

CHILD & FAMILY SERVICES

Performance Report

November 2020

Welcome

Julie Davies, Head of Child and Family Services

November Performance has seen some positive progress in a number of areas and also continued strong performance in other parts of the service.

The front door remains resilient and effective with the numbers of contacts and referrals remaining within the predicted demand for the IIAA. An analysis completed in November shows that demand via e-mail is much busier and that approximately 30% of the information is passed onto other teams, 30% is passed back to the referrer for more information and 30% is for information only with no further action required. Only 10% of emails are being tasked out by the manager.

IIAA have been undertaking work with the Early Help Hubs and education settings around 'what matters'. This has had an impact on cases coming into IIAA with more being referred over to Early Help Hubs from education rather than IIAA.

The Performance Hub has provided a significant level of support to the Supported Care Planning hubs during November. This has focused on improving the Single Assessment timescales and the impact of this work is reflected in the performance data this month.

There has been a significant increase in the number of children going on the register in November (70, compared to 20 in October). The weekly safeguarding meetings has provided some qualitative data around decision making and the need to slow down thinking where cases are going to an Initial Strategy Discussion.

Child protection visits within timescales has dipped slightly during November. The Performance Hub will support the hubs to bring this back on track over December. It is positive to see that core group performance has returned to 100%.

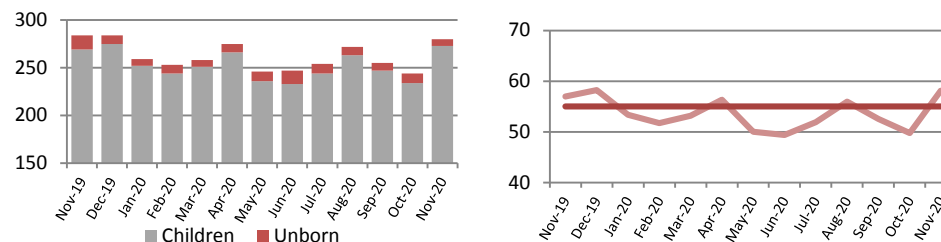
The number of children who are looked after continues to gradually reduce with 87% (491 out of 562) of children and young people living in a family home setting (Foster Swansea, family and friends carer, living at home under placed with parents regulations or having been adopted). In November, of those who left care, 3 returned home, 1 child was adopted and 4 Special Guardianship Orders were granted.

The YJS manager's focus on improving assessment timescales in the team can be seen with 8 out of 9 assessments being completed in time in November. Although assessments have improved this is an area that will continue to require attention to continue to improve and maintain changes.

Our Headline Performance this Month

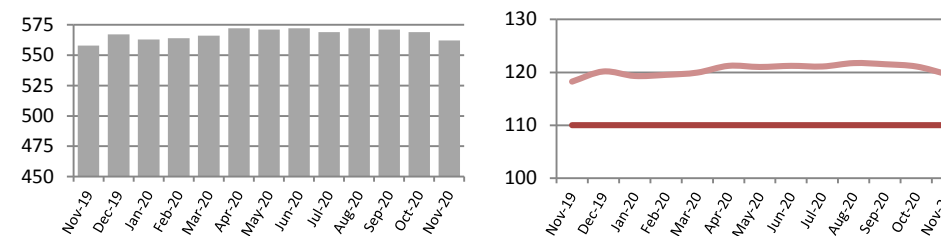
Child Protection

There are **273** (234) children on the child protection register, plus **7** (10) to be registered at birth. This is a **increase of 39** giving us a rate of **58** Per 10,000.



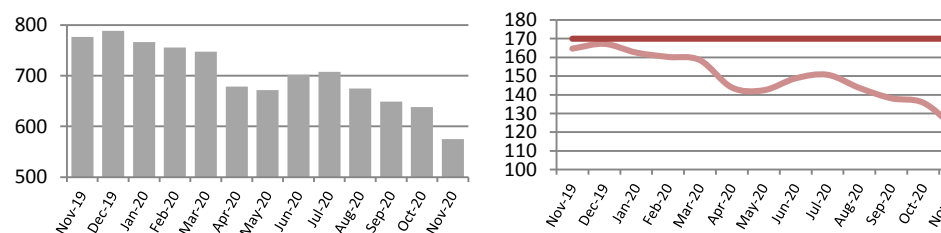
Looked After Children

There are **562** (569) children looked after. This is a **decrease of 7** from last month giving us a rate of **120** Per 10,000.



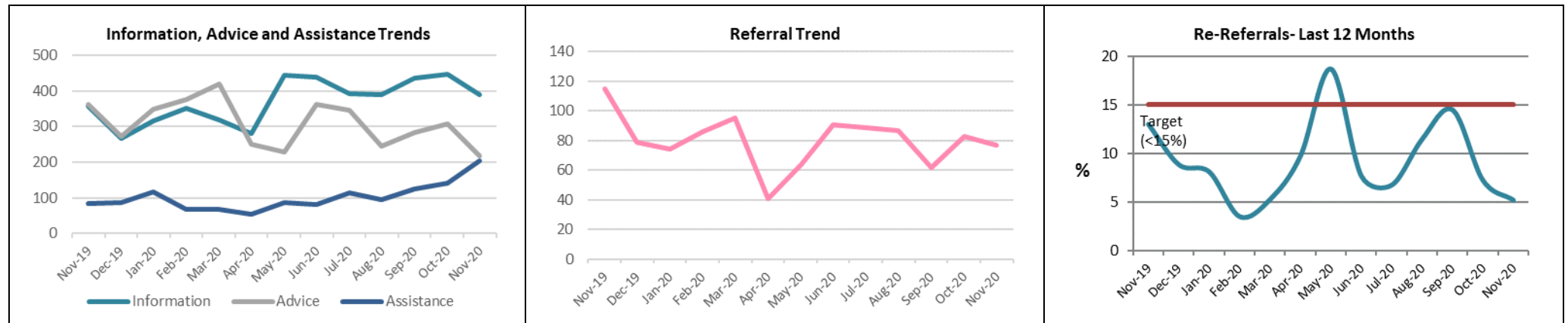
Children in Need of Care and Support

There are **575** (638) children in need of care and support. This is a **decrease of 63** from last month giving us a rate of **122** Per 10,000.



