

Children's Social Care and Early Help Herd Indicator Report



Date of Board - 15th July 2014

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Theme:

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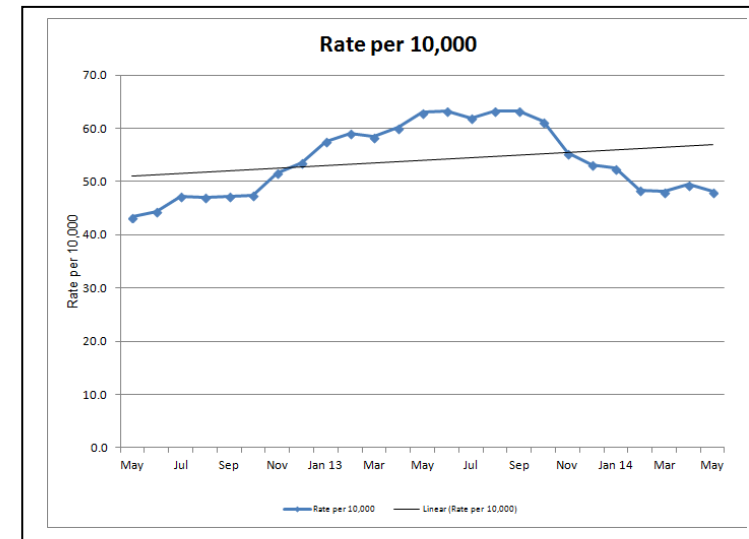
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1.1 CAF - Number of CAFs per 10,000 under 18 population

Current status:

Red

		2009/ 10	2010/ 11	2011/ 12	2012/ 13	2013/ 14	2014/15 ytd	2014/15 full year
Calderdale	Actual	55.1	43.1	42.9	58.4	48.1	48.1	48.1
	Target				53.6	64.1	60.0	60.0
Target met?								x
Comparator average	National	88.0						
	SN							



Monthly breakdown

Year	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
11/12	42.9	44.2	42.7	40.5	40.7	39.8	42.7	43.1	43.3	41.3	43.3	42.9
12/13	43.1	43.3	44.4	47.3	47.0	47.3	47.5	51.6	53.6	57.5	59.1	58.4
13/14	60.2	63.0	63.2	61.9	63.2	63.2	61.3	55.3	53.2	52.5	48.3	48.1
14/15	49.4	48.1										
Target	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0

COMMENTARY

Data commentary:

The monthly breakdown is the number of CAFs received in a rolling 12 month period as at month end. A ratio is applied to the total number of CAFs compared to 10,000 under 18 population. The target for 2014/15 is 60.0 per 10,000 population and is based on a 25% increase of the 2013/14 actuals. The target for this year equates to 275 and averages 23 new CAFs per month. The rate of CAFs continued to decline since September and has seen an 18% reduction as at 31st March 2014 compared to the previous year. In April and May the number was above average and is an encouraging start to the year. Although an integral part, it is worth noting CAFs are only one element of early intervention within Calderdale and in a wider context early intervention includes the Early Intervention Panels, Family Support Teams and Family Intervention Team.

The story behind the data:

Data Set

The main focus of the data is set on the key performance indicators:

- To increase the numbers of Early Intervention Single Assessments that will replace CAF with effect from 16th June 2014, per month.
- Locality data to be reported on in the CAF quarterly report
- The source of the Early Intervention Assessment
- Key universal services are engaging eg; Children Centre's, Schools and Health, this needs to extend across all services
- Numbers in de-escalations from Children Social Care to Tier 3 processes are increasing.
- Outcomes and the impact evaluation sheet at the point of closure of a CAF are reported on

The story behind the data

The CAF figures can fluctuate during school and public holidays. As of April and May 2014 our target figure is being achieved this is a result of refining our data monitoring of active CAFs and their progress. The service will ensure that all active CAFs are completed in a timely manner by monitoring CAFs that have been started but not completed. We will also monitor Teams around the Child (TACs) where meetings are not progressing regularly. Lead professionals are regularly contacted for updates and are provided with support and guidance to progress the process in a timely manner for children and families.

Consultation of the Early Intervention Single Assessment which will replace CAF has been completed and the feedback from partners and colleagues has been positive. The revised version will enable a smoother transfer between tiers of need and prevent duplication of different assessments. The sharing of assessment information will provide a clear account of a child's journey and needs. This will enable practitioners to identify and focus on the intervention required to support and make the necessary changes.

Through regular monitoring, cleansing and collation of data the Early Intervention Business Support and Coordinator will identify common themes and trends from which our action plan will be reviewed and refreshed. For example some common themes already identified are lead professionals not closing CAFs down appropriately or TAC plans not being shared with the central CAF team. Therefore, the action from this will be for the Coordinator to provide additional training or guidance to the service or locality where areas of improvement are required.

Locality data has increased significantly in the lower valley. Some services such as the Area based Family Support team for this area have increased their CAFs as a result of the service embedding the CAF form which is automatically used by the family support workers on all Tier 3 referrals to their service. This also applies to the Upper Valley, however, due to capacity issues within this service CAF numbers have not increased in this area. The number of referrals for family support in the central locality has dropped therefore this has impacted on the overall number of CAFs completed by this service.

MAST colleagues are encouraging practitioners to undertake CAFs or referrals to early intervention panels where referrals do not meet the threshold for Children's Social Care (CSC). The CAF Co-coordinator follows up calls with the referrer in order to provide guidance and support in the completion of the form or with processes.

Where MAST have had direct contact with members of the public and where early intervention services are required to support the children a referral to the panels are made by MAST.

In keeping with the launch of the new Early Intervention Single Assessment a number of documents have been updated and will be available on the website. Sequentially we have also focussed on improving the quality of assessments. Hence the audit form for the tier 3 assessment and TAC plans has also been reviewed to measure both quantitative and qualitative data. The audit form will be shared with the author of the assessment/TAC plan to provide an over view of comments and recommendations and in the sharing of good practice.

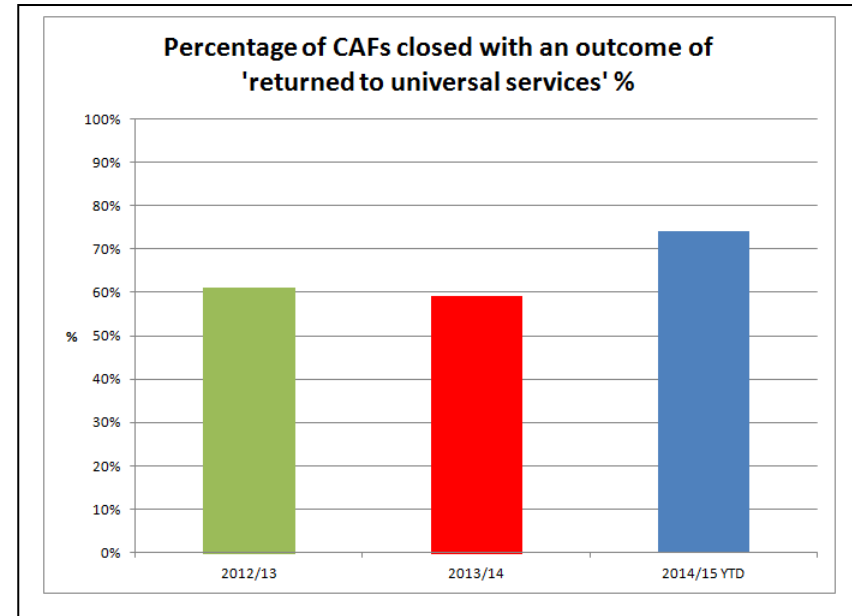
ACTIONS TO IMPROVE	Timescale
<p>Review of actions from last report: (including review of whether impact made)</p> <ul style="list-style-type: none"> • The re-launch of Early Intervention and the Single Assessment form took place on Friday 13th June 2014 followed by further launches through locality network events across the four localities. • Business support to run monthly reports on tier 3 assessments and TAC activity. Where there are deficits these will be followed up in the form of a letter or telephone call to prevent drift. This will also provide more accurate data of tier 3 interventions. • Random audits on CAF & TACs are being undertaken each month using the new form. Findings from these audits will be shared in the quarterly data reporting. Training- A full training program on the core offer which will include both the new Child and Family Single Assessment and the early intervention e-system (e-CAF replacement) is on offer to our partner agencies and colleagues. • Introducing the audit form to other services, for these colleagues to carry out EI Single Assessments audits within their own service. <p>Over the next year we want to see:</p> <ul style="list-style-type: none"> • Practitioners across the partnership implement their own audits of the EI Single Assessment and TAC'S within their own service in order to inform good practice and highlight learning needs. This still needs to be embedded and will be shared with our partners at EI Panels when the new form has been re-launched. 	
<p>Lead officer: Parveen Akhtar/Heather Brandwood</p>	

