impact of COVID 19 on fostering households and their overall capacity to take and sustain placements. The service has experienced two foster carer deaths due to COVID 19 (with another carer in ICU in critical condition) and some of the older carers remain cautious about taking on new placements, despite the easing of lockdown arrangements and access to the COVID 19 vaccination programme.</p> <p>There were also 3 de-registrations during November: one due to a change in personal circumstances, one previous connected persons foster carer received an SGO, and one foster carer resigned to pursue an adoption application, plus an additional three de-registrations in March due to Standards of Care concerns.</p>
<u>Total number of in-house foster carers</u>	80	81	↑	The year end targets have been achieved in relation to both the total number of in-house foster carers and the number of new in-house foster carers, despite the challenges of COVID 19. There have been 13 new approvals this year, an increase of approximately 25%, with a further 5 assessments started and due to be completed in the next financial year.
<u>Number of new in-house foster carers</u>	12	13	↑	There was an upturn in interest in fostering at the beginning of the pandemic; however, not all enquiries were suitable and interest has since levelled off to pre-COVID-19 rates. The pandemic has impacted on our visibility (posters/ walkabouts/ attendance at shows etc.) and ability to be in the community to share the rewards of fostering and the service is now receiving fewer enquiries from existing foster carers at other agencies, raising the question of whether Havering's package is sufficiently lucrative.

Indicator	Target 2020-21	Year-end outturn	Direction of travel (compared to this point last year)	Service narrative and action
Leaving Care				
<u>% of young people leaving care over the age of 16 who remained looked after until their 18th birthday.</u>	80.0%	71.8%	↓	Of the 71 young people aged 16 years or over that have ceased to be LAC during 2020/21, 51 (72%) ceased on their 18th birthday, which is in line with our comparators, Outer London (72%), Statistical Neighbours (70%), and National (71%). Of the 20 young people that ceased prior to their 18th birthday, 14 (70%) returned home, 4 (20%) were sentenced, 1 (5%) transferred to other LA and 1 (5%) moved to NHS health Trust. Of the young people who left care prior to their 18th birthday, 4 (20%) started to be looked after due to being remanded to custody.
<u>% of looked after children that leave care at 18 and remain living with their foster carers (Staying Put)</u>	50.0%	47.4%	↓	Our Staying Put Policy has been widely shared and discussed with foster carers. The success of this arrangement has a direct bearing on foster carer placement availability for LAC; however, Staying Put arrangements are increasing positive outcomes for young adults and will continue to be promoted. The policy includes a Staying Put Agreement and 3 monthly reviews to monitor the impact of these arrangements. There are currently 30 Staying Put arrangements in place, with 25 living with previous in-house carers .
<u>% of former relevant young people aged 19-21 who were in suitable accommodation</u>	95.0%	92.2%	↑	We have a number of young adults in custody which impacts on this indicator; however, the vast majority of our care leavers are in suitable accommodation. There is ongoing work by the JCU to increase the options of accommodation available upon leaving care, including accommodation for young parents, units that specialise in mental health, etc. Work continues in this area with effective links with Housing.
<u>% of young people leaving care who are in higher education aged 19-21</u>	5.0%	5.7%	↑	Despite the impact COVID-19 has had on those in higher education, with a number of young adults struggling to maintain course work and college engagement remotely, we have seen performance start to improve as the year has progressed, meaning that we are currently exceeding our year end target for the 19-21 year old cohort.
<u>% of former relevant young people aged 19-21 who were in education, employment or training (SSDA 903 Definition)</u>	55.0%	53.5%	↑	For the 18-21 year old cohort, performance has reduced compared to the previous quarter. Havering's performance in 2019/20 was better or similar to all comparator groups (statistical neighbours, London and England) for both the 17-18 year old and 19-21 year old cohorts. However, as noted previously, COVID-19 has had an adverse effect on many of our young adults, especially those working in retail, hospitality, health and hair and beauty, which can now be seen in these figures.
<u>% of former relevant young people aged 19-21 who were in education, employment or training (Based on cases open to Leaving Care Service)</u>	65.0%	62.4%	↓	Workers have provided all young people who needed them with a laptop, and have ensured that a keyworker within the unit is available to offer support. Evidence of this support is provided by way of progress reports and conversations with the young people.
<u>% of former relevant young people aged 19-21 who were NOT in education, employment or training (NEET)(SSDA 903 Definition)</u>	30.0%	31.4%		All other targets for the aged 19 to 21 care leaver cohorts have ended the year within the target tolerance levels, both in respect of those young people with cases open to the Leaving Care service, and the wider cohort reported to the Department for Education via the SSDA903 return. Moving forward, all pathway plans for young people will focus on EET and the outcomes will be closely monitored in supervision. Multiple strategies are being explored for young people, including for those currently on remand / in prison. A lot of work is going into ensuring that young people do not drop out of education due to the increasing challenge of COVID-19 restrictions and resulting impact on their emotional and psychological wellbeing.
<u>% of former relevant young people aged 19-21 who were NOT in education, employment or training (NEET) (Based on cases open to Leaving Care Service)</u>	30.0%	32.6%		Our new Future Mentors Scheme provides another layer of support to help care leavers to engage in EET and offer continued support to those young people already on a course or in employment. Mentors have now completed their training and the matching of mentors with young people began in November 2020. The Leaving Care service also continues to liaise with the Virtual School in order to target support to sustain EET, prior to the young people turning 18.
<u>% of former relevant young people at age 18-21 who are in education, employment or training</u>	75.0%	61.2%	↓	