Wellbeing

Measure / Metric	Result	Target	What's Good?	Status
The number of contacts received by the service – instances of Information, Advice, Assistance or Assessment :	886 (979)		Low is Good	
The percentage of these contacts that were passed on for formal assessment :	77, 8.69% (83, 8.48%)	10%	Low is Good	
The percentage of these contacts that were diverted to other services :	42, 4.74% (59, 6.03%)		High is Good	
The number of repeat referrals in the month (where a referral is received within 12 months of a previous referral):	4, 5.19% (6, 7.23%)	Less than 15%	Low is Good	

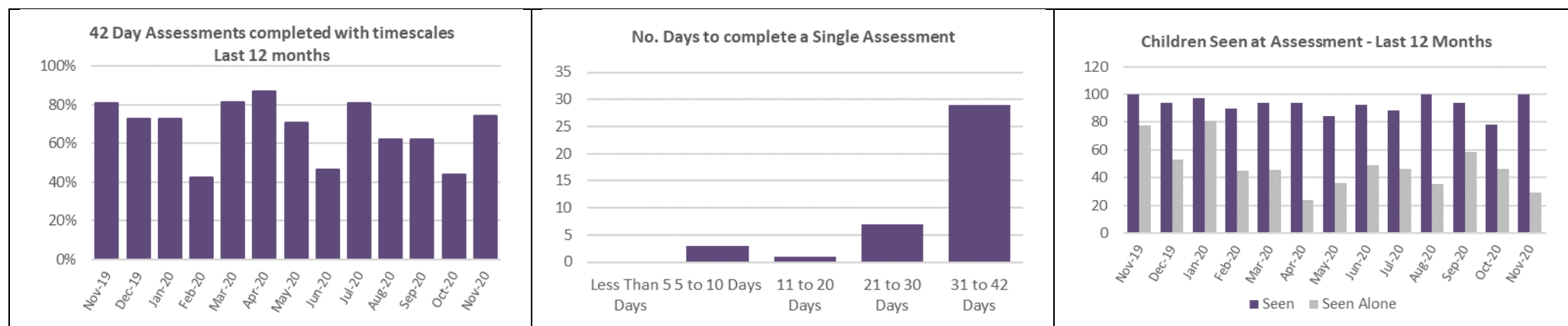


What is working well?	What are we worried about?	What do we need to do?
<ul style="list-style-type: none"> IIAA are now making a threshold decision and redirecting some of the contacts from the inbox for EHH to have the what matters discussion, rather than IAA have it and then redirect to EHH. IIAA are also sending all information on open cases directly to EHH for them to record rather than putting it on as a contact in IAA and redirecting. 		

What is working well?	What are we worried about?	What do we need to do?
<ul style="list-style-type: none"> • IIAA PO report that there has been a decrease in referrals from Education to IIAA however referrals from Education to EHH has increased indicating that families are receiving support from EHH to prevent issues escalating to IIAA. Re-directs now should only be where IIAA have had to have to undertake a proportionate assessment because of escalating worries but then developed a wellbeing plan that can be met by the EHH so it has been passed back to EHH for this work. • Re referral rates remain low indicating that the right cases are being being closed or re directed to the correct service. 		

Supported Care Planning - Assessments

Measure / Metric	Result	Target	What's Good?	Status
Number of 42 day Assessments Carried out during the month:	54 (73)		Lower is Better	
The percentage of 42 day assessments carried out within timescales :	40 , 74.07% (32, 43.84%)	90%	High is Good	
The percentage of Assessments where there is evidence the child has been seen by a qualified worker :	34, 100% (39, 78.00%)	More than 90%	High is Good	
The percentage of Assessments where there is evidence the child has been seen alone by a qualified worker :	10, 29.41% (23, 46.00%)	More than 65%	High is Good	

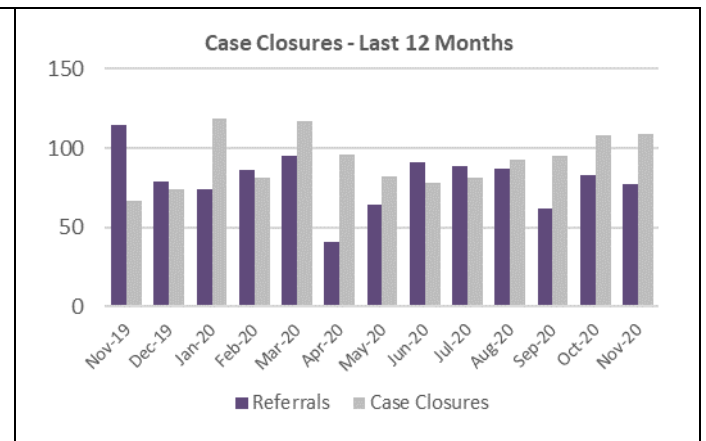
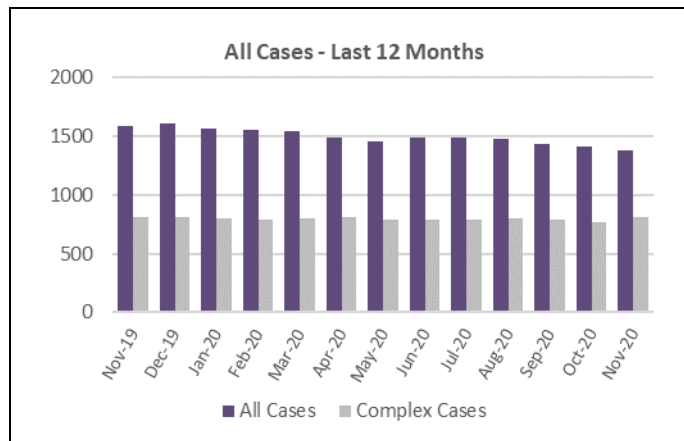


What is working well?	What are we worried about?	What do we need to do?
<ul style="list-style-type: none"> During November, the SCP PO and the Performance Hub have been working with the teams to improve Single Assessment timescales and support the teams to complete a number of overdue assessments. This has led to an improvement in performance. The Performance Hub has also started the monthly meetings with the Manager and Practice Leads to develop a consistent focus around performance. 	<ul style="list-style-type: none"> The weekly performance data has identified that SCP teams are undertaking a high level of assessments. Low staffing of levels (vacancies, sickness and other forms of absence), including business support, has had an impact on the performance of East team who continue to have a number of outstanding assessments over 42 days (East pod 2 currently working at 50% capacity). 	<ul style="list-style-type: none"> The Performance Hub will continue to undertake monthly performance and development review meetings with the teams to support a focus on performance, and developing practice. Consideration to be given to the training available for new Practice Leads to support them with managing performance in their pods. Performance Hub will review data around assessments and identify any trends. This will be completed in the New Year.

What is working well?	What are we worried about?	What do we need to do?
<ul style="list-style-type: none">Townhill/West have reduced the amount of assessments out of timescales from 30 down to 6 and have no assessments 70+.		

