

Salford City Council

Final

**SAFEGUARDING
CHILDREN**

**Monthly Report
Card**

November 2009

Please note - this is a snapshot as at 30th November 2009.

Dear Colleagues

Welcome to the November report card. This month's report reveals a somewhat mixed picture with performance and activity levels in some areas having increased whilst in others they have fallen. There is likely to be some instability in the referral and assessment figures for the next few months as a result of the transfer of responsibility for Section 17 work to the Locality Teams.

The year to date averages for both referrals and initial assessments continue to be significantly higher than originally predicted. This is a reflection of a national trend, linked to the high profile of safeguarding following the Baby P and other cases. The number of children subject to a plan, having fallen for the last two months, has risen again in November so last month's prediction that the apparently inexorable rise that we have seen over the last 2 years may finally be beginning to taper off appears to have been a little premature.

The number of looked after children has risen very slightly this month with both admissions and discharges again at above average levels. However, we are doing well to maintain a relatively static overall position given that regionally and nationally, numbers are increasing significantly. Figures recently released by CAFCASS indicate that levels of court activity are almost double what they were this time last year and this, together with the record numbers of children subject to a plan will inevitably have an impact on the level of new admissions.

In Summary: -

- The number of referrals has fallen this month and at 238 is much closer to the estimated monthly average. However, the year to date average, at 265, remains significantly higher than the predicted figure of 230.
- The percentage of referrals that were re-referrals has risen this month, having previously been falling towards the target figure. The year to date cumulative position, at 28% remains significantly higher than the target figure of 22%.
- The number of initial assessments has fallen to a greater extent than the number of referrals so that the percentage of referrals leading to initial assessments has fallen back below target this month. However, the year to date average, at 76.9% is close to the optimum 80% figure.
- The timeliness of initial assessments has improved again this month and at 90%, compares very favourably with the target figure of 80% being completed within 7 days. It is interesting to note that a recent consultation document on performance indicators for children's social care proposes an extension to 10 days of the time-scale for completion of initial assessments. This represents a much more realistic balance between timeliness and effectiveness.
- The number of core assessments has fallen significantly this month, from 81 in October to 57 in November. This area of activity does demonstrate significant variation from month to month but is also vulnerable to delays in recording so may improve with the December refresh. Performance in respect of the timeliness of completion has improved from 81.7% last month to 90% this month and the year to date average remains above target.
- The number of S. 47 enquiries has risen slightly this month while the number of children brought to conference has risen very sharply from 36 in October to 54 in November. The year to date total is now 299 compared to a predicted figure of 152.
- Of the 54 children subject to conference this month, 49 (91%) were brought within the 15 day time-scale. As indicated in the commentary, only two conferences were out of time and this appears to have been due to recording errors rather than lack of capacity.
- The trend in the number of children subject to a protection plan has returned to its upward trajectory and at 313 is way above the original projection of 200.
- Of the 46 children made subject to a plan this month, 4 had previously had a plan. The year to date cumulative figure, at just under 10% remains within the desired range.
- There were no children de-registered who had been subject to a plan for more than 2 years. This is a positive reflection of a proactive approach to case management.
- All child protection and reviews of looked after children continue to be held within the required time-scales
- There has been a slight increase in the number of children looked after again this month. The figures for both admissions and discharges are some way above the monthly average.

INDICATORS

We want the Report Card to be a powerful tool for you to track that progress and to look at the causes and forces at work driving the trend line in the right or wrong direction ('the story behind the curve'). We hope that everyone involved in safeguarding children will use it to identify areas for improvement in their service.

| Table Number | Universal Code | Indicator |
|---------------------|-----------------------|--|
| 1 | N/A | Number of Referrals |
| 1 | 2015SC | Number of Referrals of children per 10,000 population aged under 18 (KIGS CH141) |
| 2 | 2016SC | Percentage of Referrals that are repeat Referrals within 12 months (KIGS CH142) |
| 3 | N/A | Number of Initial Assessments |
| 3 | N/A | Number of Initial Assessments as Rate |
| 4 | 2017SC NI 68 | Percentage of Referrals to Initial Assessments (KIGS CH143) |
| 5 | 2020SC NI 59 | Percentage of Initial Assessments completed within 7 working days of a Referral |
| 6 | N/A | Number of Core Assessments |
| 6 | 2021SC | Number of Core Assessments of children in need per 10,000 population aged under 18. (KIGS CH145) |
| 7 | 2022SC NI 60 | Percentage of Core Assessments that were completed within 35 working days of their commencement (PAF CF/C64) |
| 8 | N/A | Number of S47 Investigations |
| 9 | N/A | Number of Children Subject to Conference |
| 10 | N/A | Timeliness of Conferences |
| 11 | N/A | Number of Children with Child Protection Plan |
| 12 | 2023SC | Children and young people who are the subject of a Child Protection Plan, or on the Child Protection Register, per 10,000 population aged under 18. (KIGS CH01) |
| 12 | 2028SC NI 65 | The percentage of children who became the subject of a Child Protection Plan, or were registered, during the year, and were the subject of a child protection plan, who had been previously registered. (PAF CF/A3) |
| 13 | 2036SC NI 64 | Percentage of children who ceased to be the subject of a Child Protection Plan, or were de-registered, who had been registered, or the subject of a Child Protection Plan, continuously for two years or more (PAF CF/C21) |
| 14 | 2034SC NI 67 | Percentage of child protection cases which should have been reviewed during the year that were reviewed (PAF CF/C20) |
| 15 | N/A | Number of Children Looked After |
| 15 | 2042SC | Children looked after per 10,000 population aged under 18. (KIGS CH39) |
| 16 | N/A | Numbers of Admissions and Discharges |
| 17 | 2064SC NI 66 | Percentage of looked after children cases which should have been reviewed during the year that were reviewed on time during the year (PAF CF/C68) |

Lead officers provide all data through CareFirst. The Information Unit in Children's Services assembles the Report Card, with support from colleagues in Community, Health and Social Care

Additional Guidance Notes

1. In order to meet new requirements we have added below a RAG rating (red, amber and green) which shows whether we are on target or not.

RAG Rating

The key indicators in this report card have been RAG (Red/Amber/Green) Rated as follows:

| Indicator | Current Performance | Target | Desired Direction | RAG Rating YTD | RAG Rating Month |
|---|---------------------|--------|-------------------|----------------|------------------|
| Number of Referrals | 238 | 230 | ↑ | | |
| Re-Referrals as a Percentage of Referrals | 28.20% | 22.0% | ↓ | | |
| Number of Initial Assessments | 179 | 180 | ↑ | | |
| Initial Assessments as a Proportion of Referrals | 73.50% | 80.0% | ↑ | | |
| Initial Assessments completed within 7 Days | 90.00% | 80.0% | ↑ | | |
| Number of Core Assessments | 57 | 50 | ↑ | | |
| Core Assessments completed within 35 Days | 90.50% | 80.0% | ↑ | | |
| Number of S47 Investigations | 49 | 29 | | | |
| Number of Children Subject to Conference | 54 | 19 | | | |
| Timeliness of Conferences | 90.70% | 95.0% | | | |
| Number of Children with Child Protection Plan | 313 | 200 | ↑ | | |
| Re-Registrations of Children with Child Protection Plan | 8.70% | 12.00% | ↓ | | |
| Duration Subject of a Child Protection Plan | 0.00% | <10% | | | |
| Timeliness of Child Protection reviews | 100.00% | 100.0% | | | |
| Number of Children Looked After | 498 | 479 | ↓ | | |
| Timeliness of Looked After Children reviews | 100.00% | 100.0% | | | |

