

CIB REPORT CARD

		2010/11 Torbay															DOT	
		Stat neigh AV	Nat AV	Outturn 2011/12	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May -12		
CONTEXT - How much are we dealing with and workflow?	CIB PI ref																	
	C 1	Number of contacts			7913	732	654	680	552	769	678	629	769	624	621	553	629	
	C 2	No. of referrals to social care			3316	315	298	280	232	316	303	246	336	264	202	238	251	
	C 3	Number of children in care			247	230	239	250	246	244	245	256	262	252	247	251	251	---
	C 4	CiC per 10,000	73	59	97	90.6	94.1	98.5	96.9	96.1	96.5	100.8	103.2	99.0	97.0	98.8	98.8	---
	C 5	No. of children subject to CP plans	196		287	252	253	249	253	268	283	282	289	288	287	250	246	1
	C 6	CP per 10,000	53.3	38.7	114.2	99.2	99.6	98.1	99.6	105.5	111.4	111.4	113.8	113.6	114.2	98.4	96.8	1
	C 7	Number of children in need			1376.0							1149.0	1134.0	1391.0	1483.0	1376.0	1183.0	1172.0
C 8	Number of children in need per 10,000	395.3	343.4	583.2							409.6	404.3	495.9	528.7	583.2	465.9	461.5	

Additional information and commentary on the context Number of children in care / CiC per 10,000

The numbers of children in care have now begun to plateau at or around 250. National and local factors that have impacted on this include –

- o **An increased practioner sensitivity/awareness of child protection issues** arising from local and national reported tragedies. (Professionals make 90% of the referrals into Children Services.) Nationally the overall numbers of children in care has risen by over 7% since Baby Peter. Locally the levels of awareness has been impacted by the numbers of high profile incidents addressed as serious case reviews (5 in the last 4 years) and a large scale complex sexual abuse investigation. The impact of this can be seen in the increased numbers of children and young people being referred to Child Services. 2011-12 is on track to be one of the busiest for referrals, with a numbers running well in excess of 2010/11.
- o **Southwark ruling.** This ruling requires all authorities to ensure it fully discharges its duties in respect to young people who are under 18 and appear to be without suitable accommodation or not within the care of their family. This has lead to an increase in the numbers of young people entering care the care system particularly for those aged 16 and over. This is a national trend and the numbers of entrants into care at 16 + is now as significant as those entering the care aged under 5.
- o **Clearing the backlog.** A review of all 500 + cases caught in the historical backlog (report to the CIB in 2011) has led to a necessary increase in the numbers of children in need of immediate protection.
- o **Adverse social and economic circumstances.** Families already under pressure and experiencing difficulties have been further negatively affected by the national downturn and the local prevailing economic climate. For example the levels of deprivation in Torbay have increased over the last period and now are second only to Bristol in the south west. Torbay is also currently experiencing levels of children in need that are the highest amongst our statistical neighbours. This demand includes families who are new to the area and who arrive with significant levels of need. This is helping to fuel the overall demand rates across social care.

No. of children subject to CP plans/ CP rate per 10,000

During 2011-12 Torbay experienced increasing demand for the numbers of children with plans. In this same period Torbay's rate of cp per 10,000 rose to being one of the top five nationally and was over twice the national average. Although the context has not changed and the pressures remain **Torbay has actively reduced its CP rates over the last 2 to 3 months through increased rigour and challenge.** A batch of dual registered children were also removed.

The per 10,000 rates are however, symptomatic of the following factors.

- o **Increased practioner sensitivity/awareness towards chid safety** has, as outlined above, had an impact on the numbers of children being brought to Children's Services attention.
- o **Consistency and quality of decision making.** Steps have been under taken within the CPIP to address this via the introduction of the child's journey, safeguarding hub and the transformation of the safeguarding team. New practice standards have been introduced and a comprehensive practice manual will be published in May that covers CP and other processes. A new manager has been appointed and started in March. The new manager, with some support from Bournemouth Borough Council, will undertake a large scale review of CP plans to identify detailed practice issues and to see if 'risk averseness' has entered the decision making process. The start of an outline plan detailing the actions to be taken by is being drafted following an initial team development day on the 28/3/12. Torbay is in line with the national profile for the types of abuse category used, length of time on a plan, age profile and rate of child subject to plan for second time.
- o **Review of CP thresholds.** An audit of 22 cases where children have been on plans for more than 18 months will start in early May. This will throughly explore all aspects of practice in these cases and draw out key intelligence on whether the system has become risk averse.
- o **Clearing the backlog.** The review of the 500+ cases in the backlog did lead to children being put on plans in addition to the receipt of new cases referred in during the same period.
- o **Adverse social and economic circumstances.** The impact of increase levels of poverty and deprivation is closely correlated to increases in the potential for neglect within some families. Some of this demand is being added to by the arrival of complex families that are new to the authority area.