1.2 CAF - Number of new CAFs and outcome of closed CAFs

Current status:

Green

	2012/13	2013/14	2014/15 ytd	2014/15 full year
Number of new CAFs	264	220	53	
Number closed	194	249	31	
Outcome of closed CAFs:				
Disengaged	15	33	4	
Moved away	10	12	1	
Needs fully met	5	0	0	
No lead professional	2	2	0	
Not passed over	2	2	1	
Other	3	3	0	
Specialist assessment	5	5	0	
Tier 1 – returned to universal services	118	146	23	
Tier 4 – referred to care services	34	46	2	
Percentage returned to universal services	61%	59%	74%	



COMMENTARY

Data commentary:

The table and graph show the number of new CAFs received and the number closed within the year to date (YTD). The table highlights the outcomes for completed CAFs within the period and the proportion which have the desired outcome of 'Tier 1 – returned to universal services'. Tiers relate to the Continuum of Need ie Tier 1 being lowest and Tier 4/5 requiring intervention by children's social care. The majority of cases over the previous two years have returned to tier 1 and the first 2 months of 2014/15 show improvement at 74%.

The story behind the data:

Impact Evaluation Analysis of CAF Process

Work has undertaken to collect and report on data from the Impact Evaluation Form. A total 58 CAFs dating from September 2013 were used in this task. As well as providing an overall score to reflect the success of the CAF, professionals, parents and the CAF subjects are provided the opportunity to give narrative feedback on the CAF. The average score out of 10 for these CAF's is 7.65. There are some common trends that emerge when we consider the narrative data.

Examples of narrative feedback from the professionals involved in the TAC have a number of common elements:

- they remarked that all unmet needs had been met
- they felt that most objectives on the action plan had been completed so the need for the CAF was no longer required.
- they commonly reported that parents were engaged in the process
- that significant progress was measured across a number of areas such as attendance, education, housing issues and overall health and wellbeing

Examples of narrative feedback from the parent/s included comments such as:

- I have noticed an improvement in my child's behavior
- My child is happier
- I feel more confident in my ability to parent my child
- I know where to get help now
- I feel calmer and less anxious because of the changes

Below are a few examples of narrative feedback from the Child:

- Thank you for everything. You've helped us loads and we have become closer now all thanks to you.
- I really liked the reward charts
- I was really happy with the advice and support

If we were to summarise from all the narratives to define what a successful CAF process looks like in Calderdale it would be characterised by the professionals having a clear action plan, engaged parents and children who feel their lives are happier because of the involvement of professionals. By default an unsuccessful CAF does not have a SMART plan which identifies specific targets, parents are disengaged and children are not happy and are not showing improvement. The average score of 7.65 indicates that the CAF process has had a good measure of success with most of the families it seeks to support.

ACTIONS TO IMPROVE	Timescale
<p>Actions for next period: (including impact expected)</p> <ul style="list-style-type: none">- Continue to monitor the timeliness of Early Intervention assessments- Continue to evaluate effectiveness and cascade learning	
<p>Lead officer: Parveen Akhtar/Heather Brandwood</p>	

Theme: Early Intervention

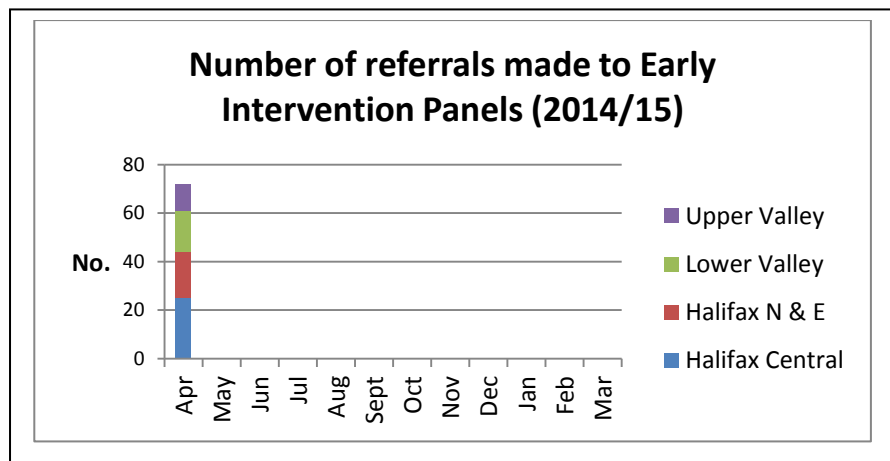
Focus Area: Output

1.3 Number of referrals to Early Intervention Panels

Current status:

Green

		2014/15 ytd	2014/15 full year
Calderdale	Actual	72	72
	Target		



2014/15 Monthly breakdown:

El Panel locality	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Halifax Central	25											
Halifax N & E	19											
Lower Valley	17											
Upper Valley	11											

COMMENTARY

Data commentary:

The figures above are the number of referrals made to each of the 4 locality Early Intervention Panels within the month. The Panels are made up of professionals from agencies across the board and have good representation, including from voluntary organisations. They consider and allocate resources to enhance support for families, where current interventions are not having the desired outcome – largely at levels 3 and above. The data will build up over the year to enable us to identify trends.

The story behind the data:

Referrals have to come to the panels from a wide range of agencies; however, a significant amount of referrals have come from Children’s Social Care, including the Locality Teams, First Response team and the Multi-Agency Screening Team (MAST). All four panels have attendance from Children’s Social Care and this has led to joint working with families, consideration of needs at panel, and de-escalation to partner services when appropriate.

Cases have included children across the age range, and many of these have been allocated to Family Support or Family Intervention Team. A significant number of cases come to the panels from Children’s Social Care, and many of these are cases which will continue to be held by a social worker whilst receiving additional support from Family Support or FIT. Some cases are allocated to FIT or Family Support, but have a young person’s worker (e.g. Youth Worker, YOT officer, Branching Out worker) allocated alongside in order to work specifically with a young person within the family, whilst others may have Family Support and specialist support on specific issues such as domestic abuse (Women’s Centre).

Referrals are checked prior to panel meetings to ensure that appropriate consent has been given.

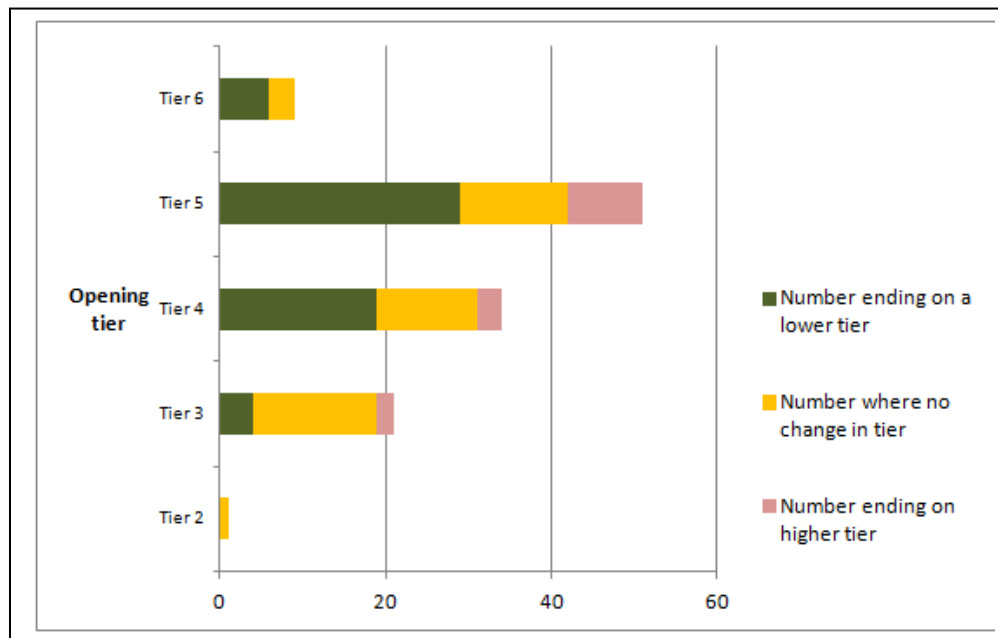
ACTIONS TO IMPROVE	Timescale
<p>Review of actions from last report: (including review of whether impact made)</p> <p>Actions for next period: (including impact expected)</p> <ul style="list-style-type: none">• Rolling out the Early Intervention element of the multi-agency single assessment• Promoting the use of SMART plans for children and young people who are referred to the panels• Contributing to the development of work with vulnerable young people• Developing work relating to families with children under two years• Further developing systems for the collection and interpretation of data, in order to ensure greater co-ordination of our performance management frameworks and identification of outcomes• Developing and promoting the inclusion of the wishes and feelings of the child in referrals, assessments and plans, and agencies’ responses.	
Lead officer: Steve Woodhead	