Supported Care Planning – Planning, Reviews and Caseloads

Measure / Metric	Result	Target	What's Good?	Status
Number of cases of children needing care and support managed by the service at the end of the month:	1386 (1409)	1600	Lower is Better	
Of these, the percentage that represent complex cases (LAC, CP):	811, 58.51% (771, 54.72%)	65%	Higher is Better	
The number of cases closed to Child and Family Services during the month:	109 (108)		Higher is Better	
The percentage of reviews of Children in Need of Care and Support held during the month within prescribed timescales :			High is Good	
The percentage of CINCS allocated to a qualified worker at the end of the month:	493, 85.74% (505, 79.15%)		High is Good	



What is working well?	What are we worried about?	What do we need to do?
<ul style="list-style-type: none"> Over the last 4 months more cases have been closed than have been received into the service. This has resulted in an overall reduction of families open to the Child and Family Services for care and support. 		

Supported Care Planning – Children with a Disability

Measure / Metric	Result	Target	What's Good?	Status
The number of disabled children referred to the Child Disability Team during the month:	1 (5)		Range	
The total number of disabled children with a Care and Support Plan at the end of the Month:			Range	
The number of disabled children provided with Direct Payments at the end of the month:			Range	
The number of disabled children transitioning to the Care of Adult Services during the month:			Baseline	
The number of disabled children provided with respite care at the end of the Month:			Range	

Proportion of Referrals that are CDT - Last 12 Months

■ Total Referrals ■ CDT Referrals

Disabled Children by Team

CDT Cases

■ CINCS ■ CP ONLY ■ LAC ONLY ■ LAC & CP

What is working well?	What are we worried about?	What do we need to do?

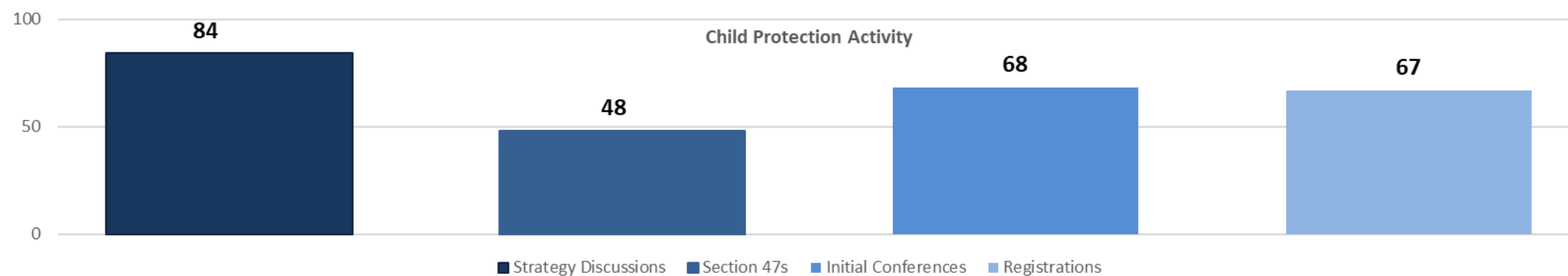
Supported Care Planning – Signs of Safety

Measure / Metric	Result	Target	What's Good?	Status
Of the assessments completed during the month, the percentage that have Direct Work attached (Children over 5 Only):	27, 52.94% <i>(32, 47.06%)</i>	75%	High is Good	
Of the Initial Conferences held during the month, the percentage where there is evidence that a Family Network Meeting has taken place:	34, 50.00% <i>(17, 77.27%)</i>	75%	High is Good	
Of the Conferences held during the month, the percentage where there is evidence of a child friendly explanation of the Safety Plan (Children over 5 Only):	33, 58.93% <i>(13, 30.23%)</i>	75%	High is Good	
The percentage of Words and Pictures completed within 5 working days of a child becoming Looked After due in the month (Children over 5 Only):	0, 0.00% <i>(3, 60.00%)</i>	75%	High is Good	
Of the Initial LAC Reviews held during the month, the percentage where there is evidence that a Family Network Meeting has taken place:	4, 40.00% <i>(6, 60.00%)</i>	75%	High is Good	

What is working well?	What are we worried about?	What do we need to do?
<ul style="list-style-type: none"> There has been a slight increase in the direct work completed with children to explain the worries and the safety plan although this remains low. The weekly safeguarding meeting has identified some excellent work undertaken with children and families. 	<ul style="list-style-type: none"> The number of families that have experienced a family network meeting prior to conference has reduced this month. Further to this the weekly safeguarding review meeting has identified some themes around the need to slow down thinking when undertaking child protection work, and explore all safety (through family meetings) before decision making where possible. 	<ul style="list-style-type: none"> Learning has been shared with the Principal Officer group to help identify actions plan to further support practice in this area. Performance Hub will explore in the New Year what is happening that is causing direct work to be at a low level and identify how to support this further.

Safeguarding – Child Protection Activity

Measure / Metric	Result	Target	What's Good?	Info
The total number of children added to the Child Protection Register in the month:	70 (20)		Low is Good	
The re-registrations of children to the child protection register during the month within 12 months from the end of the previous registration:	7, 10.00% (0, 0.00%)	< 20%	Low is Good	
The total number of children removed from the Child Protection Register in the month:	30 (33)		Higher is Better	
The Percentage of Initial Conferences held in timescales during the month:	68, 100% (21, 95.45%)	100%	High is Good	
The percentage of Initial Core Group Meetings held within timescales during the month:	50, 100% (21, 77.78%)	90%	High is Good	
The percentage of visits to children on the Child Protection Register that were on time or not overdue:	231, 89.88% (218, 91.60%)	90%	High is Good	