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How well are we doing it? TARGETS	T1	Referrals going on to initial assessment rolling 12 months	Project 4 -infrastructure, Childs journey, integrated working early help	71.6	72	50.5	63.1	59.8	58.1	60.7	59.6	58.2	57.2	55.7	54.1	50.5	76.7	54.5		--	65%	76.0%	
	T2	number of contacts going on to CAF (new and existing)	Project 4 -infrastructure, Childs journey, integrated working early help															57.00		I	50+		
	T3	% of case files audited - quality of practice	Project 3 practice standards			536	5	60	59	72	45	89	41	78	51	9	15	19		D	60+ month	75+ month	
	T4	% active cases audited (cases audited/CIN number)	Project 1 performance management, Project 3 practice standards, Project 4 workforce development, Childs journey and integrated early help, improving infrastructure for receiving referrals Project 5 assessment tools and implementation of QAF																				5 to 10%
	T5	% of case files judged adequate or better	Project 1 performance management, Project 3 practice standards, Project 4 workforce development, Project 5 assessment tools and implementation of QAF																				
	T6	% of repeat referrals within 12 months	Project 4 -infrastructure, Childs journey, integrated working early help	25.4	25.6	31.9	64.4	47.9	46.9	42.6	45.1	35.4	38.5	37.8	48.4	31.9	38.3	36.0	94/261	I	25	25	

Number of cases audited and % of cases judged to be adequate or better

Individual case auditing is being carried out by social care managers in charge of social work teams. A new audit tool based around core practice standards was trailed in June by CS SLT however this has proved to be too cumbersome to roll out to managers. A new approach has been developed in its stead that is based on the Ofsted inspectors check list which has been cross referenced with the practice standards and the CYPF outcomes of CPIP . This will much more succinct as a tool and in principle it has been agreed with the TSCB business manager that it could be the same one that the TSCB QA subgroup adopt for its regular audit process. This new simplified tool will be tested by CSLT on July 15th. Practice mangers and team managers will be still expected to complete 3 audits a month, as per the agreed PMF and these outcomes will be fed up to CSLT who will also complete their own picking up on a theme. Formal assessment skills training using a DFE backed scheme started in May for all social workers. This training along with agreed practice standards, the simplification of PARIS, the promotion of learning from SCRS will underpin improved standards which regular case auditing will regularly examine.

% of referrals going onto initial assessment. The safeguarding hub is still bedding down but initial stakeholder feedback completed in May was generally positive. A pilot of a new multi-agency enquiry form during the next 2 months will further help the partnership apply the child's journey approach and thereby improve the quality of referrals. This figure does fluctuate month on month the latest in month figures for June are back about 70%+ which would make the cumulative figure for 2012 to be 72%. An additional resource is being allocated to the Hub to increase the amount of decision making capacity following issues with decision maker capacity being tested at times of illness and leave.

% of re-referrals within 12 months. Steady improvement continues. A reduction in repeat referrals is an indication of improvements in the way referrals are being responded to by the Safeguarding Hub it is also an early indicator of improvements in the quality of referrals following the child's journey training.

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How well are we doing if? TARGETS	T7	% Initial assessments completed in 10 days - 12 month rolling	AS below	83	79.6	59.8	56.2	57.9	55.4	57.1	58.9	60.1	59.9	60.1	60.1	59.8	66.4	61.5	62.8	1052/1675	I			
	T8	Initial Assessments on time by month	Project 1 performance management, Project 2 restructuring social work, Project 3 practice standards, Project 4 workforce development, Project 5 assessment tools				57.9	66.4	40.5	66.3	70.7	71.2	57.9	61.9	58.7	48.9	66.4	62.3	73.0	89/122	I	79%	88.0%	
	T9	Timing of core assessments - 12 month rolling	AS below	76	75.1	44.9	37.9	39.1	37.0	41.9	42.9	45.4	45.6	45.4	46.3	44.9	48.1	49.1	51.8	598/1155	I			
	T10	Core Assessments by month	Project 1 performance management, Project 2 restructuring social work, Project 3 practice standards, Project 4 workforce development, Project 5 assessment tools				39.6	42.2	30.5	76.1	50.0	63.2	47.8	43.8	60.0	24.5	48.1	58.1	77.4	65/84	I	70%	76.0%	
	T11	Number families supported by IFSS cumulative	Project 4 Intensive family support, integrated working and early help			22.0									18.0	22.0	29.0	39.0				98	215	
	T12	% Initial ICPC completed in 15days - 12 month rolling	AS below	89.5	69.2	70.6							60.5	63.8	68.1	70.0	70.6	77.8	76.8	74.8	220/294	I		
	T13	Cumulative from april Initial CP Conferences on time	Project 5 developing local policy and guidance Project 3 practice standards										88.9	86.7	86.4	96.3	96.1	55.5	81.3	73.7	42/57	I	70%	87.5%