1.4 Family Intervention case closure outcome

Current status:

Green

		2013/14	2014/15 ytd	2014/15 full year
Calderdale	Actual	50%		
	Target		60%	



Number of cases closed in 2013/14:

Opening Tier level	Number ending on a lower tier	Number where no change in tier	Number ending on higher tier
Tier 2	0	1	0
Tier 3	4	15	2
Tier 4	19	12	3
Tier 5	35	16	9

COMMENTARY

Data commentary:

The Family Intervention team forms part of Calderdale’s early intervention strategy, supporting some of the most troubled families. Each new case is assessed on a tier of need with tier 1 being the lowest and 5 highest. The table and graph above show the number of cases by the opening tier and at what tier the case ended. In 2013/14 50% of cases closed at a lower tier. The highest number of cases were received at tier 5 with 58% closing on a lower tier.

The story behind the data:

A standard closure form has been introduced during this reporting period, and the procedure developed so that all closing cases return to panel. This will enable closer scrutiny of outcomes, through the inclusion of tier of the CON at referral and at closure. There were 116 cases closed in 2013/14 with 58 of these exiting with a lower tier.

ACTIONS TO IMPROVE	Timescale
<p>Actions for next period: (including impact expected)</p> <ul style="list-style-type: none"> - All cases will be continue to be presented to the Panels at closure to ensure that the work has been completed and to evaluate effectiveness - Any learning from this process will be cascaded appropriately - We will increase the use of SDQs at opening and closure of cases to improve measurements of children’s emotional wellbeing at the end of intervention - 	
<p>Lead officer: Steve Woodhead/Sharon Field</p>	

Theme: Child Protection

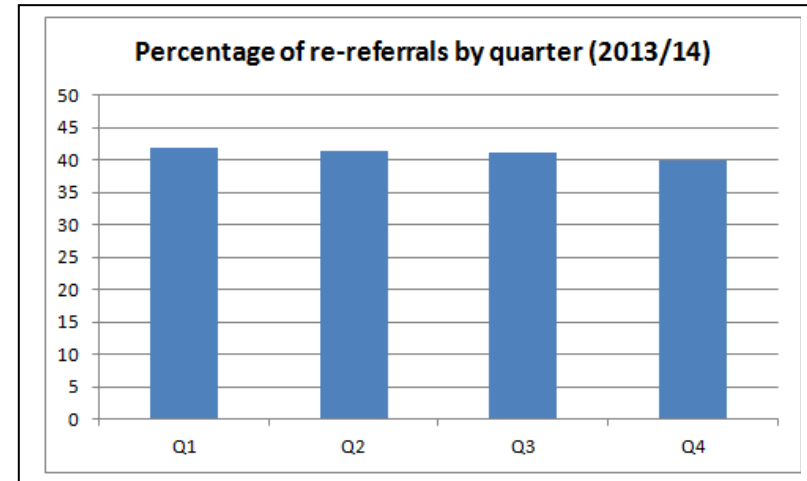
Focus Area: Output

2.1 Percentage of re-referrals in 12 months

Current status:

Red

		2010/11	2011/12	2012/13	2013/14 ytd	2013/14 full year
Calderdale	Actual	17.4%	34.2%	42.4%	40.0%	40.0%
	Target					
Target met?						
Comparator average	National	25.6%	26.1%	24.9%		
	SN	25.7%	23.6%	26.1%		



Quarterly breakdown:

Year	Q1	Q2	Q3	Q4
13/14	41.9%	41.3%	41.0%	40.0%
Target				

COMMENTARY

Data commentary:

The calculation of re-referrals is based on the method used by the DfE. It is the proportion of referrals which have been made within 12 months of a previous referral, measured against the total number of referrals for a 12 month period at quarter end. It is a rolling 12 month total as at the end of each quarter.

The story behind the data:

The number of referrals in 2013/14 has seen a slow reduction through the work with partners to reduce inappropriate contacts. These have in the past been counted inappropriately as referrals, which has had a significant impact on re-referral rates. As this indicator looks back over a 2 year period, the impact of this will continue to affect the system for some time to come.

Whilst the work to date is having an impact on the level of re-referrals, it is still significantly higher than both statistical neighbour and England averages. Domestic violence notifications dealt with by the Early Intervention Service are now classed as early intervention notifications from 10th April. Therefore, improvements will be seen over the coming months. All contacts resolved at MAST remain as contacts and the data supports this and the next quarter will see an improvement in the re-referral rates.

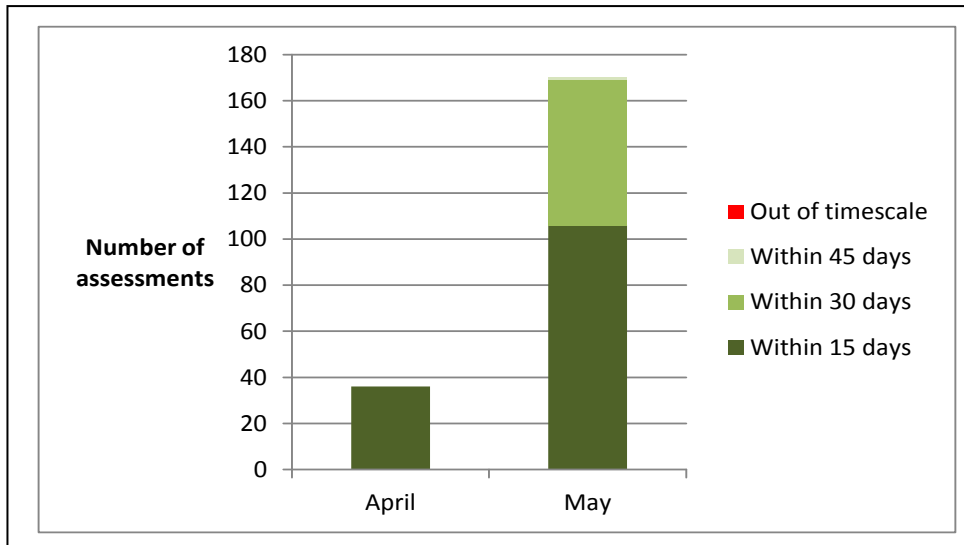
ACTIONS TO IMPROVE	Timescale
<p>Review of actions from last report: (including review of whether impact made)</p> <p>Work has been undertaken in Quarter 4 to ensure that not all contacts into MAST are classed as referrals, particularly those where advice and signposting in MAST is resulting in a satisfactory outcome for enquirers.</p> <p>Actions for next period: (including impact expected)</p> <ul style="list-style-type: none">• Data cleansing and classification work to continue.• Early Intervention referrals of domestic violence notifications to be dealt with through the Early Intervention service rather than MAST• Continued monitoring of outcomes achieved through early intervention• A focussed piece of work is to be undertaken on re-referrals in respect of data analysis, taking into account previous referrals which should have been classed as contacts. Further qualitative analysis will take place on random select cases to ensure appropriate decision making is in place. This work will also be reported to the CSCB.	
Lead officer: Beate Wagner/Jamiila Sims	

2.2 Single assessment completion rate

Current status:

Green

		2014/15 ytd	2014/15 full year
Calderdale	Completed within 45 days	100%	100%
	Target	95%	95%
Target met?			
Comparator average	National		
	SN		



Monthly breakdown

Completion rate	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Within 15 days	36	106										
Within 30 days	0	64										
Within 45 days	0	1										
Out of timescale	0	0										
Total	36	171										
Percentage completed within 45 days	100%	100%										
Target	95%	95%										

COMMENTARY

Data commentary:

The Single Assessment was introduced in April 2014 and replaces both initial and core assessments. There is a maximum target of 45 working days for completion of the single assessment. However, single assessments are monitored against the number completed within 15, 30 and 45 working days.