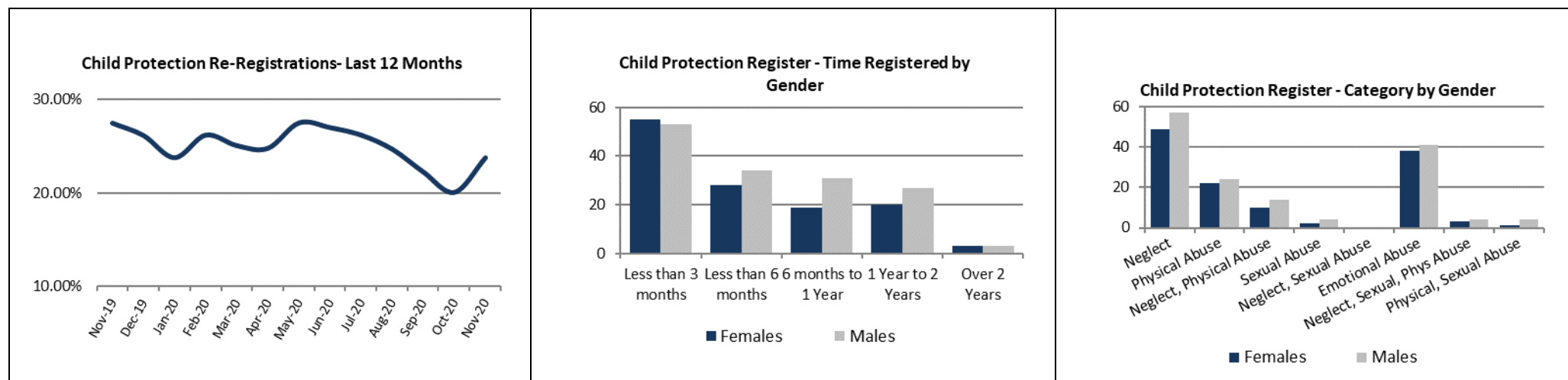


What is working well?	What are we worried about?	What do we need to do?
<ul style="list-style-type: none"> The weekly safeguarding reviews have identified cases where the Integrated Safeguarding Hub (ISH) have been able to work with the family throughout the S.47 process and have shown a clear decision making process. An example was identified where this work altered the decision to go to Conference as a result of the safety achieved by the family. 	<ul style="list-style-type: none"> ISH have struggled at times to manage demand this month due to annual leave and sickness. Staff in IIAA supported ISH to undertake Safeguarding work. ISH will need on-going support to manage planned and unplanned absences so that they are able to provide timely responses to safeguarding referrals. 	<ul style="list-style-type: none"> The weekly safeguarding review meeting will prioritise reviewing Initial Strategy Discussions that have proceeded to S.47 and conference to further identify learning. The Performance Hub are currently working with the Hubs on the timely recording CP visits on the

What is working well?	What are we worried about?	What do we need to do?
<ul style="list-style-type: none"> All initial Conferences and Core Groups were held within timescales. This is particularly positive given the rise in children going on the register during November. 	<ul style="list-style-type: none"> 70 children were added to the Child Protection Register in November. Other Local Authorities report they have also experienced a rise in children registered over recent months. The weekly safeguarding meeting has identified some areas for learning in SCP teams around decision making and slowing down thinking when undertaking child protection activity. The number of children on the register who have received a visit within timescales has reduced slightly. 	<p>system to provide assurance that the children identified as being vulnerable have been seen.</p> <ul style="list-style-type: none"> Work with WCCIS to include reporting performance on all core groups not just initial core groups.

Safeguarding – Reviews and Allocations

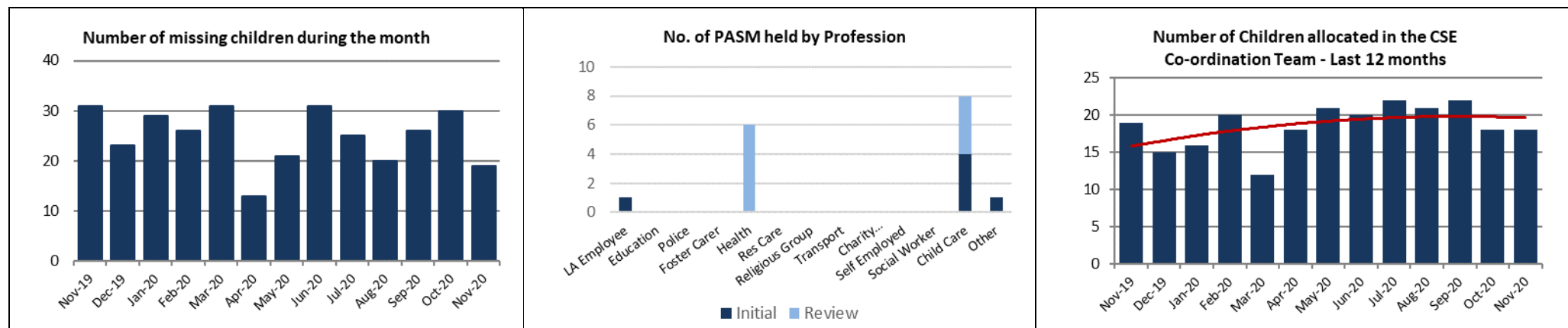
Measure / Metric	Result	Target	What's Good?	Information
The percentage of children on the Child Protection Register that have been registered previously :	63, 23.08% (47, 20.09%)	Less than 20%	Low is Good	2 families
The length of time on the Child Protection Register for those children removed during the month:	247 days (271 days)	Range of 100-300	180-270 is Optimal	
The percentage of Review Conferences held on time during the month:	54, 100% (81, 100%)	100%	High is Good	
The percentage of children de-registered in the month who were de-registered at the first review :	3, 10.34% (9, 36.00%)	< 15%		
The percentage of children on the Child Protection Register, plus those to be registered at birth, allocated to a qualified worker at the end of the month:	280, 100% (244, 100%)	100%	High is Good	



What is working well?	What are we worried about?	What do we need to do?
<ul style="list-style-type: none"> The number of conferences held on time continues to remain at 100% . 	<ul style="list-style-type: none"> There are a higher number of children on the register who have been registered previously. 	<ul style="list-style-type: none"> The Performance Hub are reviewing children who have been registered previously in the last 12 months under the same category and providing feedback to Principal Officers.

Safeguarding – CSE, Missing Children and Professional Abuse

Measure / Metric	Result	Target	What's Good?	Status
The number of children allocated in the CSE Co-ordination Team at the end of the month:	18 (18)	No Target Set	Lower is Better?	
The number of episodes of children going missing or absent without authority from home during the month:	27 (52)	No Target Set	Lower is Better	
The number of children that these episodes related to:	19 (30)	No Target Set	Lower is Better	
The number of Strategy Discussions held by the CSE Co-ordination Team during the month:	30 (43)	No Target Set		
The number of Professional Abuse Meetings held during the month:	16 (9)	No Target Set	Low is Good	