↑ indicates a higher figure is preferred

↓ indicates a lower figure is preferred

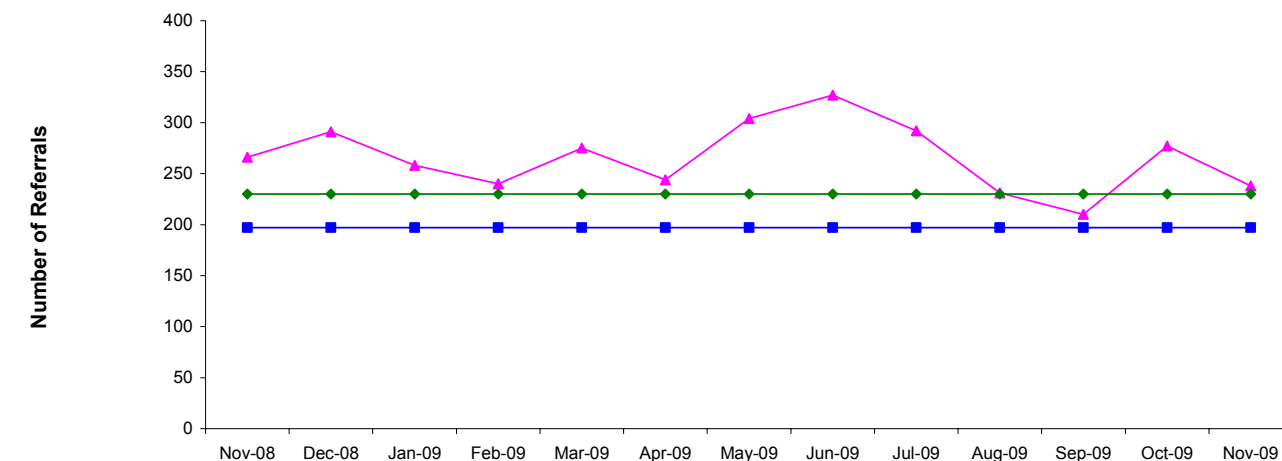
Outcome: Staying Safe**Priority:** Increase the number of referrals**Performance Measure:**

[Table 1]

Number Of Referrals

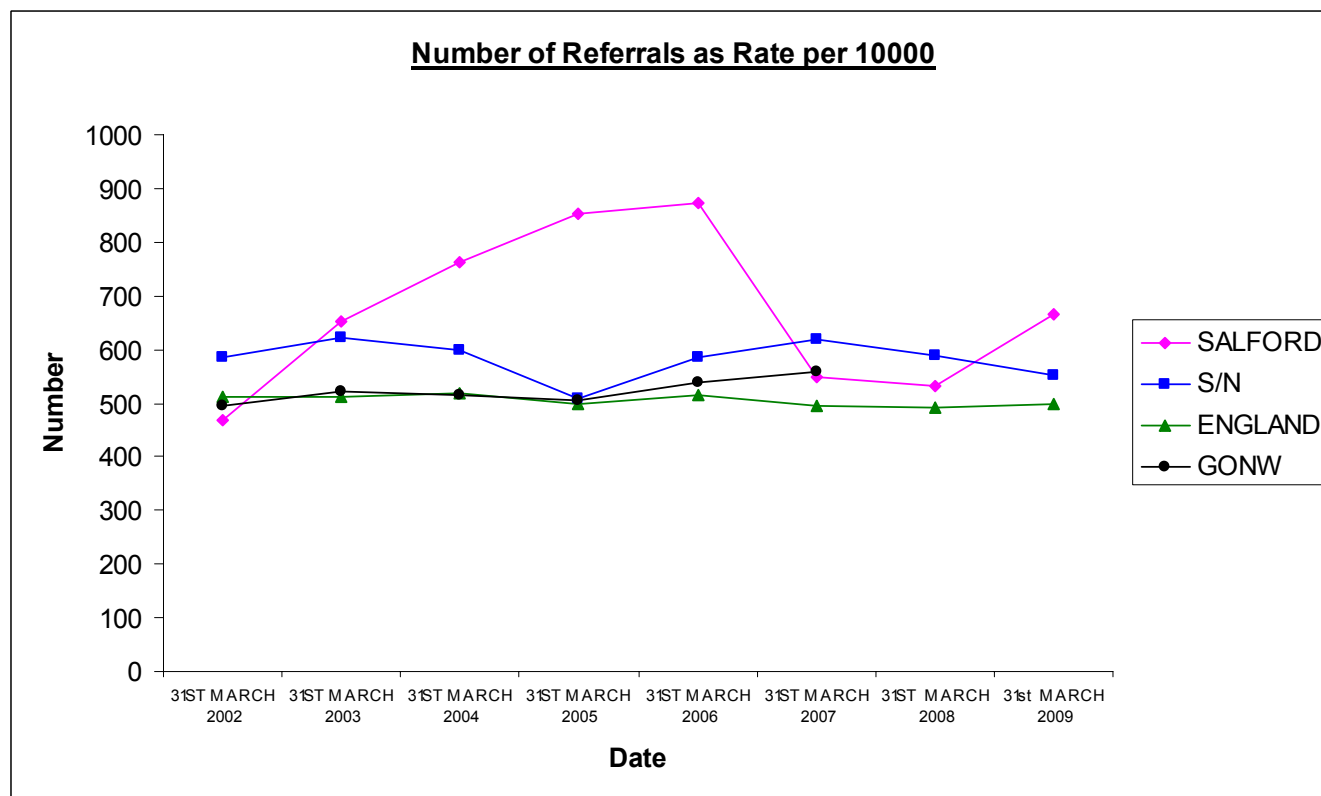
Data Source: CareFirst

Excluded Reasons: Not A Referral, Transfer of Work, Transfer to Other Agency, Transfer to ther LA, RAP Abandon Assessment, Assessment Abandoned, Case Conference Not Rqd, Duty Screening, Entered in Error, ReAllo/ReAssgnd



| | Nov-08 | Dec-08 | Jan-09 | Feb-09 | Mar-09 | Apr-09 | May-09 | Jun-09 | Jul-09 | Aug-09 | Sep-09 | Oct-09 | Nov-09 |
|---------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Number Of Referrals | 266 | 291 | 258 | 240 | 275 | 244 | 304 | 327 | 292 | 231 | 210 | 277 | 238 |
| December 08 Target | 197 | 197 | 197 | 197 | 197 | 197 | 197 | 197 | 197 | 197 | 197 | 197 | 197 |
| 2009 Target | 230 | 230 | 230 | 230 | 230 | 230 | 230 | 230 | 230 | 230 | 230 | 230 | 230 |
| Monthly Average YTD | | | | | | 244 | 274 | 292 | 292 | 280 | 268 | 269 | 265 |

Month and Year



The Story Behind The Curve:

There has been a drop in the number of referrals this month, but the figure remains above target. The report card has been published fairly early in the month and this figure is likely to improve on next month's run.

At the end of October we began the transfer of Child in Need work from Sutherland House to Locality teams with the movement of 2 Social Workers and management capacity. The moves were completed by 9th November with the reconfiguration of the Duty team into a specific duty and referral team. The consequence of this move has been that Section 17 work coming into Sutherland House that was historically logged and counted as a referral has been transferred across to the Locality Teams on the contact screen. The Locality Team then has to choose whether log that work as either an referral requirement an initial assessment or to progress it via the EMS database.

Therefore we anticipated that the number of referrals would dip. At the last performance management meeting in December we debated the reasons behind the shift in the data and looked at the need to be able to evidence that there has been an increase of activity within EMS which would show a positive shift of Section 17 work out of Sutherland House.

We have set up a stand alone monitoring sheet to help us track the movement of work that comes in via Sutherland House. This tracking shows that out of the 518 contacts taken by Sutherland House 147 progressed to referrals dealt with by the Duty team. While out of 375 contacts in total 90 moved to Locality teams to progress. Of those dealt by the Sutherland House, 193 were closed at source and 92 dealt with on a contact basis only.