Indicator	Target 2020-21	Year-end outturn	Direction of travel (compared to this point last year)	Service narrative and action
Pathway Plans and Supervision				
<u>% Care Leavers with an up to date pathway plan in place</u>	50.0%	85.3%		Data on the percentage of LAC with an up to date pathway plan in place is reviewed weekly in ISS. This, coupled with the role of the IRO service in ensuring (via LAC reviews) that a pathway assessment has been completed by 15 years and 9 months, has led to sustained improvement against this indicator. In addition to the timeliness of plans, there remains a focus on ensuring that young people are engaged with the pathway planning process and that their voice is evident.
<u>% LAC with an up to date pathway plan in place</u>	70.0%	66.3%		We have seen improved performance during the second half of the year in the percentage of care leavers (aged 18+) with an up to date pathway plan. This is in spite of a combination of challenges associated with remote working, virtual visits and some of the young adults experiencing a level of disengagement due to lockdown restrictions. However, every care leaver does have a pathway plan and a clear strategy is in place for the review of post 18 pathway plans. Leaving Care Team managers are also being more robust in reviewing pathway plans, which is resulting in some being reassigned back to the workers for additional exploration and to better capture the views of the young adults.
<u>% CP cases with supervision in the last three months</u>	97.0%	98.9%		There was a slight drop in performance in relation to case supervision for children in need between December and March. However performance remains strong and within the target tolerance level. Performance in relation to supervision for both CP and LAC ended the year above target. The new systemic case supervision template was embedded in Liquidlogic this year, enabling regular performance reporting in this area which is closely monitored by the Head of Service and Group Managers and discussed at weekly performance meetings. Although the service's policy is that case supervision should take place every three months, we have been trialling a 2 monthly cycle for LAC and CIN cases, and monthly for CP cases. From April 2021, performance will be reported against these new standards.
<u>% CLA cases with supervision in the last three months</u>	95.0%	100.0%		
<u>% CIN cases with supervision in the last three months</u>	90.0%	89.8%		Group and peer supervision has also been introduced to provide a more collaborative approach to decision making, and challenge of practice on behalf of the child or young person.

Indicator	Target 2020-21	Year-end outturn	Direction of travel (compared to this point last year)	Service narrative and action
Missing				
<u>Number of children missing from care</u>	8	10		The RHI data shows children missing from home and care for over 24 hours; however RHIs are offered for all children irrespective of time missing. Since November, we have seen a steady increase in the number of RHIs offered overall and notably those offered within 72 hours. A contributing factor has been the introduction of a permanent RHI Worker in the service, who is both offering RHIs and supporting the offer of RHIs to children within the social work teams, and monitoring their completion. Additionally, in March, amendments were made to the process around assigning RHIs on LCS and this data is included in the weekly SLT emails.
<u>Number of children missing from home</u>	5	6.25		There have been some spikes in children missing (both from home and care) in the second half of the year, which is hypothesised to be linked to the second winter lockdown. Some of this is explained by increased numbers of individuals going missing for short episodes. Please note: this data includes some double counting, i.e. when a child is reported missing in one month and remains missing into the next month. Overall, missing numbers are consistently down year on year and there have been changes in the patterns of who is going missing, how frequently and for how long. Our 'missing pilot' (now embedded as business as usual) with the Families Together Team (FTT), continues to focus on the children in our 'top 10 missing' list, offering an additional intervention to young people that have been identified as additionally vulnerable when missing, or that have high levels of missing. The FTT intervention, delivered alongside usual business, would increase safety and improve well-being for the young people, resulting in a reduction of escalation of harmful behaviours and an increase of healthier choices being made. The hypothesis is that systemic intervention, focussing on the whole system in a relational way, will reduce the risk of missing and increase the limited options visible to the child at the point of intervention.
<u>% of return home interviews (RHI) offered within 72 hours.</u>	50.0%	71.4%		
Work Force				
<u>% of LAC with 2+ changes of social worker in the last 12 months</u>	10.0%	13.0%		Since the start of pandemic there has been quite a high number of Social Workers leaving the service, which in turn may possibly lead to a negative impact on management of child allocations. We are working towards a permanent recruitment drive in order to fill the high number of vacancies, which once completed should have a stabilising impact on the number of social worker changes for our looked after children.
<u>Number of children & young people experiencing 3+ changes of social worker within the last 12 months</u>	5.0%	4.4%	↓	