

Item 2.1 – Quarterly Performance Report – Quarter 1, 2017/18

Reporting Period 1 April 2017 to 30 June 2017

1. PURPOSE OF THE REPORT

- 1.1. To provide an overview of Doncaster Children's Services Trust's performance position for Quarter 1, 2017/18

2. SUMMARY POSITION

- 2.1. The contract indicator set was revised during the fourth quarter of 2016/17, as agreed through the second annual contract review. This is the first quarter of the revised indicator set.
- 2.2. The table below summarises the number of contract measures on target, within tolerance and outside tolerance as at the end of Quarter 1 2017/18.
- 2.3. Two additional measures were agreed during the latest annual contract review, following the transfer of family support services from DMBC to the Trust. These will be reported in the second quarter of 2017/18, for three reasons
- 2.3.1. Staff were transferred on 1 April, into a reorganised Parenting and Family Support Service, and therefore a period of baselining is required.
- 2.3.2. An issue of cases held on waiting lists for assessment was identified upon transfer and therefore remedial work needed to be taken in order to establish an accurate caseload.
- 2.3.3. Changes to the EHM and LCS systems were completed on 2 August, which will mean changes to early help pathway recording that require changes to performance reports.

	Quarter 1 2017/18			
	Outside Tolerance	Inside tolerance	On or better than target	No target specified
Social Care Pathway	1	4	2	
Children in Care	1	2	2	
Youth Offending Services			3	
Family Support Services				2
Workforce		3	1	
Total	2 9.5%	9 43%	8 38%	2 9.5%

- 2.4. There are currently two measures that lie outside tolerance. These are discussed later within the report.
- 2.5. There are currently no “hard to shift” measures– those which have been outside tolerance for two or more consecutive quarters.
- 2.6. No measures are showing a declining trend, based on last 6 months’ performance.
- 2.7. **Measures at or better than Target as at end of Quarter 4 2016/17**
 A9 – Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time
 A6 – Percentage of children in child protection plan for 2 years or more.
 B10 – Stability of Placement of CiC: percentage of 3+ moves
 B13 – Care leavers aged 19-21 in suitable accommodation
 F01 – Youth Offending Services – %cohort currently EET
 F02 – Youth Offending Services – reoffending rate after 12 months
 F03 – Youth Offending Services – Custody Rate
 C15 – Staff turnover. This measure is showing an improving trend over the last two quarters.
- 2.8. **Measures within Contract Tolerance as at end of Quarter 3 2016/17**
 A1 – percentage of re-referrals in last 12 months
 A3 – Percentage of monthly case file audits rated as ‘requires improvement’ or better
 A8 – Percentage of children in need with an open and current plan
 NEW – Children seen in appropriate timescales (CIN, CPP, and CIC)
 B9 – Long-term placement stability of looked after children
 B14 – Percentage of Care Leavers in Employment, Training and Education (age 19-21yrs)
 C14 – Percentage of frontline FTE posts covered by Agency Staff
 C16 – Frontline staff receiving supervisions in timescale
- 2.9. **Measures outside Contract Tolerance as at end of Quarter 3 2016/17**
 A2 – timeliness of single assessment. See commentary explanation above.
 NEW – Percentage of care proceedings on track to be completed within 26 weeks.
- 2.10. **Measures with no target currently set**
 Outcomes for Families That Have Received Family Support on Closure
 Length of Intervention from Family support Services
- 2.11. Further detail on each measure, along with trends and narrative can be found in appendix A

3. OPERATIONAL MEASURES AND CONTEXT

3.1. The operational measure set was also reviewed and revised during the annual contract review. These are supplied within appendix A. A summary of the key themes emerging from this dataset is listed below:

3.1.1. **Contacts:** are now reported as a combined figure all contacts to reflect the “one front door.” Previously they were divided into early help enquiries and social care contacts. In quarter one 6291 contacts were received, 59% led to no further action (ie continue with universal services), 18% led to a social care referral, 3% to MASH screening and 20% for screening through the Early Help Hub. The rate of contacts increased throughout the quarter, leading to an increased demand for early help and social care services. **Referral** rates also showed an increase during the quarter, in line with the rise in contacts. This is a seasonal trend seen annually with increases in referrals and contacts seen in the run up to the school summer holidays.

3.1.2. **Children in Need:** numbers ended the quarter at 2806, the highest number in the last 12 months, although it should be noted that any one time, approximately one quarter of CIN cases will currently be at assessment stage following a referral. Case “turnover” remains fluid with 1258 joiners and 942 leavers to the CIN cohort in this period. Locality ACPS teams are focussing on quickly progressing cases to closure or step down; however the current referral rate means that, for the quarter, new cases outnumbered cases closed. This means that, despite an improving rate of early help enquiries and early help episodes, this is not translating into a reduction in the CIN population.