What is significant is that the rate of transfer across of contacts increased significantly as the new system became more affective. This can be seen in the increase in numbers of contact moved:

| Week Commencing | |
|------------------------|------------------------------|
| 09/11/2009 | Contact sent 5 |
| 16/11/2009 | Contact sent 7 |
| 23/11/2009 | Contact sent 24 |
| 30/11/2009 | Contact sent 44 |
| | Total Contact sent 90 |

I am aware that the figures in terms of referrals completed by Duty and Investigation does not match the report card figures This is because the Duty figures exclude the referrals done via other services i.e. Missing from home, Salford Families

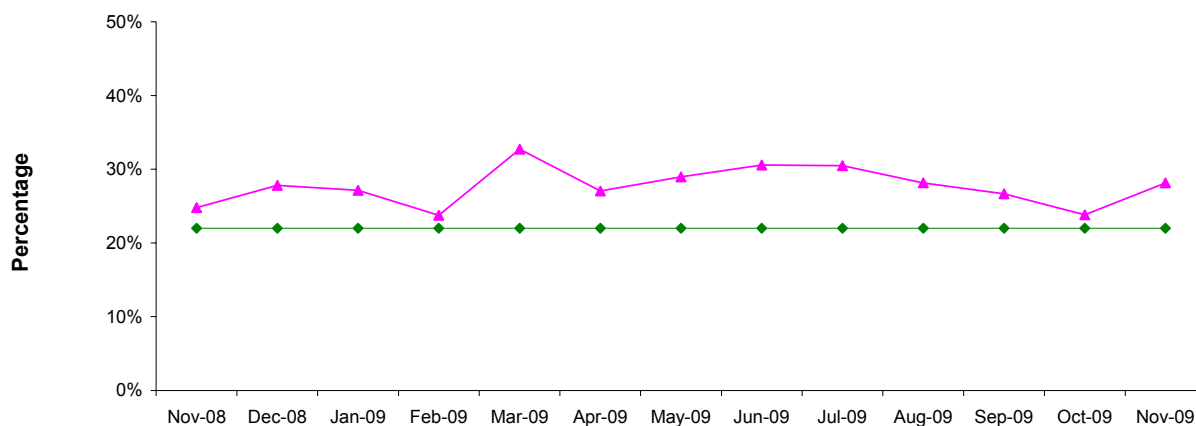
Michael Kemp

Outcome: Staying Safe**Priority:** Reduce the percentage of Re-Referrals**Performance Measure:**

[Table 2]

Percentage of Referrals that are repeat Referrals within 12 months

Data Source: CareFirst



| | Nov-08 | Dec-08 | Jan-09 | Feb-09 | Mar-09 | Apr-09 | May-09 | Jun-09 | Jul-09 | Aug-09 | Sep-09 | Oct-09 | Nov-09 |
|---------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| —▲— Salford | 24.8% | 27.8% | 27.1% | 23.8% | 32.7% | 27.0% | 28.9% | 30.6% | 30.5% | 28.1% | 26.7% | 23.8% | 28.2% |
| —◆— 2009 Target | 22.0% | 22.0% | 22.0% | 22.0% | 22.0% | 22.0% | 22.0% | 22.0% | 22.0% | 22.0% | 22.0% | 22.0% | 22.0% |
| Monthly Average YTD | | | | | | 27.0% | 28.0% | 28.9% | 29.3% | 29.0% | 28.6% | 28.0% | 28.0% |
| Total Re-Referrals | 66 | 81 | 70 | 57 | 90 | 66 | 88 | 100 | 89 | 65 | 56 | 66 | 67 |
| Total Referrals | 266 | 291 | 258 | 240 | 275 | 244 | 304 | 327 | 292 | 231 | 210 | 277 | 238 |

Month and Year

*Re-referral is where a case has been closed and a referral occurs within 12 months of a previous referral

The Story Behind The Curve:

There has been a rise in the percentage of repeat referrals this month, for the first month since June 2009. This may be due to the smaller number of referrals recorded so far this month as the number of re-referrals was the same as in October.

Focusing on this month's figures the number of actual repeat referrals is 67 which is an increase of 1 from the previous month. With the changes of the movement of work into Localities etc. it is not surprising that we have seen an increase in re-referrals. While all teams are working on re-referral rates we are keen to ensure that other professionals and the public continue to refer their concerns.

Michael Kemp

Outcome: Staying Safe

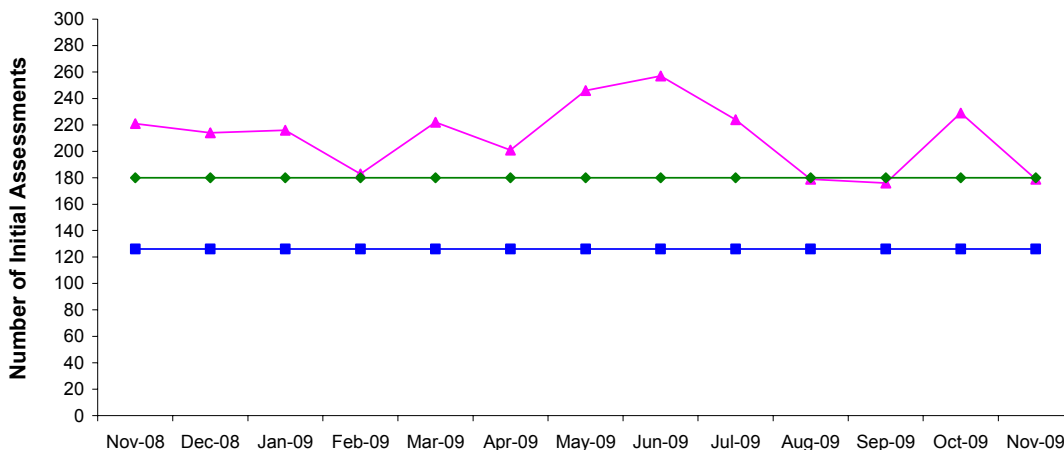
Priority: Increase the number of Initial Assessments

Performance Measure:

[Table 3]

Number Of Initial Assessments

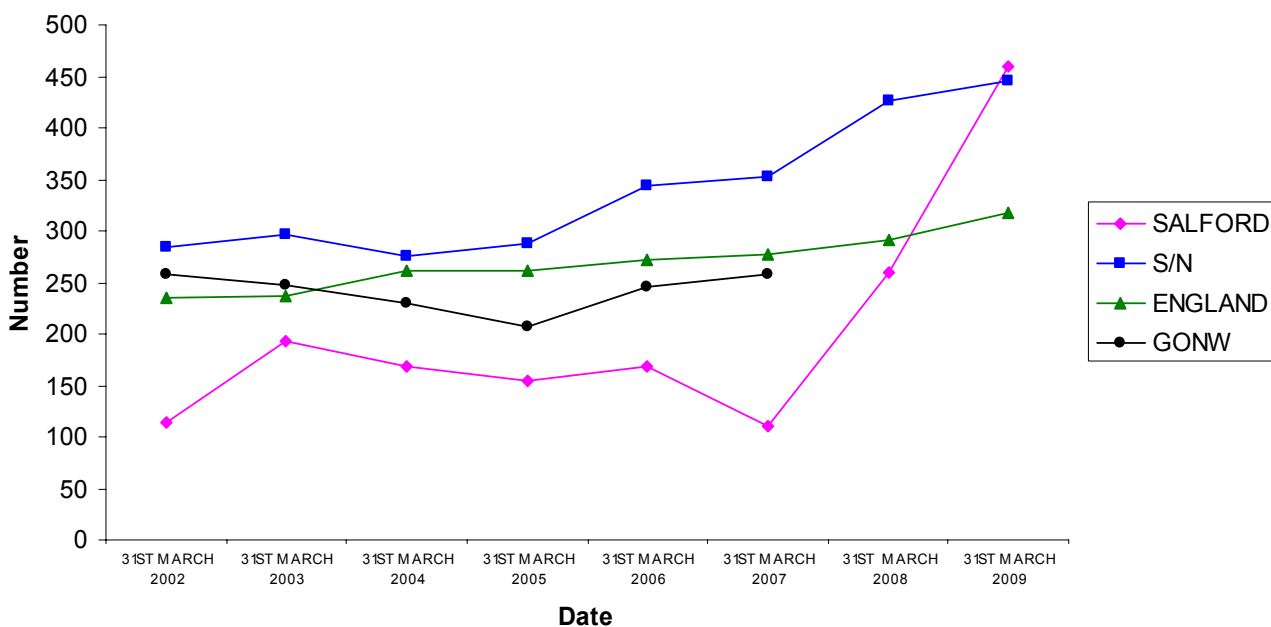
Data Source: CareFirst



| | Nov-08 | Dec-08 | Jan-09 | Feb-09 | Mar-09 | Apr-09 | May-09 | Jun-09 | Jul-09 | Aug-09 | Sep-09 | Oct-09 | Nov-09 |
|-------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Number Of Initial Assessments | 221 | 214 | 216 | 183 | 222 | 201 | 246 | 257 | 224 | 179 | 176 | 229 | 179 |
| December 08 Target | 126 | 126 | 126 | 126 | 126 | 126 | 126 | 126 | 126 | 126 | 126 | 126 | 126 |
| 2009 Target | 180 | 180 | 180 | 180 | 180 | 180 | 180 | 180 | 180 | 180 | 180 | 180 | 180 |
| Monthly Average YTD | | | | | | 201 | 224 | 235 | 232 | 221 | 214 | 216 | 211 |

Month and Year

Number of Initial Assessments as Rate per 10000



The Story Behind The Curve:

The fall in the number of Initial Assessments this month mirrors the fall in referrals. The figure is only 1 below the target so is not a concern in itself.