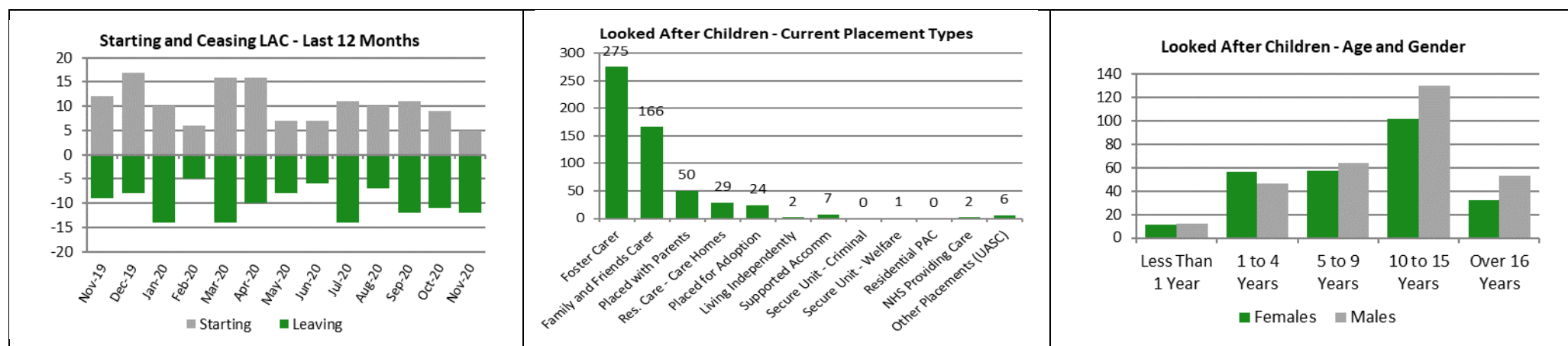


What is working well?	What are we worried about?	What do we need to do?
<ul style="list-style-type: none"> The number of children going missing or absent without authority in November has reduced. Although the number of professional strategy meetings has increased, a review of year by year 	<ul style="list-style-type: none"> CSE practice lead reports that the number of missing episodes should be higher than the figure reported (41). This is because the police do not always send through a PPN if they do not feel there is an apparent risk leading to some 	<ul style="list-style-type: none"> The Performance Hub will review with the CSE practice lead in the New Year how best to consistently capture all missing person and CSE protocol information.

What is working well?	What are we worried about?	What do we need to do?
<p>analysis shows this is in line with previous trends at this time of year.</p>	<p>inconsistency in how the information is recorded on the system.</p> <ul style="list-style-type: none"> • There are a few young people having multiple missing episodes in a week. Some of these are young people who reside in Swansea who are looked after by other local authorities. There are some cases where young people are being reported missing due to company policy – usually post 16 provisions. 	

Permanence – Looked After Children

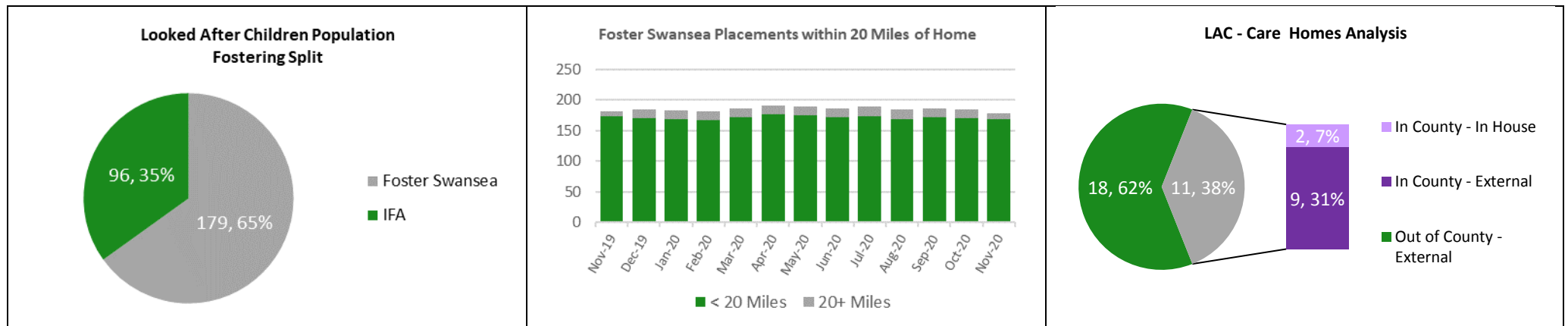
Measure / Metric	Result	Target	What's Good?	Status
The number of children becoming looked after during the month:	5 (9)	<10	Low is Good	
The number of children ceasing to be looked after during the month:	12 (11)	>10	Higher is Better	
The percentage of children becoming looked after during the month who had a completed Care and Support plan within 10 working days of becoming LAC:	X X	100%	High is Good	
The percentage of LAC Statutory Visits in the month that were completed or not overdue:	514, 95.19% (505, 92.83%)	90%	High is Good	
The percentage of Looked After Children allocated to a qualified Social Worker:	562, 100% (568, 99.82%)	100%	High is Good	



What is working well?	What are we worried about?	What do we need to do?
<ul style="list-style-type: none"> The number of children looked after has continued to reduce with a small number accommodated in November, and 12 leaving care. Performance has continued to improve in respect of the visits to children who are currently Looked After. 4 Special Guardianship Orders in were granted in November. 		<ul style="list-style-type: none"> The Performance Hub will review how information is captured on the number of care and support plans in place within 10 days.

Permanence – Reviews and Placement Stability

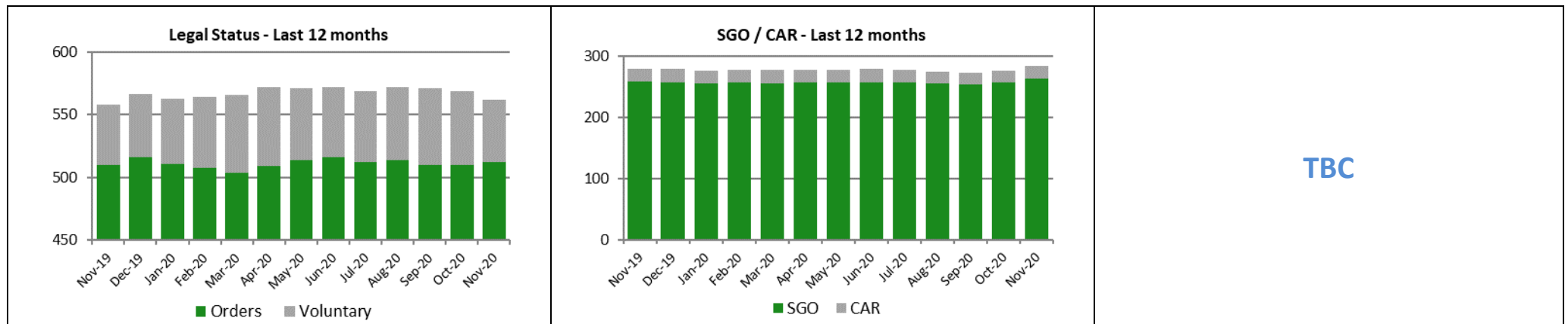
Measure / Metric	Result	Target	What's Good?	Status
The number of LAC Reviews Carried out during the month:	133 (129)	No Target Set	High is Good	
The number of LAC reviews that were completed within statutory timescales:	133, 100% (128, 99.22%)	100%	High is Good	
The percentage of 4 month LAC reviews which had a plan for permanence:	7, 100% (9, 90.00%)	100%	High is Good	
The percentage of PEPs received within 20 school days of becoming looked after:	3, 100% (5, 100%)	100%	High is Good	
The percentage of looked after children who have had three or more placements in the previous 12 months of being looked after:	42, 7.47% (43, 7.56%)	Less Than 12%	Lower is Better	
The number of children/young people residing in Bed and Breakfast at any time during the month:	0 (0)	Zero	Low is Good	



What is working well?	What are we worried about?	What do we need to do?
All areas continue to consistently deliver excellent performance levels.		