The story behind the data:

This new process is still being embedded. There is detailed guidance for all workers to follow and training has been provided by service manager. There is an expectation with the increased time of 10 days to 15 days this will enable multi-agency working and social worker quality of assessments. The single assessment is also the ICPC and conference review report. Audits are planned June 2014 by the service manager as a thematic piece of work.

Current performance is indicating that a large number of assessments are exceeding the 15 day timescale compared to previous initial assessment performance. An additional indicator of 16 to 20 days has been added to capture any additional issues around submitting and signoff or whether additional work has taken place. It is envisaged that the multi-agency involvement and completing more robust detailed assessments would impact on timescales being extended.

ACTIONS TO IMPROVE	Timescale
<p>Review of actions from last report: (including review of whether impact made)</p> <p>Actions for next period: (including impact expected)</p> <ul style="list-style-type: none"> • Continued monitoring of timeliness and reviews by front line managers • Thematic audit by service manager in June. 	
<p>Lead officer: Jamiila Sims</p>	

Theme: Child Protection

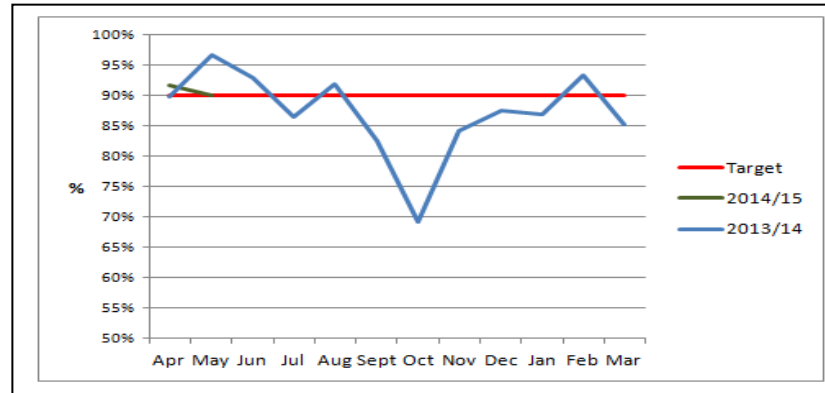
Focus Area: Output

2.3 Percentage of Section 47s completed within timescale

Current status:

Green

		2013/14	2014/15 ytd	2014/15 full year
Calderdale	Actual	86.7	91.0	91.0
	Target	90.0	90.0	90.0
Target met?		x	✓	✓
Comparator average	National			
	SN			



Monthly breakdown

Year	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
13/14	89.7	96.6	92.9	86.6	92.0	82.5	69.3	84.2	87.5	87.0	93.4	85.2
14/15	91.8	90.1										
Target	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0

COMMENTARY

Data commentary:

Section 47s have a threshold of 15 working days for completion. The table and graph above show those Section 47s completed in the month. The above figures include assessments completed by FRT, localities and DCT. Since October the completion of S47s within timescales has improved. The yearend performance was close to achieving the 90% target for the year and if performance had been stronger in October it is likely the target would have been achieved.

The story behind the data:

The vast majority of Section 47s are completed within timescales. There was a decline in the second half of last year and this was attributable to the increased number of Section 47s taking place and performance within the team. However, since April performance has remained above 90% and 98% being achieved within FRT in June. This area is discussed as part of the weekly FRT management meetings to ensure timescales are routinely met.

ACTIONS TO IMPROVE	Timescale
<p>Review of actions from last report: (including review of whether impact made) Overall performance is good and continues to be subject to close monitoring.</p> <p>Actions for next period: (including impact expected):</p> <ul style="list-style-type: none">• Clear focus is needed not only on any overdue S47s, but also those approaching due date to avoid these also not being completed in timescales.• A strong emphasis regarding ensuring timescales are met are being enforced at 100% for all S47s.	
Lead officer: Jamiila Sims	

Theme: Child Protection

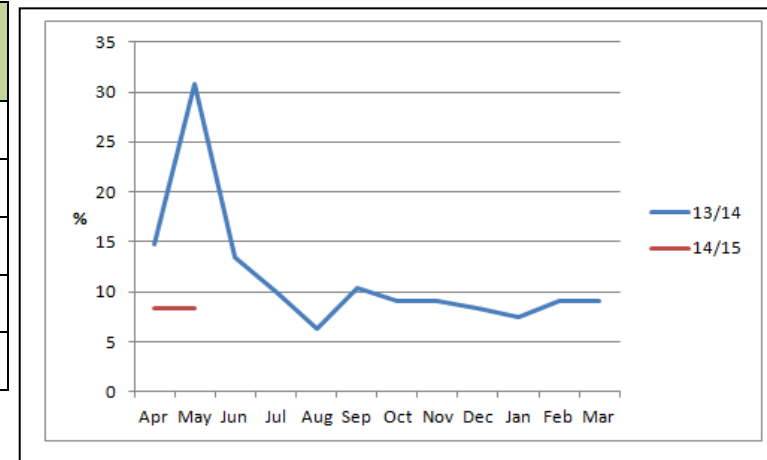
Focus Area: Outcome

2.4 Percentage of Child Protection Plans lasting 2 years or more ceasing during the year.

Current status:

Amber

		2009/10	2010/11	2011/12	2012/13	2013/14	2014/15 ytd	2014/15 full year
Calderdale	Actual	4.9	14.8	10.0	5.5	9.0	8.3	8.3
	Target					6.3	6.3	8.3
Target met?								
Comparator average	National	5.9	6.0	5.6	5.2			
	SN	4.3	6.7	6.3	5.2			



Monthly breakdown

Year	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
13/14	14.8	30.8	13.5	10	6.3	10.4	9	9	8.3	7.4	9.0	9.0
14/15	8.3	8.3										
Target	6.3	6.3	6.3	6.3	6.3	6.3	6.3	6.3	6.3	6.3	6.3	6.3

COMMENTARY

Data commentary:

This indicator measures the proportion of the child protection plans ceasing in the period had been open for 2 years or more. Performance since 2010/11 has improved slightly. In 2012/13 performance was in line with both national and statistical neighbour averages. However, there has been a rise in 2013/14 from 5.5% in the previous year to 9%.

Given the current drive to review all children who have been subject to child protection plans for over 2 years, success in this indicator will show an initial

deterioration in performance, as these case come off plans. This will affect the annual performance in this area, given it is a cumulative indicator. However, month on month performance should see an improvement to levels in line with the target by the end of the year.

The story behind the data:

The percentage of plans lasting for 2 years or more are too high. There is targeted focus on reviewing these cases and bringing performance in line with statistical neighbours. The focus includes a joint monthly analysis with Team Managers from Locality Teams and the Team Manager of the Independent Reviewing Service.

It is recognised that some families have been historically entrenched in receiving statutory intervention and some core groups and conferences may not be working as effectively as they need to to achieve the required outcomes.

As part of a dedicated review both the IRO Team Manager and Service Manager are ensuring that these cases are reviewed regularly to ensure threshold is correct. Locality teams are also reviewing the cases to ensure comprehensive and analytical assessments are in place. This area is improving and it is anticipated that numbers will reduce to at least be in line with our statistical neighbours.