Initial Assessments on time within the month over 2011/12 an average, 6 out every 10 initial assessments were completed on time. Performance since April 2012 has consistently been above 60% . Progress beyond this level will need to be supported by the appointment of more permanent staff. This is being addressed through a new R&R programme (SEE T31). The early indicators are that the operation of the Safeguarding hub is appropriately re-routing work through to the common assessment framework (SEE T2), more work is going through for early help that may have been NFA'd in the past. Managers meet weekly to ensure work is passed on in a timely way to the safeguarding and family support teams. However the nature of the work and the number of cases requiring further work i.e. a section 47 investigation etc is putting increasing pressure on the safeguarding and family support teams. In response, core assessments not requiring a section 47 investigation are now being completed by the initial response team to alleviate some of this pressure. Manager / decision maker capacity within the Hub has been tested at times of illness and leave and so additional manager resource is being sought that will increase the amount of decision making capacity available to the Hub. Business process issues identified earlier this year have been addressed, but ongoing vigilance is being asked of managers to ensure that this does not arise again. Each social work team (pod) has access to dedicated business support and the PARIS trainer is available for adhoc 1 to 1 sessions with staff.

Core Assessments on time within the month .Over 2011/12 an average, half of all core assessments were completed on time. 2011 /12 saw increased numbers of children subject to section 47 investigations. This put increased pressure on the Family support and safeguarding teams who also hold all the child protection plans. As a result CYP requiring core assessments and not section 47 investigation are now being completed by the initial response team to alleviate some of this pressure. Since April there has been a reduction in the numbers of ICPC being requested which may be the early signs of a change in the very high levels of demand that occurred in 2011 . This change is helping to contribute to the number of core assessments completed on time during April, May and June.

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How well are we doing it? TARGETS	T14	% of health reviews for CIC on time <u>cumulative</u>	Project 5 developing local policy and guidance Project 3 practice standards	89.2		70.8	19.3	27.2	37.8	50.3	47.3	54.0	54.6	58.1	64.9	70.8	7.4	14.0	24/171	I	80%	90.0%
	T15	% of ICPC's attended by the Police (compared to invites)	Project 5 developing local policy and guidance Project 3 practice standards				95.0	95.0	100.0	97.0	86.0	91.0	100.0	96.0	95.0	100.0	100.0	100.0	15/15		100%	
	T16	% of strategy meetings attended by the police (compared to invites)	Project 5 developing local policy and guidance Project 3 practice standards				87.5	82.3	84.2	90.0	100.0	100.0	100.0	90.0	75.0	100.0	100.0	100.0	7/7		100%	
	T17	Reviews of child protection cases on time <u>12 month rolling</u>	Project 5 developing local policy and guidance, review of all cp cases Project 3 practice standards, Project 1 improving case supervision and case management Project 2 BPR	96.3	97.1	94.0	96.2	96.2	96.2	96.2	95.3	93.4	93.4	93.4	91.9	94.0	99.4	98.0	194/198	I	95	97%
	T18	Participation of CIC in reviews	Project 1 improving case supervision and case management			89.1	93.9	95.1	95.8	93.6	90.6	90.3	90.4	90.7	90.5	89.1	64.9	87.6	155/177	I	97%	97.0%
	T19	Average length of care proceedings	Project 1 improving case supervision and case management, Project 2 BPR, Project 3, Commissioning of specialist assessments										861	794.1	2553.0	634.1	537.0	186.8	111.7			

% of health reviews for CIC on time. Monthly tracking meetings are taking place between health and social care to progress work and identify solutions. However some delays are being experienced with the notification and transfer of information from social care staff.