Permanence – Leaving Care

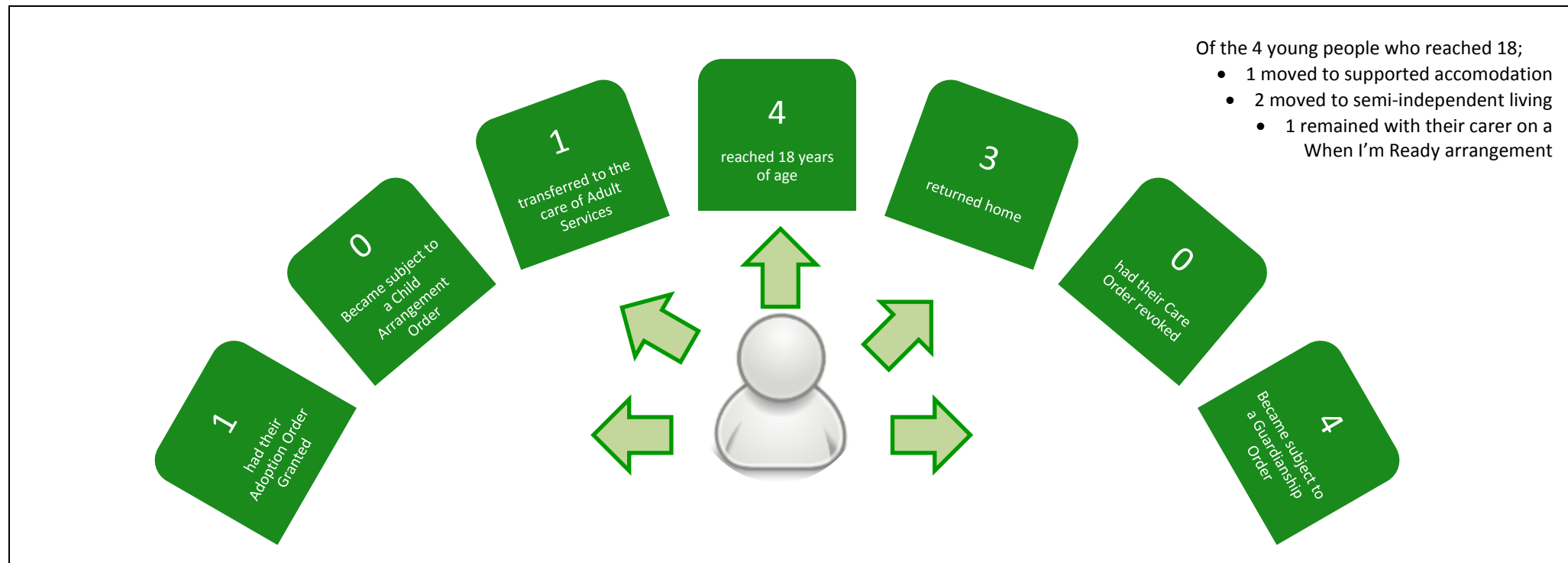
Measure / Metric	Result	Target	What's Good?	Status
The number of cases managed under Special Guardianship Orders and Child Arrangement Orders at the end of the month:	284 (277)	No Target Set	Range of 250-300	
The number/percentage of young people becoming category 2-4 during the month who have an up to date Pathway Plan:	7, 100% (11, 100%)	100%	High is Good	
The number/percentage of young people becoming category 2-4 during the month who have an allocated personal adviser:	7, 100% (11, 100%)	100%	High is Good	
The number of young people in category 2-4 at the end of the month who were in Education, Employment or Training 12 months after ceasing to be LAC:	2, 66.66% (0, 0.00%)	No Target Set	High is Good	
The number of young people presenting as homeless during the month:	8 (7)	No Target Set	Low is Good	



What is working well?	What are we worried about?	What do we need to do?
<ul style="list-style-type: none"> Consistently good performance prevails in this area 		<ul style="list-style-type: none"> The Performance Hub will be working with the BAYS Hub Manager in the New Year to develop qualitative data to understand the impact of practice on achieving good outcomes for children and young people.

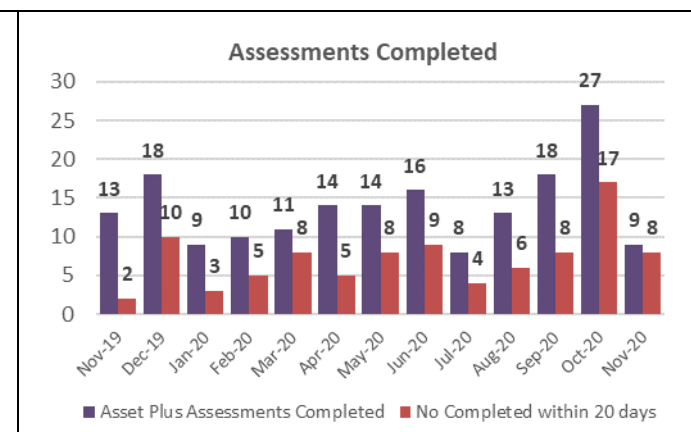
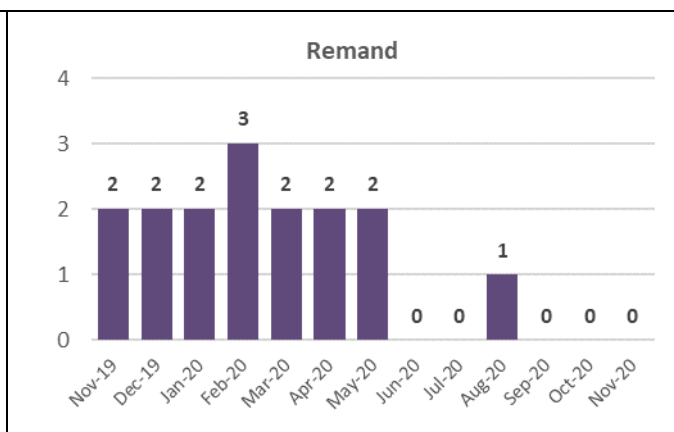
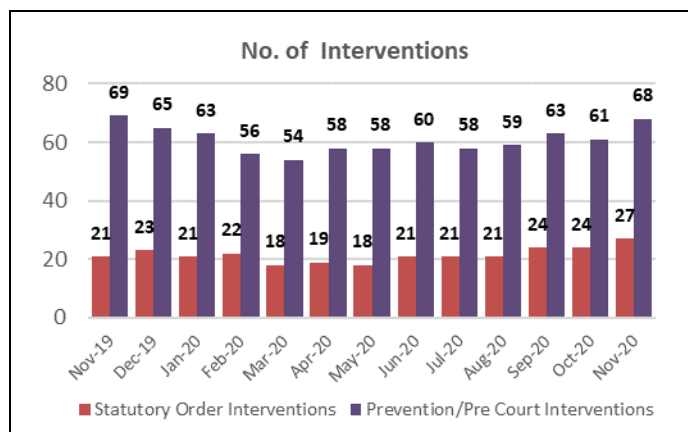
Permanence – Destination upon Leaving Care