ACTIONS TO IMPROVE	Timescale
<p>Actions for next period: (including impact expected)</p> <ul style="list-style-type: none"> • All cases subject to more than 2 years Child Protection are reviewed regularly with the Principal Social Worker, IRO Development Manager and Service Managers from Locality and Safeguarding • ‘Reflect’ meetings chaired by LAACH manager when Core Group is perceived to be ‘stuck’ • IRO Team Manager to review cases with Conference Chairs • Locality Service Manager to review all cases with specific reference to evidence required for possible escalation 	
<p>Lead officer: Sean Walsh</p>	

Theme: Child Protection

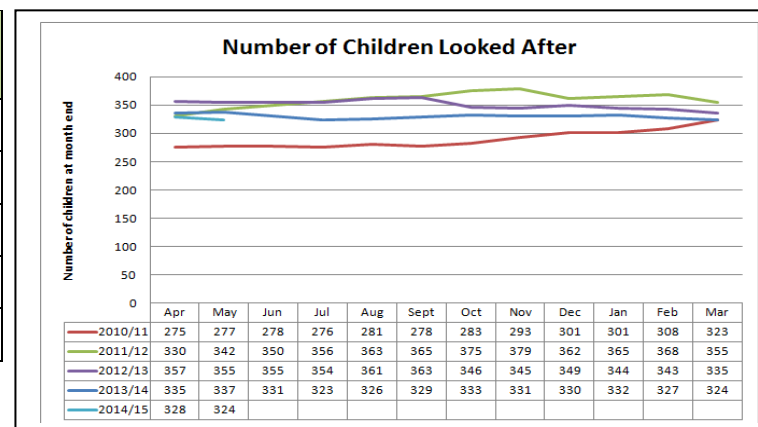
Focus Area: Outcome

2.5 Looked After Children - Number of children looked after per 10,000 of population

Current status:

Green

		2010	2011	2012	2012/13	2013/14	2014/15 ytd	2014/15 full year
Calderdale	Actual	59.0	71.0	78.0	73.3	71.1	71.1	71.1
	Target				75.0	72.2	66.0	66.0
Target met?					✓	✓		
Comparator average	National	58.0	58.0	59.0	60.0			
	SN	70.5	74.3	78.4	83.6			



Monthly breakdown

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2012/13	78.1	77.7	77.7	77.4	78.9	79.4	75.7	75.5	76.3	75.3	75.0	73.3
2013/14	73.5	74.0	72.6	70.9	71.5	72.2	73.1	72.6	72.4	72.9	71.8	71.1
2014/15	72.0	71.1										

COMMENTARY

Data commentary:

- Since April 2009, the number of LAC increased by 52% to 379 at the end of November 2011. This equates to 82.2 per 10,000 under 18 population. Since this peak the number of looked after children has steadily reduced to 335 by 31st March 2013. This is significantly lower than statistical neighbours figure which is 83.6 compared to Calderdale's 71.1 per 10,000 under 18 population. The gap has also narrowed in terms of the national result of 60 per 10,000 under 18 population.
- In Calderdale, the number of LAC has fallen steadily since September 2012, to 71.1 per 10,000 at year end and is slightly better than the target figure of 75.0 for 2013/14.

The story behind the data:

- At its highest point in 2011 the Looked After Population was 375. As at year end 2013/14, the number of LAC has reduced by 13.6% as a result of improved early intervention and robust management of children entering the care system through such measures as the Gateway Panel. In addition, children's movement through the system has been the focus of attention and the introduction of care planning meetings and the permanence policy are reinforcing this in the Locality Teams.
- The target in the Single Integrated Improvement Plan was a 20% reduction in the Looked After Population (to 75 per 10,000) by 2013 which has been achieved. This reflects the statistical neighbour average for the year of 75.2 per 10,000 population (2011). By 2013 the statistical neighbour average had increased to 83.6. The national average is also rising, but at a lower rate and reached 60 per 10,000 population by 2013. For Calderdale to be in line with the national (rather than statistical neighbour) average it would require a reduction down to 274 looked after children.
- The numbers of LAC have remained steadily in line with our own improvements. In addition to above, there has been a revised and updated permanence policy introduced to continue to reassert the need to explore all areas of permanence: within a family network under special guardianship and adoption for those young enough for it to be considered.
- A new multi-agency support panel has been introduced called VYPP (Vulnerable Young People's Panel). This panel is made up of senior level staff from all the partners and is specifically aimed at offering safe and creative alternatives to care for those children above 13 yrs

ACTIONS TO IMPROVE	Timescale
<p data-bbox="136 863 1800 898">Review of actions from last report: (including review of whether impact made)</p> <ul data-bbox="136 938 1800 1050" style="list-style-type: none">• Management oversight and monitoring is continuing along with practice support• Team briefings on the permanence policy are underway and continuing• Robust system in place to link MAST with the Early Intervention Panels <p data-bbox="136 1090 1800 1125">Actions for next period: (including impact expected)</p> <ul data-bbox="136 1165 1800 1377" style="list-style-type: none">• Continued development of our early intervention approach and link to MAST• Continue to promote the use of Family Group Conferencing to avoid children entering the care system when this is not warranted for their own safety and protection• Continue to embedding the refreshed permanence policy• Embed a new permanency tracking tool to ensure no children get "stuck" on their journey to permanence• Continued promotion and evolution of VYPP panel and gauge its success with those above 13 yrs	

- | | |
|--|--|
| <ul style="list-style-type: none">• Introduction of a new Gateway Application format that ensures assistance for social workers and team managers to assess correct threshold• Ongoing briefings to Locality teams with Legal Lead and Service Manager Locality to improve confidence of social front line staff to manage risk appropriately and understand the process of family first principles | |
|--|--|

Lead officer: Beate Wagner/Gary Pickles	
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Theme: Child Protection

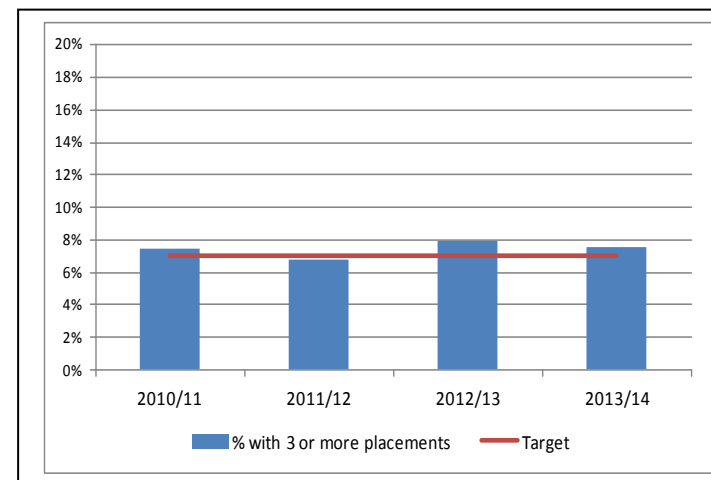
Focus Area: Outcome

2.6 Looked After Children – Stability of placements: Percentage of children looked after with 3 or more placements during the year

Current status:

Green

		2010/11	2011/12	2012/13	2013/14	2014/15 ytd	2014/15 full year
Calderdale	Actual	7.5%	6.8%	7.9%	7.6%		
	Target		7.0%	7.0%	7.0%	8.0%	8.0%
Target met?			✓	✗	✓		
Comparator average	National	10.7%	11.0%	11.0%			
	SN	10.4%	9.6%	9.3%			



Monthly cumulative breakdown

Year	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
13/14	0.0%	0.0%	0.9%	1.2%	2.2%	3.2%	3.8%	5.4%	5.3%	5.6%	6.5%	7.6%
12/13	0.0%	0.0%	0.6%	1.1%	2.2%	3.7%	3.9%	4.9%	6.7%	6.7%	7.4%	7.9%
11/12	0.0%	0.0%	0.0%	0.0%	1.7%	1.5%	2.8%	3.7%	4.5%	5.6%	6.3%	6.8%
10/11	0.0%	1.1%	1.4%	2.6%	2.9%	5.1%	5.3%	6.1%	7.6%	7.0%	7.8%	7.5%

COMMENTARY

Data commentary:

This indicator measures the number of children who have experienced 3 or more moves within the financial year, as a percentage of all looked after children. The percentage progressively increases as moves take place during the year. Calderdale consistently achieves a lower percentage than statistical neighbour and national averages.

The story behind the data:

As in previous reports, the number of children experience 3 or more placement moves within the financial year remains relatively low and remains lower

than statistical neighbour and England averages. A target of 8% has been set for 2014/15 to maintain the same level as the previous year. For many children, the 3rd or further move within this year results from increasing performance around permanency moves being secured with an increasing number of Special Guardianship, Adoption or Long Term Fostering placement matches being assessed and approved as a positive outcome for those children and young people.

There are, however, a small cohort of children and young people who demonstrate more complex or challenging needs and behaviours that can result in placement breakdown and require us to plan a further move. These placement move requests are reviewed and managed alongside partner agencies at the Resources for Children Panel to look at emerging or changing assessed needs. The necessary resources are committed by the relevant partners to offer greater likelihood of placement stability at any subsequent placement move.

Management overview and decision making on placement moves is significantly improved and provides the stability that all placements should experience to continue to manage improvements.