Children engaged in reviews. Performance earlier in the year dipped following the re-organisation of the service. Staff turnover in this team has been an issue. Vacancies are currently being advertised but applications are minimal. A review of the JD is being potentially

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Are we achieving good outcomes? TARGETS	T20	Duration on a CP Plan	Project 5 developing local policy and guidance , review of all CP Project 3 practice standards,	4.7	6	5.8	8.0	8.3	6.5	5.4	4.9	4.9	5.4	5.8	5.2	5.8	5.1	5.3	12/226	I	5.5%	4.5%
	T21	Placement Stability**	Project 1 improving case supervision and case management	13.1	10.7	15.4	2.8	3.2	4.8	5.9	7.1	9.5	11.1	11.5	15.5	15.4	0.8	0.8	2/247	D	12.5%	10.7%
	T22	Long term stability of children looked after	Project 5 developing local policy and guidance Project 3 practice standards, commissioning specialist assessments Project 1 improving case supervision and case management	69.8	68.6	68.4	68.0	68.0	70.7	72.0	72.0	69.3	68.0	68.0	70.7	68.4	67.1	67.5	52/77	I	75	75.0%
	T23	Average time between a child entering care and moving in with its adoptive family, for children who have been adopted (days)	Project 5 developing local policy and guidance Project 3 practice standards, commissioning specialist assessments Project 1 improving case supervision and case management		686***	487.0										487.0	0.0	368.0		D	660	639
	T24	Average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family (days)	Project 5 developing local policy and guidance Project 3 practice standards, commissioning specialist assessments Project 1 improving case supervision and case management		171***	252.0										252.0	0.0	197.0		D	260	213
	T25	Adoptions of children looked after (BVPI 163) - Cumulative	Project 5 developing local policy and guidance Project 3 practice standards, commissioning specialist assessments Project 1 improving case supervision and case management	16	11	2.0	1.5	2.0	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.0	0.0	0.5	1/191	D	10%	15.0%

Adoptions of children from Care

Over the last 4 years Torbay has consistently managed to complete between 10 and 15 adoptions a year. However, 4 children were adopted in 2011/12. A task force headed by John Skinner has completed a thorough self assessment and a action plan has been developed. A new interim manager to lead this improvement process is in place. The self assessment and plan has been independently tested by a peer review team commissioned by the DFE. The improvement work will be carried out as a new project within the CIP. More immediate safeguarding concerns and demanding court work (Torbay is still currently experiencing high numbers of cases going through court). This work demand has been compounded by the need for significant improvements which has played out in very long timescales and lower than acceptable numbers being adopted.

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Management TARGETS	T26	% of CiC allocated to QSW	Project 1 Management Development Project 2 restructuring social work. Project 3 Improving Assessment and Care Planning			97.7	99.1	99.6	99.6	98.8	98.8	97.6	98.2	98.6	96.8	100.0	99.6	99.6	246/247	---	100%											
	T27	% of cases supervised in last 2 months	Project 1 Management Development				57.8	55.1	57.8	60.9	63.1	66.6	69.4	67.5	40.7	46.7	49.0	55.1	760/1379	D	90%	95.0%										
	T28	Safeguarding and Families Team average caseload per social worker	Project 2 restructuring social work.															11.2	11.2	49.35/551		18.00	18.00									
	T29	Initial Response Team average caseload per social worker	Project 2 restructuring social work.																								16.6	15.9	13.81/220		20.00	20.00
	T30	Permanence Team average caseload per social worker	Project 2 restructuring social work.																								17.9	18.1	6.91/125		15.00	15.00
	T31	Vacancy rate for Social care (managers and frontline)	Project 2 recruitment and retention													40.0%			37.8%	28.6/76	---	25%	15%									

Frequency of supervision. Performance is being negatively impacted by the turnover in agency practice managers. This is being addressed through R&R.

Vacancy rate in social care. There has been a turn over in both agency and permanent staff in the last 6 weeks. This is being addressed through the implementation of a range of R&R measures which include the head hunting of practice managers, career grade for social workers, enhanced relocation package, employment of hosts to aid the relocation process, retention payments, national recruitment fares and targeting authorities that are losing social care staff.

MAX 31 SAF cases 18 CP (3 OF WHICH THEY WERE CO-WORKER - KEY WORKER IN ALL OTHER CASES) 11 CIN CASES AND 2 CLA MAX 21 IRT CASES 9 CP CASES, 10 CIN and 2 CLA – KEYWORKER FOR ALL CASES MAX 24 PERMANENCE CASES 21 CLA, 1 CP, 2 CIN (Key worker for all cases)

Management TARGETS

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			Stat neigh AV	Nat Av	Outturn	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Numerator/Denominator	DOT	By Dec 2012	By Jul 2013			
T32	Cases allocated to CAIU	Project 5 Improving the Quality and Management of CP				168 Qrt total			160 Qrt total			180 Qrt total					44 in month	62 in month	44.0					
T33	% of health and school nurse caseloads that involve more than 70% of CP cases	Project 5 Improving the Quality and Management of CP				Available from April 2012																0.0		
T34	Public Health (Provider) sickness rates														4.18%		3.98%			4.08%				
T35	Public Health (Provider) FTE Turnover														10.4%		10.7%			9.2%				

* new structure

** Will be recalculated on a 12 month rolling basis

***average over 3 years