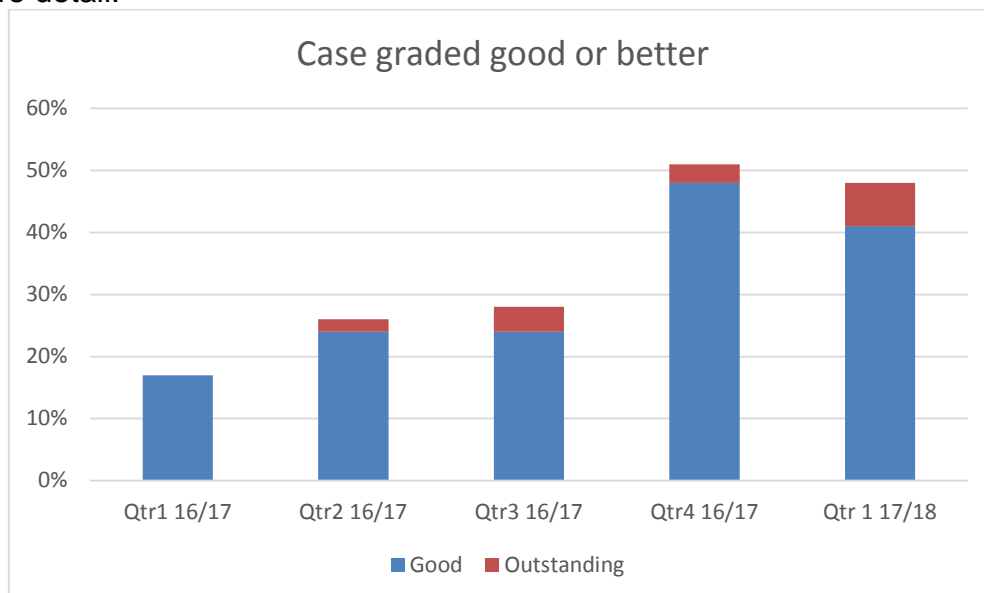
3.1.3. There are 55 fewer children on a **child protection plan** at the end of the quarter than the previous one. The rate of children on a plan for more than 2 years remains low, as do re-registration rates. Combined, this suggests that the Trust is effectively using CP procedures to safeguard children, and set plans to address risk and escalate or step down cases in an appropriate way. The reduction also demonstrates effective use of PLO and pre-proceedings activity to progress cases and move children to the most appropriate level of the care ladder. Previous audits of re-registration and of children becoming subject to CP have confirmed the decision to initiate to be valid.

3.1.4. The number of **children in care** has increased in the quarter by 25, to 537. However, 16 are due to turn 18 in the next quarter. This gives a higher rate than the national, regional and statistical neighbour rates (82 vs 60, 64 and 74 respectively). The increase in part will be due to improved tracking and management of PLO and proceedings activity.

3.1.5. Sickness rates for the quarter remain low at 4.1%, a reduction from the previous quarter.

4. KEY EXCEPTIONS AND IMPROVEMENTS

- 4.1. Seventeen operational measures currently remain within tolerance or are performing at or above target level, and two are outside tolerance in the quarter **A2 - Timeliness of Single Assessment** and the new measure of the percentage of care proceedings on track to be completed within 26 weeks.
- 4.2. Assessment timeliness is impacted by referral rate as this reflects total workload for staff. Work is underway with Team Managers to recover performance and ensure tracking reports are used effectively. The Trust continues a programme of weekly tracking of assessments so that any that fall outside the 45-day statutory timeframe are quickly addressed and finalised. There is an improving trend of an increasing proportion of cases being completed within 20 working days, rather than the full 45. The Trust continues to reassess each case every 6 months, with 95% of all CIN cases being reassessed in this timescale. As reported previously, it should be noted that Trust performance on assessment timeliness continues to be better than statistical neighbours and national averages.
- 4.3. The care proceedings measure is new for 17/18; it is designed to measure throughput of the care proceedings process and to increase sample sizes. It will continue to be reported quarterly, and this is therefore the first reported quarter. In the quarter we are out of tolerance by less than 1% for 126 cases, which equates to one case. Further analysis will need to be undertaken once we have second quarter's data.
- 4.4. The upward trend in **cases audited as good or better** should be noted, with 48% of cases audited in the quarter graded as good or outstanding, and was over 50% for two of the three months. This is in line with our own internal trajectory to achieve "the majority" of cases graded as good or better by time of inspection, using Ofsted counting rules. Monitoring visits have offered a validation of grading thresholds. A separate report to this meeting will provide more detail.



4.5. **Youth Offending Service** performance continues to be good, with all three measures better than target. Doncaster is now the sixth best performer nationally, in terms of frequency reoffending rate.