With the number of contacts that have been moved across to Localities and some of that work been progressed via EMS, this issue was raised that the performance management meeting in December and it has been agreed we needed to develop the tracking of the conversion rate of work within Localities from contacts to referral and initial assessment to evidence that the work is being undertaken with CIN.

Michael Kemp

Outcome: Staying Safe

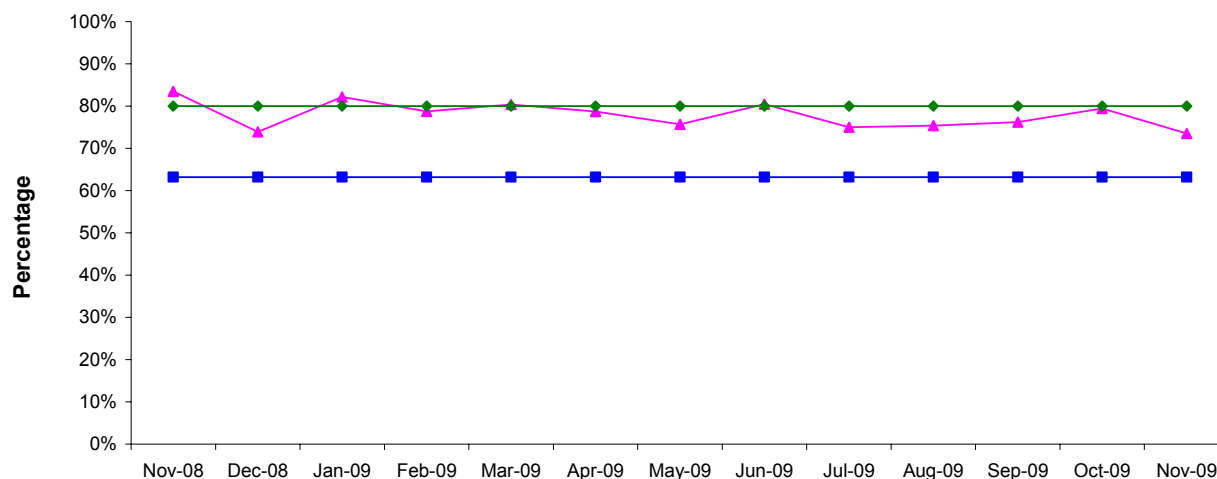
Priority: Increase the percentage of referrals that lead to an Initial Assessment

Performance Measure:

[Table 4]

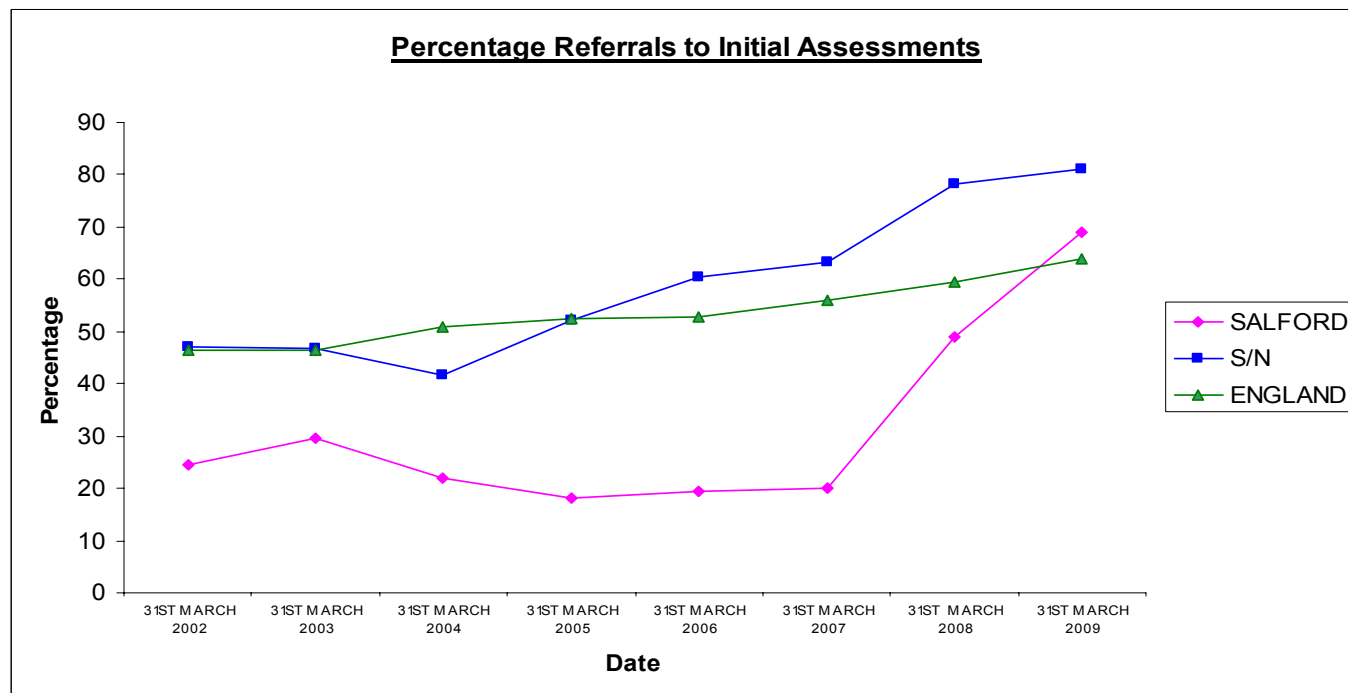
Percentage of Referrals to Initial Assessments

Data Source: CareFirst



| | Nov-08 | Dec-08 | Jan-09 | Feb-09 | Mar-09 | Apr-09 | May-09 | Jun-09 | Jul-09 | Aug-09 | Sep-09 | Oct-09 | Nov-09 |
|--------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Percentage | 83.5% | 73.9% | 82.2% | 78.8% | 80.4% | 78.7% | 75.7% | 80.4% | 75.0% | 75.3% | 76.2% | 79.4% | 73.5% |
| December 08 Target | 63.2% | 63.2% | 63.2% | 63.2% | 63.2% | 63.2% | 63.2% | 63.2% | 63.2% | 63.2% | 63.2% | 63.2% | 63.2% |
| 2009 Target | 80.0% | 80.0% | 80.0% | 80.0% | 80.0% | 80.0% | 80.0% | 80.0% | 80.0% | 80.0% | 80.0% | 80.0% | 80.0% |
| Financial YTD | | | | | | 78.7% | 77.0% | 78.3% | 77.5% | 77.1% | 77.0% | 77.3% | 76.9% |

Month and Year



The Story Behind The Curve:

The conversion rate has dropped this month, but may rise on late data entry. The previous month the figure was below 70% on the first run and has since improved to almost 80%

Again this report card is showing some skewed figures with the shift in work between team. For example out of the 143 referrals worked by Duty and Investigation 122 were progressed onto Initial Assessments (rate of 85%) In looking at the data, some of the dip is around team's skilling up around the use of Carefirst etc.