ACTIONS TO IMPROVE	Timescale
<p>Review of actions from last report: (including review of whether impact made)</p> <ul style="list-style-type: none"> • Reporting on Permanency Plan figures at the 2nd statutory review is a performance indicator reported into SLT. • The monitoring of subsequent planning and actions around placements linked to plans are addressed through social worker supervision and further explored through the reviewing process as well as at Resource for Children Panel reviews of placements • The plans for those children that have already experienced 3 or more moves and made up the 3.2% cohort in September 2013 were not all reviewed at the October RfC Panel. All remaining cases have been reviewed between the December and January Panels. • The discussing of permanency options for children with existing foster carers continues to operate through the fostering team and locality teams. A small number of foster carers have begun to express interest in permanence options that are now being pursued, including adoption. • The Looked After and Adopted Children Strategy Operations Group, continues to review any necessary support services to minimise and manage potential placement disruptions and to further improve placement stability. <p>Actions for next period: (including impact expected)</p> <p>Full case file checklist has now been completed and a team manager has been temporarily deployed to complete a full report and analysis of the baseline issues for our LAC population – this has included qualitative interviews with the children in care council, IRO service, social workers and the advocacy service. Development Manager in IRO service working closely with Placements;</p> <ul style="list-style-type: none"> • Ongoing effective and improving relationship with IRO service resulting in timely disruption meetings and emergency LAC 	

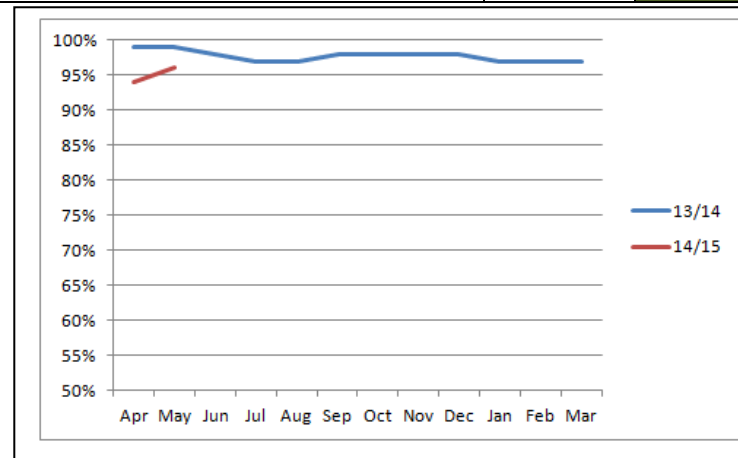
reviews when required	
Lead officer: Beate Wagner / Sean Walsh	

3.1 Percentage of LAC reviews within timescale

Current status:

Green

		2012/13	2013/14	2014/15 ytd	2014/15 full year
Calderdale	Actual	98.5%	97%	96%	96%
	Target		100%	100%	100%
Target met?					
Comparator average	National	96.2%			
	SN	94.2%			



Monthly cumulative breakdown

Year	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
13/14	99%	99%	98%	97%	97%	98%	98%	98%	98%	97%	97%	97%
14/15	94%	96%										
Target	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

COMMENTARY

Data commentary:

Reviews look at the child’s progress and ensure the current care plan remains appropriate. The planned review date is measured against the actual date the review took place. This indicator has not been measured nationally since 2009/10, but this indicator is still used by Calderdale to monitor the timeliness of reviews for LAC. In 2009/10 the statistical neighbour average was 89.1%, regional average 86.8% and England average 90.5%. Calderdale has maintained a high percentage rate over the last 2 years of 98.5% (2012/13) and 97% (2013/14).

The story behind the data:

The percentage of LAC reviews held within timescales remains consistently high through strong monitoring, assisted by systems in place to highlight timescales (CASS). An ethos exists within the independent reviewing service of the importance of the child’s plan being reviewed in a timely manner. IRO staff also have a manageable caseload.

Increased emphasis on monitoring progress of child’s plan between reviews is embedded in the IRS team so that there is always an awareness of the timing

of the statutory review.

ACTIONS TO IMPROVE	Timescale
<p>Actions for next period: (including impact expected)</p> <ul style="list-style-type: none">- Continue to monitor and further build on improvements	
<p>Lead officer: Judith Wyllie/Cheryl Baxter</p>	

Theme: Adoption

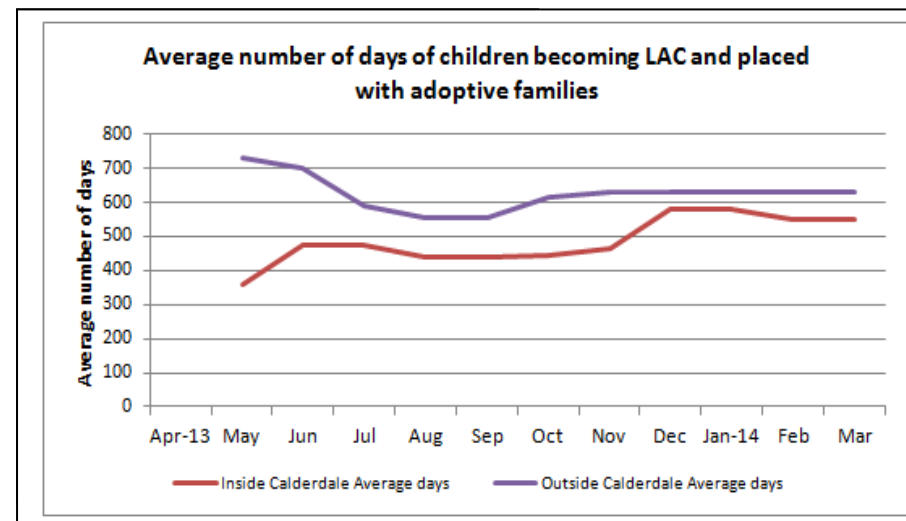
Focus Area: Outcome

3.2 Number of children being placed with adoptive families and timescales from becoming looked after

Current status:

Amber

		2013/14	2014/15 ytd	2014/15 full year
Approved by Calderdale	Number	9		
	Average days	550		
Approved by another agency	Number	10		
	Average days	628		
Target		547	547	547



Monthly breakdown:

		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Approved by Calderdale	Number	0	1	1	0	1	0	1	1	2	0	2	0
	Average days	0	360	588	0	370	0	465	545	863	0	446	0
Approved by another agency	Number	0	2	1	2	2	0	1	2	0	0	0	0
	Average days	0	731	645	425	468	0	1043	676	0	0	0	0

COMMENTARY

Data commentary:

The above graph and tables show the length of time by number days it takes for a child to be placed with adoptive parents from the date the child becomes looked after. It also compares the timescales between those children placed with Calderdale adoptive parents and those sourced through external adoption. The national target for a child to be placed with adopters from the date he or she becomes looked after is 566 days.

The story behind the data:

The first quarter saw the average number of days above 600 for placements with Calderdale adopters and for those sourced through external adoption

agencies. This was largely as a result of the national shortage of adopters, increasing numbers of children with plans for adoption and time delays in progressing permanence plans and decisions through the courts for children. Calderdale had a number of children who had been looked after for some time and there was evidence of drift as a result of some, if not all, of the issues outlined above.

From July to November this improved to below 500 days. The number of days saw a significant increase in December as both children placed were matched with their existing foster carers. Following a period of unsuccessful family finding for two children who are considered 'harder to place' their carers requested to be assessed as prospective adopters. Whilst this added to the timescale for placement of the children under adoption regulations, the children were already in placement and settled with their families who will now be permanent. The overall improvement results from a review of Permanence planning for children, including regular Permanence Planning meetings and a reinvigoration of family finding for those children with plans for adoption. This includes Calderdale's involvement in regional and national exchange day where children who have waited longer for a family or may have more complex needs can have their profiles raised with prospective adopters. We have also participated in a West Yorkshire Activity Day in which adopters had the opportunity to meet children face to face. We included 10 children in this event but sadly no children were matched.

A very positive recruitment campaign was held in the autumn which included local media coverage and was well supported by Councillors and experienced adopters. The drive for new adopters for Calderdale continues to operate and is seeing increasing numbers of prospective adopters coming forward. We are on track to have increased the number of Calderdale approved adopters this year by 150%. Following assessment under the new regulations and reduced timescales for approval it is hoped that they will prove to be the 'right families' for Calderdale children. Alongside local recruitment and approval, Calderdale is a regional consortium member and also refers to the National Register much earlier for prospective adopters for Calderdale children from other areas.