5. EXTERNAL EVALUATION

5.1. During the quarter, the Trust's performance was evaluated by external bodies through

5.2. One children's home was inspected:

- Morrison Road (Full). Overall judgement of Good with Good judgement for how well children are helped and protected, and the effectiveness of leaders and managers

5.3. The Trust has also tasked a recently retired Ofsted Inspector; with experience of over 25 reviews of care leaving services to complete a review of own care leavers' service, including an audit of a sample of cases. This work was completed during June. Key findings were:

- Improvements in the quality of recording were evident, reflecting the considerable efforts made by the service over the last year. These have begun to impact positively on the quality of most case recording, although inconsistently so, at the time of review.
- Practitioners are active and responsive to events and their level of knowledge of the young people is almost always thorough, determined, current and compassionate
- Management oversight is evident in the cases although not as routine in frequency or in providing clear guidance and direction within specific timescales.
- Workers were clear about the direction of travel of the service and positive about the ambitions of the Trust for care leavers. They value their immediate line manager as supportive and responsive with active promotion of training, both in-team and external provision. However, they did report occasional delays in supervision timeliness.
- There are no unallocated cases or 'holding' arrangements in place, enabling most young people to develop a confident and positive relationship with their new practitioner without having to explain their circumstances afresh.
- Audit, evaluation and performance data are all evident within case files with regular reports using a 'traffic light' system for specific expectations. Those self-evaluations of the selected cases seen within the recording system are clear, robust and accurate with the self-assessed grading of the cases being realistic and accurate
- Good evidence of escalation leading to positive outcomes for young people.
- Access to a wide range of resources and specialist interventions
- Shared ownership of risk throughout the Trust.
- All staff commented on the visibility, accessibility and support of management at every level.

- Awareness and understanding of the Trust's strategic objectives was found to be well-documented and embedded.
 - Safeguarding of children and young people was evidenced in every line of enquiry at a practice, operational and strategic level.
 - Resources to keep children and young people safe are consistently innovative and creative.
 - Strong evidence of the voice of the child being heard throughout the service, where the Voice Strategy is strategically embedded across the organisation.
- 5.4. The Trust and Doncaster Safeguarding Children Board (DSCB) jointly commissioned an external review of Front Door arrangements in Doncaster that took place in May 2017. This included a sample and review of 121 referrals into social care and early help. The headline conclusion was that *"there has been further progress in the wider-agency understanding of the thresholds for social care intervention as evidenced by the quality of incoming referrals,"* and that *"management decision making and the accompanying rationale has also improved since the time of the last Ofsted visit where it was noted to be inconsistent."*
- 5.5. The Trust has recruited a recently retired DCS (of a recently rated "Good" LA) to review our "annexe A" dataset, (which is the evidence requested by Ofsted at the start of the inspection) and to undertake an assurance test of readiness for full inspection. This work took place between 31st July and 4th August. The DCS was supported by two Trust Directors and a performance lead. A total of 20 cases were sampled. No children were found to have been left at risk of significant harm. The former DCS confirmed positive progress across all practice areas, but expressed concern about demand levels, and advised that further reassurance is required education issues and children in special circumstances. This will be considered at the next DSCB meeting.
- 5.6. The fourth Ofsted monitoring visit took place on 31st July 2017. This included a site visit to the Front Door and case sampling of cases across the Trust. Ofsted will publish the letter summarising the visit on August 31st therefore the detail is currently embargoed. Nevertheless, the Trust can report that this was a very positive visit, which confirmed continuing and timely progress and clear progress from the monitoring visits and the SIF. No children were found to have been left at risk of significant harm.
- 5.7. Inspection dates have now been announced for the autumn period. Doncaster's Children's Services will be re-inspected in this window. Authorities will be notified on the Thursday prior to these dates. Our preparations continue in the run up to these dates. Dates are:
- 11 September
 - 25 September
 - 9 October
 - 30 October
 - 6 November
 - 13 November

- 5.8. Weekly Getting to Good meetings continue, chaired by the Chief Executive of the Trust. Recent representation includes the CCG and council's Virtual School, to ensure that there is a consistent approach and pace to meeting the action plan across all service areas. These meetings have recently been used to review progress against the 20 recommendations from the previous inspection, as well as build the evidence base to demonstrate this.
- 5.9. Each Service Area is expected to maintain a self-evaluation report, which will ultimately be included in our evidence submission to Ofsted. These are being reviewed through the Trust's performance clinics.
- 5.10. The Trust's Inspection Action Plan continues to be used to measure progress against the recommendations from the previous inspection and additional findings from the three monitoring visits using a RAG rating grid. As of June 99% of actions are now complete. There are three "Amber" actions, all of which are underway but not yet signed off. These will be progressed with action owners prior to the next monitoring visit. There are no "Red" rated actions.

6. CONCLUSIONS

- 6.1. This report reflects good performance against the contract indicator set for the first quarter of 2017/18.
- 6.2. All but two measures lie within contract tolerance or at/above target, showing good performance. Measures are in place to recover the performance of these two measures.
- 6.3. Reinspection of services for children in need of help and protection is anticipated for autumn 2017, and could be as soon as 11 September. Preparations continue, including external evaluations of Trust services. These reviews validate our own self-evaluation, and all indicate a positive outcome.

James Thomas
Head of Performance and Business Intelligence
29 July 2017