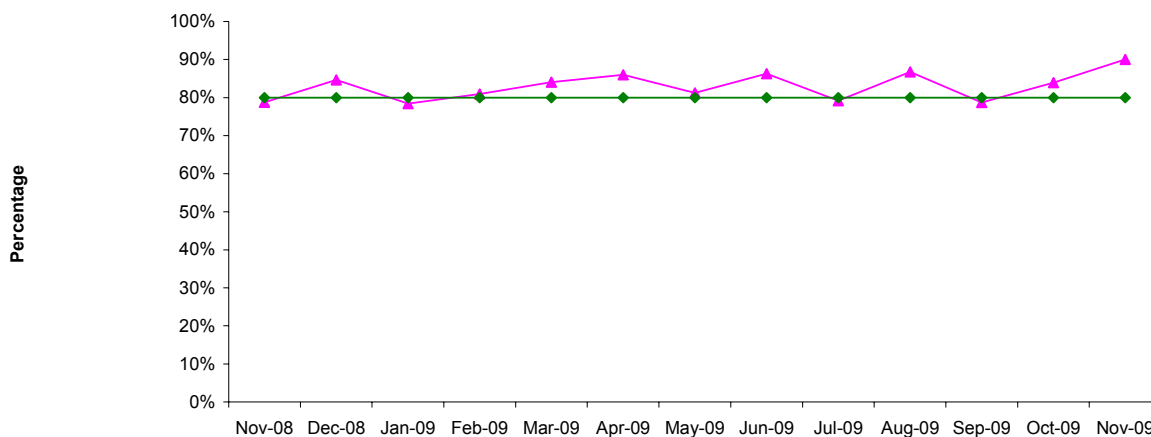
Michael Kemp

Outcome: Staying Safe**Priority:** Increase the number of Initial Assessments completed within 7 days**Performance Measure:**

[Table 5]

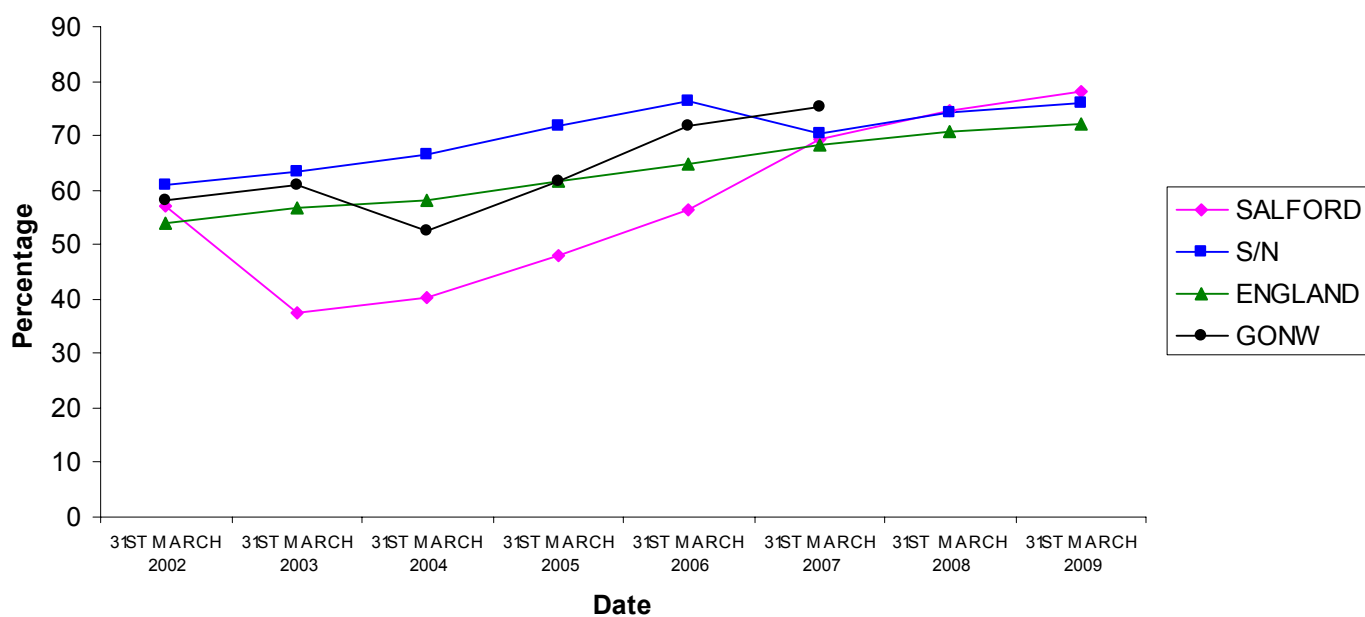
Percentage of Initial Assessments Completed Within 7 Working Days of a Referral

Data Source: CareFirst



| | Nov-08 | Dec-08 | Jan-09 | Feb-09 | Mar-09 | Apr-09 | May-09 | Jun-09 | Jul-09 | Aug-09 | Sep-09 | Oct-09 | Nov-09 |
|-------------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Percentage Complete | 78.8% | 84.7% | 78.4% | 81.0% | 84.1% | 86.0% | 81.2% | 86.3% | 79.2% | 86.8% | 78.7% | 84.0% | 90.0% |
| 2009 Target | 80.0% | 80.0% | 80.0% | 80.0% | 80.0% | 80.0% | 80.0% | 80.0% | 80.0% | 80.0% | 80.0% | 80.0% | 80.0% |
| December 08 Target | 80.0% | 80.0% | 80.0% | 80.0% | 80.0% | 80.0% | 80.0% | 80.0% | 80.0% | 80.0% | 80.0% | 80.0% | 80.0% |
| Financial YTD | | | | | | 86.0% | 83.4% | 84.4% | 83.2% | 83.7% | 83.1% | 83.2% | 83.7% |
| Total Initial Assessments Completed | 231 | 202 | 213 | 189 | 220 | 200 | 245 | 255 | 221 | 174 | 174 | 212 | 120 |
| On Time | 182 | 171 | 167 | 153 | 185 | 172 | 199 | 220 | 175 | 151 | 137 | 178 | 108 |

Month and Year

Percentage of Initial Assessments Completed Within 7 Working Days of a Referral

The Story Behind The Curve:

The figure has risen for the second month running and is now at 90%. The financial year to date figure is also comfortably above target.

The target is now more secure in terms of the Duty and Referral team with the movement of Section 17 work out into Locality Team

We are now auditing Initial Assessments to ensure consistency of quality and to ensure that chronologies are been commenced on all Initial Assessments.

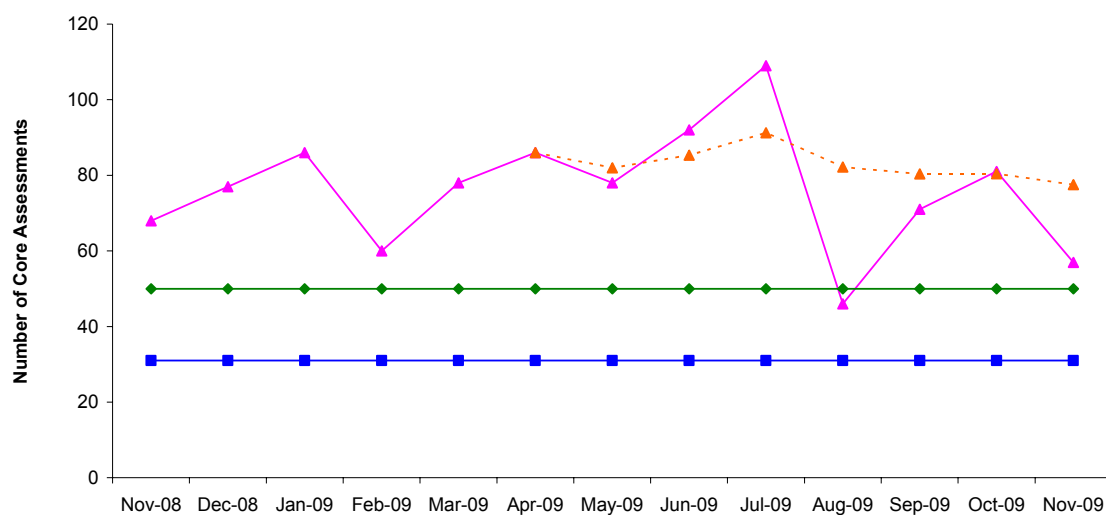
Michael Kemp

Outcome: Staying Safe**Priority:** Increase the number of Core Assessments**Performance Measure:**