ACTIONS TO IMPROVE	Timescale
<p>Review of actions from last report: (including review of whether impact made)</p> <p>An adoption diagnostic took place in March by Core Assets. The diagnostic highlighted areas for improvement within the family finding pod. This specifically related to improving the sense of urgency within the pod and exploring ways of ensuring family finding social workers become involved in planning for children at a much earlier stage. To support this recommendation an additional social worker has been appointed to the family finding pod to assist in driving forward the required sense of urgency in reducing delay.</p> <p>Development of an adoption tracking tool is ongoing. The tracker will monitor children individually and collectively, providing an early warning of delay within the adoption process. It will improve delivery highlighting which specific areas of the adoption process are causing delay.</p> <p>Actions for next period: (including impact expected)</p> <ul style="list-style-type: none"> • Earlier involvement by family finding social workers. Allocation of a family finding social worker to each case discussed at Gateway Panel where a possible plan of adoption was outlined. This is to include attendance by Adoption Team at all Permanency Planning Meetings. • To continue to monitor recruitment and approval activity around prospective adopters for Calderdale. 	

- To continue to monitor permanence through legal and permanency planning and assisted by the tracking tool, and challenge or support any area where delay can be avoided.
- To consider, where appropriate, any opportunities for children to achieve permanence, including adoption, through existing foster carers or connected carers through proactive planning, assessment and approval.
- To play an active role in the Regional Consortium recruitment drive; 'Being Family'.
- Earlier allocation of family finders to assist in the production of 'fit for purpose' CPR's
- Profiles of children to be used proactively in preparation training and to host a profiling event for Calderdale children in June 2014
- Adoption to act as case holding social worker in all cases where a baby has been relinquished.

Lead officer: Sue Clarke / Gary Pickles

Theme: Adoption

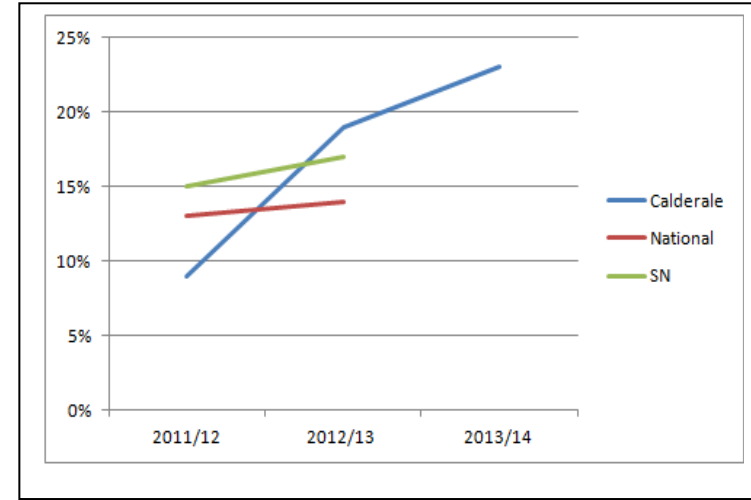
Focus Area: Outcome

3.3 Percentage of Looked After Children adopted in the year

Current status:

Green

		2011/12	2012/13	2013/14	2014/15 ytd	2014/15 full year
Calderdale	Actual	9%	19%	23%		
	Target			25%	25%	25%
Target met?				-		
Comparator average	National	13%	14%			
	SN	15%	17%			



Quarterly cumulative breakdown

Year	Q1	Q2	Q3	Q4
13/14	44%	20%	21%	23%
14/15				

COMMENTARY

Data commentary:

This indicator represents the proportion of looked after children which ceased to be looked after and were adopted in the specified period. Calderdale has seen an increase in the percentage adopted over the last two years, overtaking the national and statistical neighbour percentage in 2012/13. 2013/14 saw the percentage increase further to 23%.

The story behind the data:

The 2013/14 figure shows an increase on 2012/13 - there has been an increase from 19% to 23%. This follows on from the trend established in recent years and is a positive feature of the work of the Locality Teams and Adoption Team. Work has taken place to ensure this trend continues and this includes amendments to, and a repeat dissemination of the Permanency Policy to ensure it is embedded across the service.

Court briefings have taken place to ensure the re: BS balance sheet is being adhered to and that all other avenues to permanency are exhausted at an early stage in proceedings.

ACTIONS TO IMPROVE	Timescale
<p>Review of actions from last report: (including review of whether impact made)</p> <p>An adoption diagnostic took place in March by Core Assets. The diagnostic highlighted areas for improvement within the family finding pod. This specifically related to improving the sense of urgency within the pod and exploring ways of ensuring family finding social workers become involved in planning for children at a much earlier stage. To support this recommendation an additional social worker has been appointed to the family finding pod to assist in driving forward the required sense of urgency in reducing delay.</p> <p>Development of an adoption tracking tool is now completed. The tracker monitors children individually and collectively, providing an early warning of delay within the adoption process. It will improve delivery highlighting which specific areas of the adoption process are causing delay.</p> <p>Actions for next period: (including impact expected)</p> <ul style="list-style-type: none"> • Earlier involvement by family finding social workers. Allocation of a family finding social worker to each case discussed at Gateway Panel where a possible plan of adoption was outlined. This is to include attendance by Adoption Team at all Permanency Planning Meetings. • To continue to monitor recruitment and approval activity around prospective adopters for Calderdale. • To continue to monitor Permanence through legal and permanency planning and assisted by the tracking tool, and challenge or support any area where delay can be avoided. • To consider, where appropriate, any opportunities for children to achieve permanence, including adoption, through existing foster carers or connected carers through proactive planning, assessment and approval. • To play an active role in the Regional Consortium recruitment drive; 'Being Family'. • Earlier allocation of family finders to assist in the production of 'fit for purpose' CPR's • Profiles of children to be used proactively in preparation training and to host a profiling event for Calderdale children in July 2014 • Adoption to act as case holding social worker in all cases where a baby has been relinquished. • Opportunities for closer working between Adoption and Fostering to be explored to make best use of resources and maximize the opportunities available to deliver an adoption outcome for looked after children. • Continue developing the interface with IRO's to ensure they work in harness with other professionals to appropriately promote adoption as the preferred outcome for looked after children. 	
<p>Lead officer: Beate Wagner / Gary Pickles</p>	

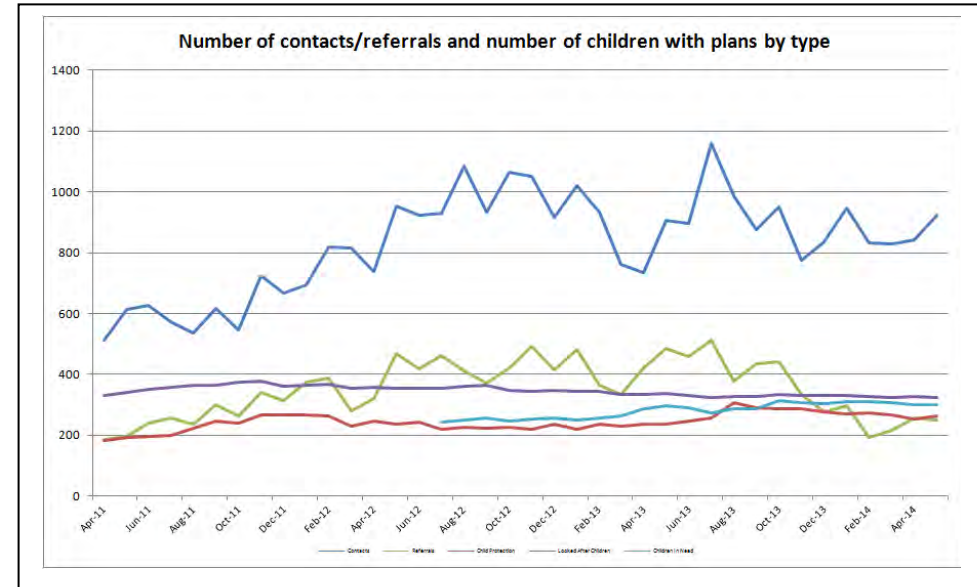
4.1 Demand Graph (number of contacts, referrals and children with plans)

Current status:

Amber

Number of contacts and referrals and children with plans by type:

	Contacts	Referrals	Child Protection	Looked After Children	Children In Need
Apr-13	734	421	235	335	286
May-13	908	485	236	337	297
Jun-13	897	458	245	331	291
Jul-13	1160	514	258	323	274
Aug-13	986	377	308	326	286
Sep-13	875	435	292	328	287
Oct-13	950	443	288	333	314
Nov-13	774	334	287	331	307
Dec-13	835	277	278	330	303
Jan-14	948	298	270	332	311
Feb-14	833	194	275	327	309
Mar-14	828	217	266	324	308
Apr-14	844	256	253	328	299
May-14	923	250	264	324	302



COMMENTARY

Data commentary:

It should be noted that recording arrangements for contacts changed in May 2013 and this is reflected in the above figures. All domestic violence notifications from the police are again being recorded as contacts, as the information is otherwise not accessible in a timely way, should further referrals be made.