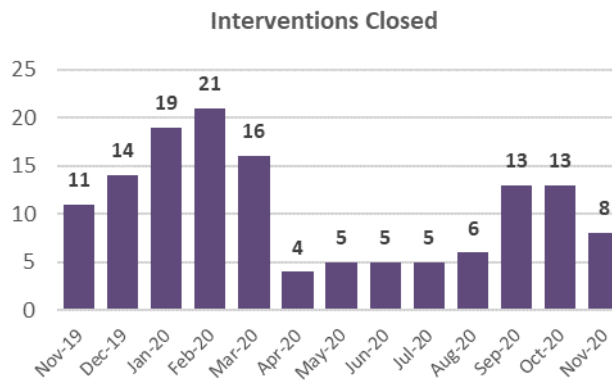
Measure / Metric	Result	Target	What's Good?	Status
The percentage of children supported to live at home at the end of the month:	824, 59.45% <i>(840, 59.62%)</i>	75%	High is Good	
The percentage of children returning home from care during the month:	7, 53.85% <i>(2, 18.18%)</i>	55%	High is Good	



Youth Justice Service

Measure / Metric	Result	Target	What's Good?	Status
Total number of Young People open on an Intervention:	95 (85)		Lower is Better	
Number of Young People on Remand:	0 (0)		Low is Good	
Number of Asset Plus Assessments completed in the month:	9 (27)			
Number of Asset Plus Assessments completed within 20 days:	8 (17)		Higher is Better	
Number of Supervisions that took place in the month:	28 (27)			
Number of Interventions closed in the month:	8 (13)			





What is working well?

- Continued high levels of supervision evidencing that staff are maintaining a focus on this.
- In this period only one ASSET assessment was completed outside of the 20 day timeframe, by a few days.
- 9 Assessments were due in November and 9 were completed with only 1 out of timescales.
- There have been no young people remanded within the period
- Continued consistent number of interventions.

What are we worried about?

- Although supervisions are taking place, there is some room for improvement in terms of the quality of supervision.
- While it is really pleasing that ASSET assessments are being completed within the timeframe, improvement is still required in respect of the quality in some cases.
- Some information is not being recorded accurately in assessments and on the case management system.

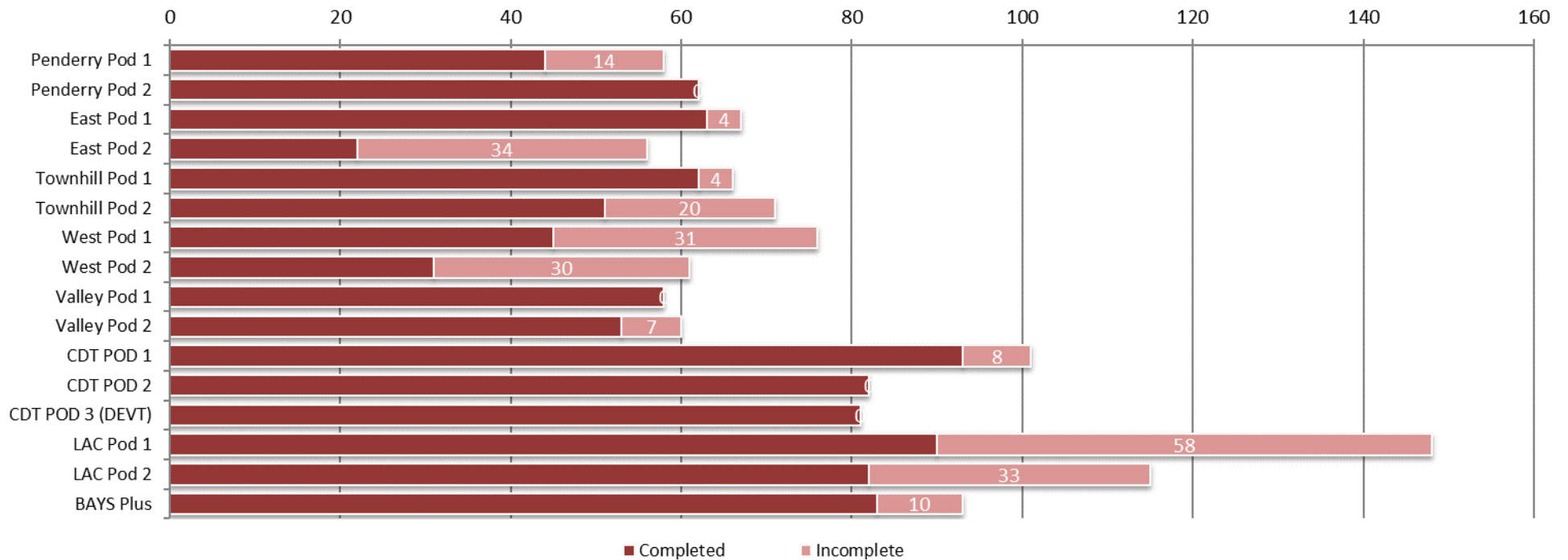
What do we need to do?

- A supervision workshop will be facilitated in the New Year to build confidence in the supervision process. All seniors will be required to attend formal supervision training when this becomes available.
- Where assessments are going out of timeframe or where there are concerns about quality, case managers are being asked to discuss this with the Practice Manager and Principal Officer so that we can support to address any issues.
- Dip sampling is currently taking place which has highlighted some gaps in recording on the system. These dip sampling sessions are allowing us to highlight the focus of supervision discussions to support staff to ensure all essential information is accurately recorded.