[Table 6]

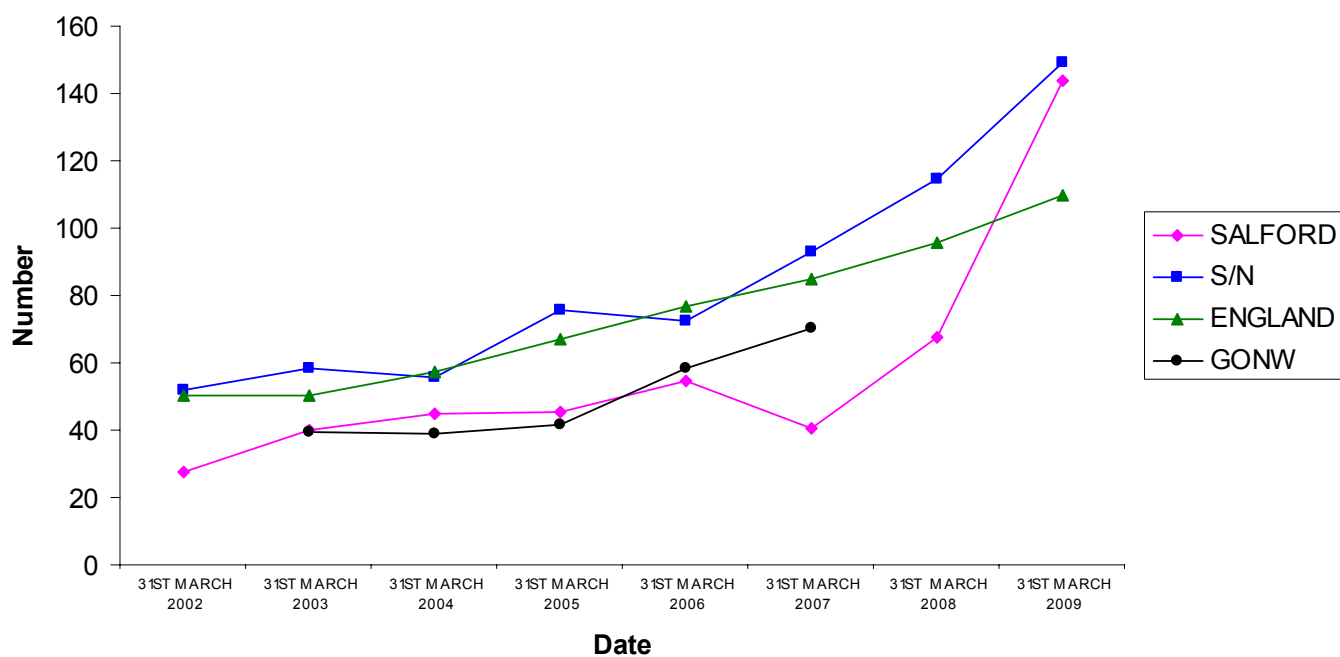
Number Of Core Assessments

Data Source: CareFirst



| | Nov-08 | Dec-08 | Jan-09 | Feb-09 | Mar-09 | Apr-09 | May-09 | Jun-09 | Jul-09 | Aug-09 | Sep-09 | Oct-09 | Nov-09 |
|----------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Number of Core Assessments | 68 | 77 | 86 | 60 | 78 | 86 | 78 | 92 | 109 | 46 | 71 | 81 | 57 |
| December 08 Target | 31 | 31 | 31 | 31 | 31 | 31 | 31 | 31 | 31 | 31 | 31 | 31 | 31 |
| 2009 Target | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 |
| Monthly Average YTD | | | | | | 86 | 82 | 85 | 91 | 82 | 80 | 80 | 78 |

Month and Year

Number of Core Assessments as Rate per 10000

The Story Behind The Curve:

There has been a fall in the number of Core Assessments this month, but the figure remains above target, as is the monthly average.

Routinely I report a retrospective comment on this report as the entry times mean that we are always showing on the report card incomplete data due to the 35 working day cycle.

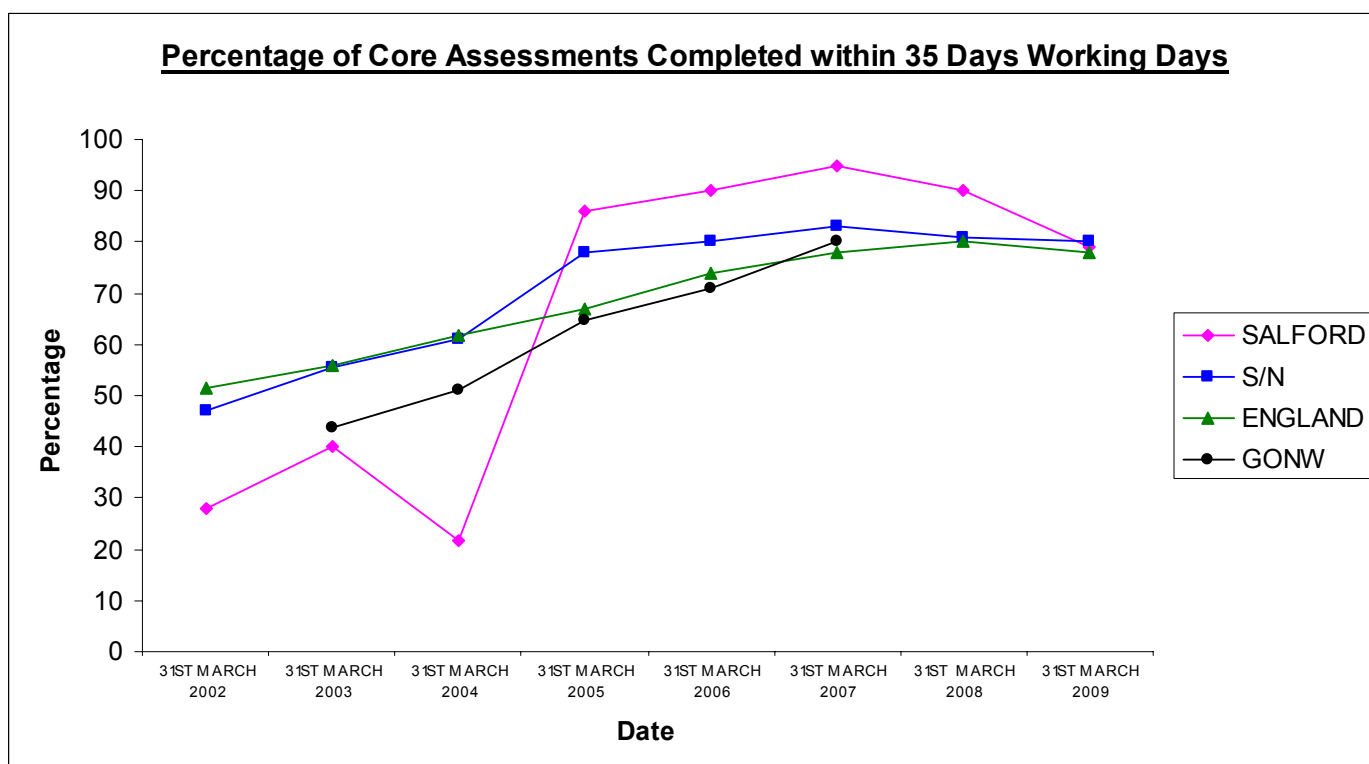
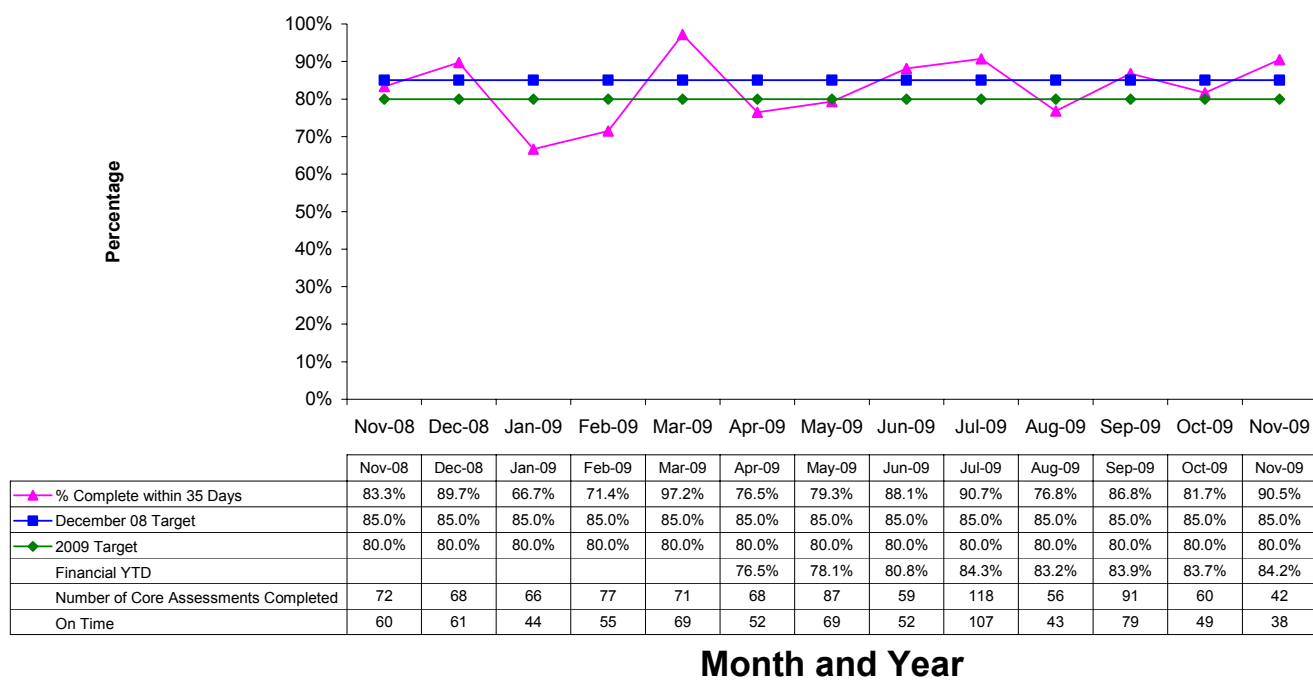
Michael Kemp