The story behind the data:

Whilst contacts remain high, the number of referrals during 2014 has been much lower than earlier in the year

ACTIONS TO IMPROVE	Timescale
<p>Review of actions from last report: (including review of whether impact made)</p> <ul style="list-style-type: none">- Agreement reached between all agencies that all referrals to social care will be jointly screened within the MAST to ensure they can be diverted appropriately, if necessary- Detailed information has been provided to partner agencies on their performance- Partner agencies have been undertaking spot audits on their own referrals in MAST- Signatures of risk document has been consulted on and is being cascaded <p>Actions for next period: (including impact expected)</p> <ul style="list-style-type: none">• LSCB to continue to challenge to partners about appropriateness of referrals.• Detailed audits being undertaken in the MAST are continuing• Audits continuing within MAST and with partner agencies• Early Intervention DV notifications to be dealt with by the early intervention service and diverted from MAST and have been recorded as early intervention notifications from 10th April.• Further work agreed with the police to refine decision making as to whether a DV incident constitutes grounds for a referral.	
<p>Lead officer: Beate Wagner/Jamiila Sims</p>	

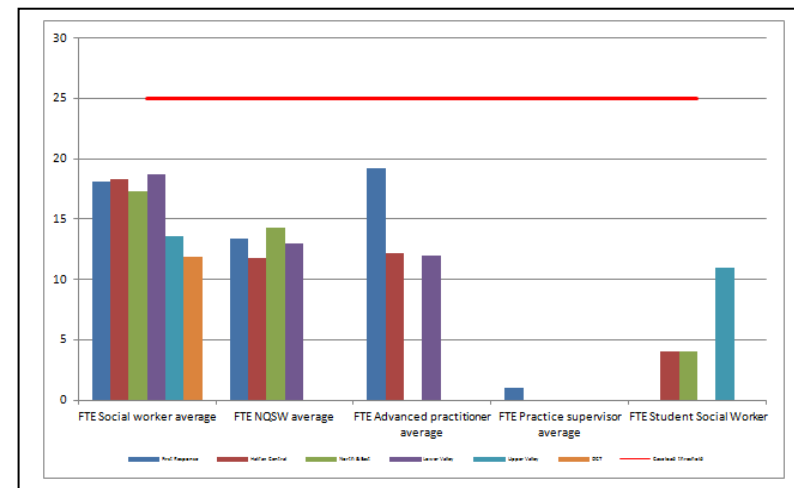
4.2 Case loads

Current status:

Green

Average case load as at 3rd June 2014:

Role type	First Response	Halifax Central	North & East	Lower Valley	Upper Valley	DCT
FTE Social worker average	18	18	17	19	14	12
FTE NQSW average	13	12	14	13	N/A	N/A
FTE Advanced practitioner average	19	12	N/A	12	N/A	N/A
FTE Practice supervisor average	1	N/A	N/A	N/A	N/A	N/A
Child Care Student Social Worker	N/A	4	4	N/A	11	N/A



COMMENTARY

Data commentary:

The average case loads are calculated based on the full time equivalent (FTE) posts for each role type and the cases held by each role type.

The story behind the data:

First Response Team threshold is 25 for social workers and 18 for newly qualified social workers. Overall in the last 3 months no worker has had over 30 cases and this continues. In the last month there have been occasions where the threshold of 25 has been exceeded. This is being monitored and may be linked to the introduction of the new single assessment. Caseloads are monitored weekly at the FRT management meetings.

Transfers to the localities teams remain overall timely. The locality teams have only 1 social worker who is carrying a caseload marginally above the locality team threshold of 25. This has reduced from 2 in the previous month. The overall situation is a significant improvement to workloads since the time of the

last Ofsted inspection.

ACTIONS TO IMPROVE	Timescale
<p>Review of actions from last report: (including review of whether impact made)</p> <ul style="list-style-type: none">- We have continued to ensure that close scrutiny is placed on families receiving the right level of intervention in the right service – ie clinically evidenced de-escalation when necessary. We have continued to build productive working relationships with both internal and external partners;- We have continued to drive improvements in the stability in teams, including through the retention policy. <p>Actions for next period: (including impact expected)</p> <ul style="list-style-type: none">• Continue to build on successes in this area• Close monitoring of the capacity required• Average caseloads will be monitored with the aim of reducing the threshold to 23 next quarter	
<p>Lead officer: Jamiila Sims & Sean Walsh</p>	

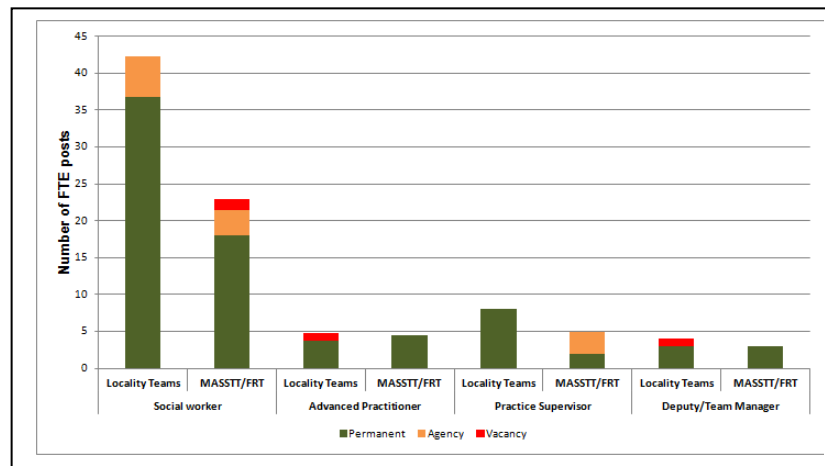
4.3 Recruitment - Proportion of social work posts filled by permanent and agency staff (including vacancies)

Current status:

Amber

MASST/FRT and Locality Teams - Number of social work posts occupied by agency and permanent staff

Post type	Team	Permanent	Agency	Vacancy	Total	% occupied by permanent staff
Social worker	Locality Teams	36.7	5.6	0	42.3	87%
	MAST/FRT	18	3.54.5	1.50	23.0	78%
Advanced Practitioner	Locality Teams	3.8	0	1	4.8	79%
	MAST/FRT	4.5	0	0	4.5	100%
Practice Supervisor	Locality Teams	8	0	0	8	100%
	MAST/FRT	2	3	0	5	40%
Deputy/Team Manager	Locality Teams	3	0	1	4	75%
	MAST/FRT	3	0	0	3	100%
Total		79	12.1	3.5	94.6	84%



Monthly breakdown – Percentage of posts occupied by permanent staff

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2013/14						77%	81%	81%	84%	84%	84%	86%
2014/15	86%	84%										
Target	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%

COMMENTARY

Data commentary:

The data represents social work posts in all four of the locality teams, the First Response Team and MAST. It is a total of the full time equivalent posts (FTE) within these teams and summarised by each role. The above graph shows a RAG rating where permanent staff are shown as Green, agency as Amber and vacancy shown as Red.

The story behind the data:

The data shows the number of permanent staff in front line teams. Performance is just below the target and further permanent appointments have been made. If this figure was to take account of qualified social work staff across all teams (i.e. including adoption, fostering and DCT), the target figure would already have been achieved.

ACTIONS TO IMPROVE	Timescale
<p>Review of actions from last report: (including review of whether impact made)</p> <ul style="list-style-type: none">• Recruitment has been ongoing including for the remaining NQSW positions and experienced social worker positions and further positions have been offered, which should improve the overall performance significantly.• Retention payment policy has come into operation on 1st April 2014 <p>Actions for next period: (including impact expected)</p> <ul style="list-style-type: none">• Ongoing recruitment activity to fill the remaining posts• Agency workers being retained to cover vacancies for experienced staff where required.	
Lead officer: Beate Wagner/Stuart Smith	