Quality – Case and Personal Supervision

Measure / Metric	Result	Target	What's Good?	Status
The percentage of children in need of Care and Support whose cases were reviewed during the month:	1002, 79.84% <i>(1097, 85.44%)</i>	90%		

Case Supervision SCP



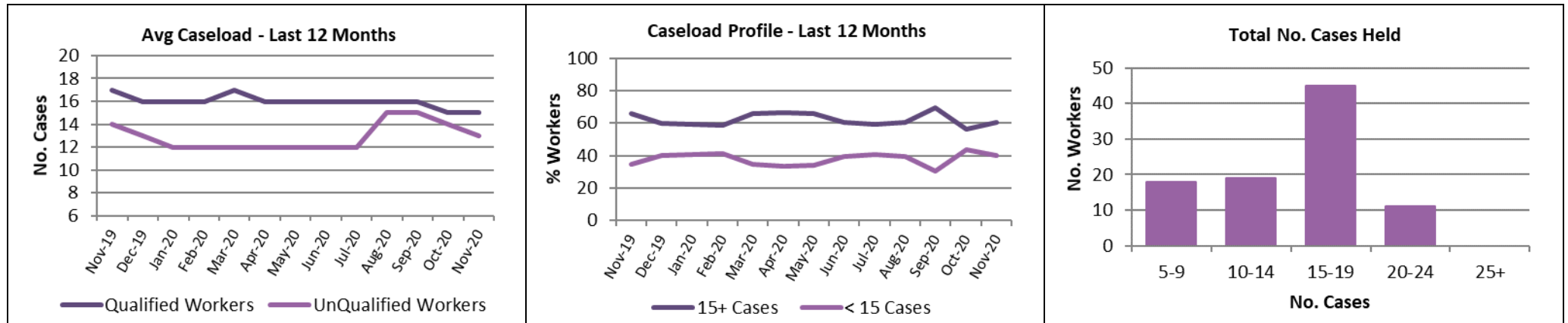
What is working well?	What are we worried about?	What do we need to do?
	<ul style="list-style-type: none"> Performance Hub has identified from the team that Annual Review cases have caused some issues with the supervision reports, as these cases do not necessarily require a high level of supervision. A 	<ul style="list-style-type: none"> Performance Hub will discuss annual review cases with other remaining Hubs to ensure this does not impact on supervision performance.

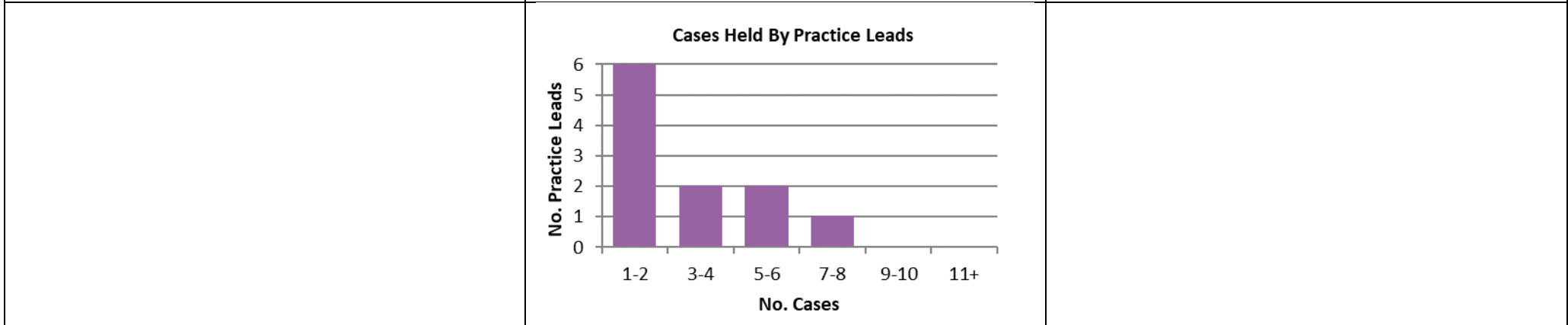
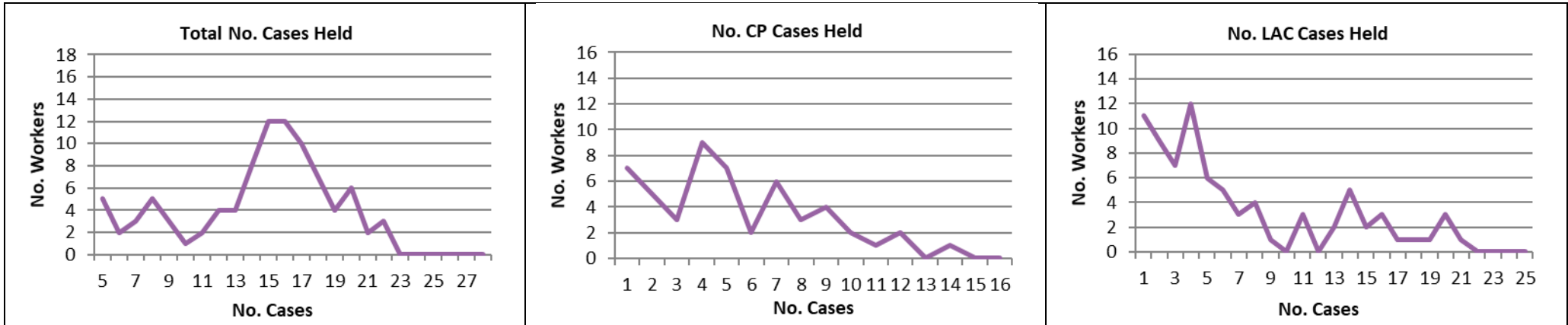
discussion has now taken place with Townhill/West around how to manage this moving forward.

- Performance Hub will be working with the teams to focus on key performance areas including supervision.

Case Management

Measure / Metric	Result	Target	What's Good?	Status
Number of Cases of Children needing Care and Support Managed by the Service at the end of the month:	1386 (1409)	<1600	Low is Good	
Average caseload of Qualified Workers:	15 (15)	<15	Lower is Better	
Average caseload of Unqualified Workers:	13 (14)	<15	Lower is Better	
The percentage workers (qualified and unqualified) holding 15+ cases:	60.22% (56.38%)	No Target	Lower is Better	





What is working well?	What are we worried about?	What do we need to do?
<ul style="list-style-type: none"> Average caseloads remain within the expected range 	<ul style="list-style-type: none"> Higher % of qualified workers with caseloads in excess of 15. 	