Outcome: Staying Safe**Priority:** Increase the number of Core Assessments completed within 35 days**Performance Measure:**

[Table 7]

Core Assessments Completed Within 35 Working Days

Data Source: CareFirst



The Story Behind The Curve:

The timeliness of Core Assessments has risen to over 90% this month. The financial year to date figure has risen to above 84%, closing in on the target of 85%.

The current positive % completed on time must take into consideration the data it is reporting on in terms reported low numbers completed.

We continue at Sutherland house to do weekly print outs for all staff on all assessments they have open to track any that may go out of date. This practice has been shared with the Locality team and Salford Families for them to also adopt.

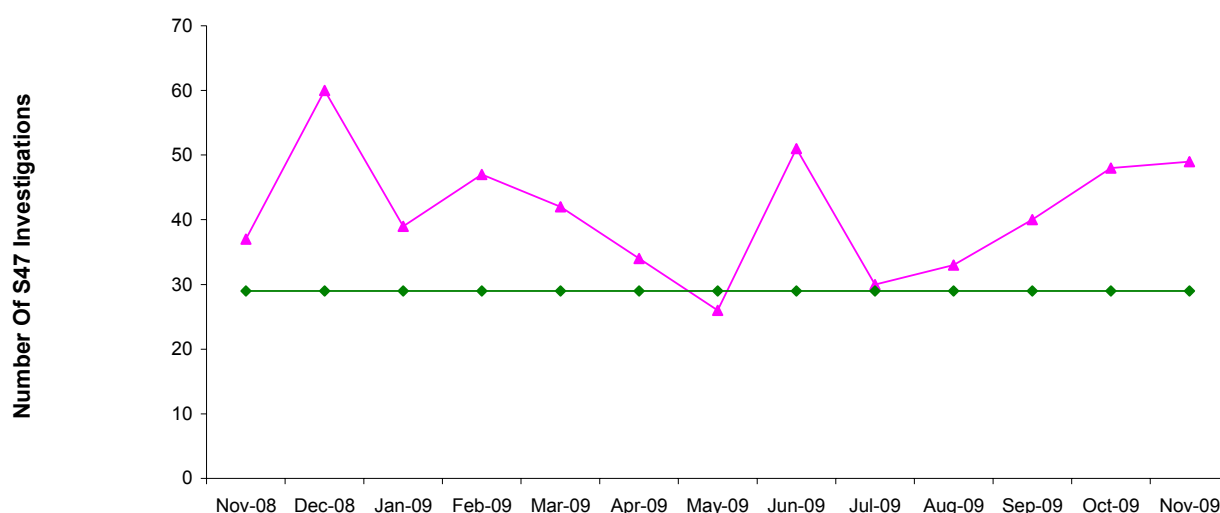
Michael Kemp

Outcome: Staying Safe**Performance Measure:**

[Table 8]

Number Of S47 Investigations

Data Source: CareFirst



| | Nov-08 | Dec-08 | Jan-09 | Feb-09 | Mar-09 | Apr-09 | May-09 | Jun-09 | Jul-09 | Aug-09 | Sep-09 | Oct-09 | Nov-09 |
|------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Number Of s47 Investigations | 37 | 60 | 39 | 47 | 42 | 34 | 26 | 51 | 30 | 33 | 40 | 48 | 49 |
| 2009 Target | 29 | 29 | 29 | 29 | 29 | 29 | 29 | 29 | 29 | 29 | 29 | 29 | 29 |
| Financial YTD | | | | | | 34 | 60 | 111 | 141 | 174 | 214 | 262 | 311 |

Month and Year

The Story Behind The Curve:

The number of Section 47s has increased for the fourth consecutive month and seems to be stabilising around 50. This is comfortably above target.

We predicted that from September the number of Section 47 investigations started would increase in line with the changes in recording practice following the unannounced inspection visit. We anticipated from November we will start to see a stabilising of this figure as the new guidance worked its way through the system.

Michael Kemp

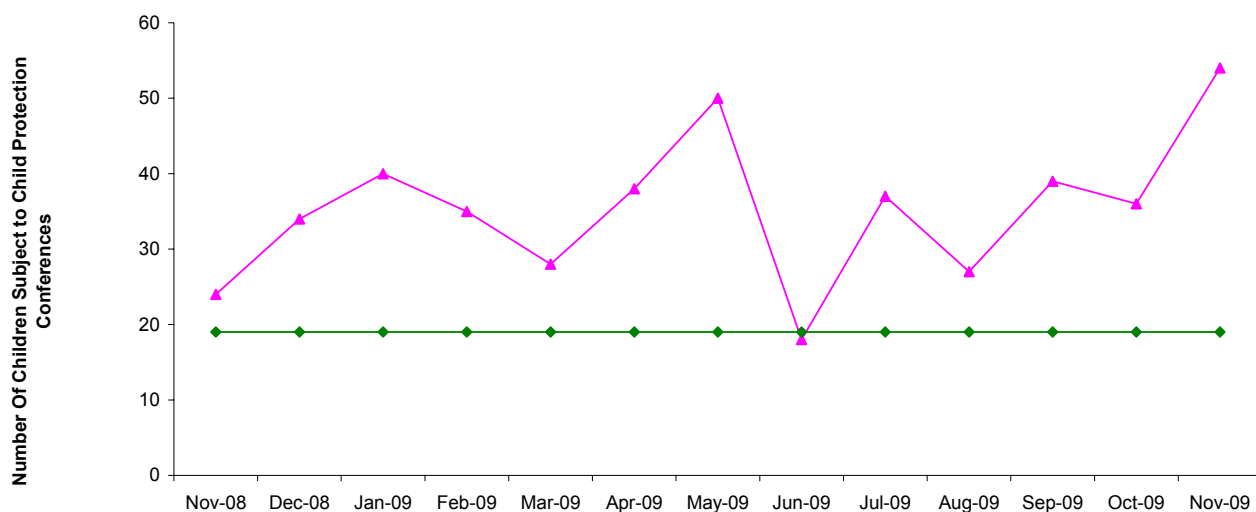
Outcome: Staying Safe

Performance Measure:

[Table 9]

Number Of Children Subject to Conference

Data Source: CareFirst



| | Nov-08 | Dec-08 | Jan-09 | Feb-09 | Mar-09 | Apr-09 | May-09 | Jun-09 | Jul-09 | Aug-09 | Sep-09 | Oct-09 | Nov-09 |
|---------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| ▲ Salford | 24 | 34 | 40 | 35 | 28 | 38 | 50 | 18 | 37 | 27 | 39 | 36 | 54 |
| ◆ 2009 Target | 19 | 19 | 19 | 19 | 19 | 19 | 19 | 19 | 19 | 19 | 19 | 19 | 19 |
| Monthly Average YTD | | | | | | 38.0 | 44.0 | 35.3 | 35.8 | 34.0 | 34.8 | 35.0 | 37.4 |

Month and Year

The Story Behind The Curve:

The number of children subject to conference has risen significantly this month with the highest monthly figure in over a year. It is a likely outcome from the increase in the number of s.47 investigations in the previous month. The monthly figures are sensitive to large family groups and do not as such always give a clear indication of the amount of child protection activity, and therefore any 'target' is a little misleading and it is difficult to know the purpose and conclusions that are expected to be drawn.

It should be remembered that the indicator reports on the number of children rather than the number of conferences and this can also exaggerate the apparent level of variation from month to month.

The figure for this month represents 21 initial conferences, involving 49 children, 42 of whom (from 17 families) were made subject of a plan, and 6 of whom (from 2 families), were not. There was also 1 family (involving 1 child) who were subject to a pre-birth conference who will be made subject of a plan when the child is born. There was 1 family involving 5 children who were conferenced twice this month but eventually not made subject of a plan. This was a case that was transferred in from Manchester where they were subject to CPP for neglect due to care afforded to them by mum. Unfortunately on the original date of the conference despite having been arranged on a date with Manchester's agreement, no agencies attended from Manchester and the meeting was inquorate, no report was made available & SW who came had only just been given case and didn't know case well enough. There was not enough current or any information to make a decision, and so ICC deferred and re arranged for 17/11. This was a decision based on the best interests of the children and they remained safeguarded pending the decision of conference.

The figure for this month represents a registration rate of 86%, which is within normal parameters. There were 54 s.47 enquiries in November and 2 consultations involving 3 children with 49 children brought to conference. There should have been 5 children consulted to the unit, which suggests that in general the policy is adhered to. However, contrary to the narrative provided for s.47's last month, my analysis is that the figure suggests that the teams are bringing a high percentage of the s.47's they do to conference (91% for November). This may be because the s.17 work is being picked up affectively by the Locality and children are moving appropriately within the safeguarding continuum, but more comparative data on the number of FAM's and Children in Need plane would be required before this could be evidenced.

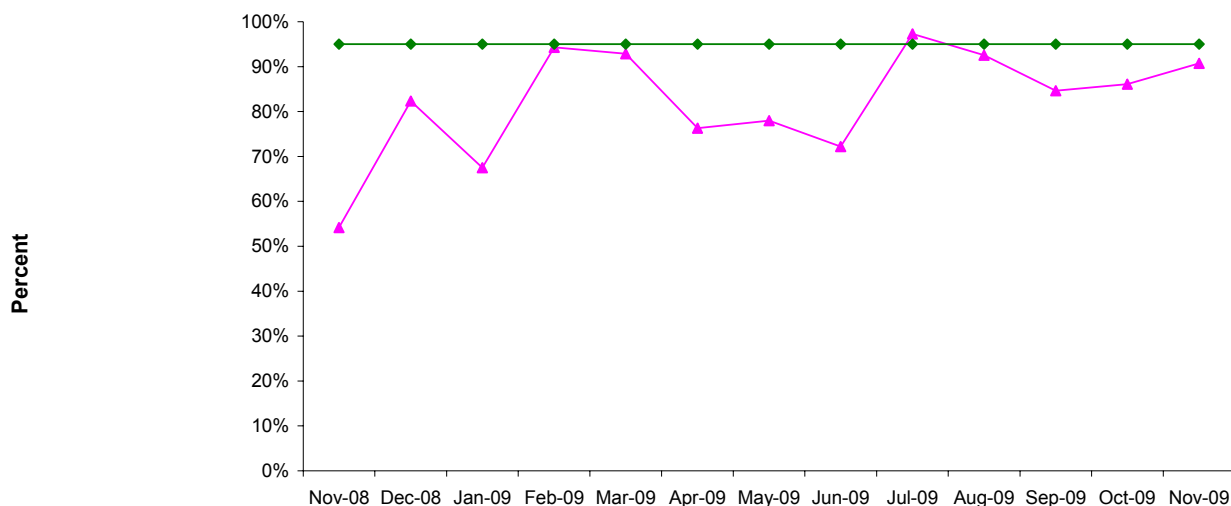
Kate Rose

Outcome: Staying Safe**Performance Measure:**

[Table 10]

Timeliness Of Conferences

Data Source: CareFirst



| | Nov-08 | Dec-08 | Jan-09 | Feb-09 | Mar-09 | Apr-09 | May-09 | Jun-09 | Jul-09 | Aug-09 | Sep-09 | Oct-09 | Nov-09 |
|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| —▲— Salford | 54.2% | 82.4% | 67.5% | 94.3% | 92.9% | 76.3% | 78.0% | 72.2% | 97.3% | 92.6% | 84.6% | 86.1% | 90.7% |
| —◆— 2009 Target | 95.0% | 95.0% | 95.0% | 95.0% | 95.0% | 95.0% | 95.0% | 95.0% | 95.0% | 95.0% | 95.0% | 95.0% | 95.0% |
| Monthly Average YTD | | | | | | 76.3% | 77.2% | 75.5% | 81.0% | 83.3% | 84.9% | 83.9% | 84.7% |
| Subject to Initial Child Protection Conference | 24 | 34 | 40 | 35 | 28 | 38 | 50 | 18 | 37 | 27 | 39 | 36 | 54 |
| Within 15 Working Days | 13 | 28 | 27 | 33 | 26 | 29 | 39 | 13 | 36 | 25 | 33 | 31 | 49 |

Month and Year

*Number of children whose Conference was held within 15 working days of the start of the S47 enquiry

The Story Behind The Curve:

This indicator measures the interval between a child protection enquiry being started and the children coming to case conference. Ideally this should be no more than 15 working days (although this figure is a little arbitrary).

The timeliness of conferences has increased this month to over 90%, which is encouraging as there was also an increase in the number of conferences being carried out. The actual number of conferences being carried out within time-scale this month is the highest in the last 13 months.

The reason for the 15 day target is to ensure that there is a minimum of delay between establishing the potential need for a multi-agency safeguarding plan around the most vulnerable children and ensuring that it is in place. There will always be some cases that go beyond the time-scale for legitimate reasons. For example, where allegations of sexual abuse are made it is quite possible that the investigative process will take longer than 15 days if, as best practice dictates, it is done at the pace of the child. In such cases, Salford has taken the decision that there is nothing to be gained by bringing children to conference before the s.47 is complete and the risk known just in order to comply with the time-scale. However these would only ever represent a small minority of cases. There did appear to be some confusion in D&I about the expectations and this was picked up in the unannounced inspection and a clear direction was sent out to all managers by the Assistant Director. There has also previously been an anomaly in the reporting for pre-birth conferences that meant they were being recorded out of time-scale. I have done some work on resolving this with the team manager and this should no longer cause a problem in the performance data.

The report is based on the date that the social worker records as the start of the section 47 enquiry. If no date is recorded, the report automatically counts the conference out of time. As with other measures, the report is on children, not conferences, so one late conference on a relatively large family can have a disproportionate impact.

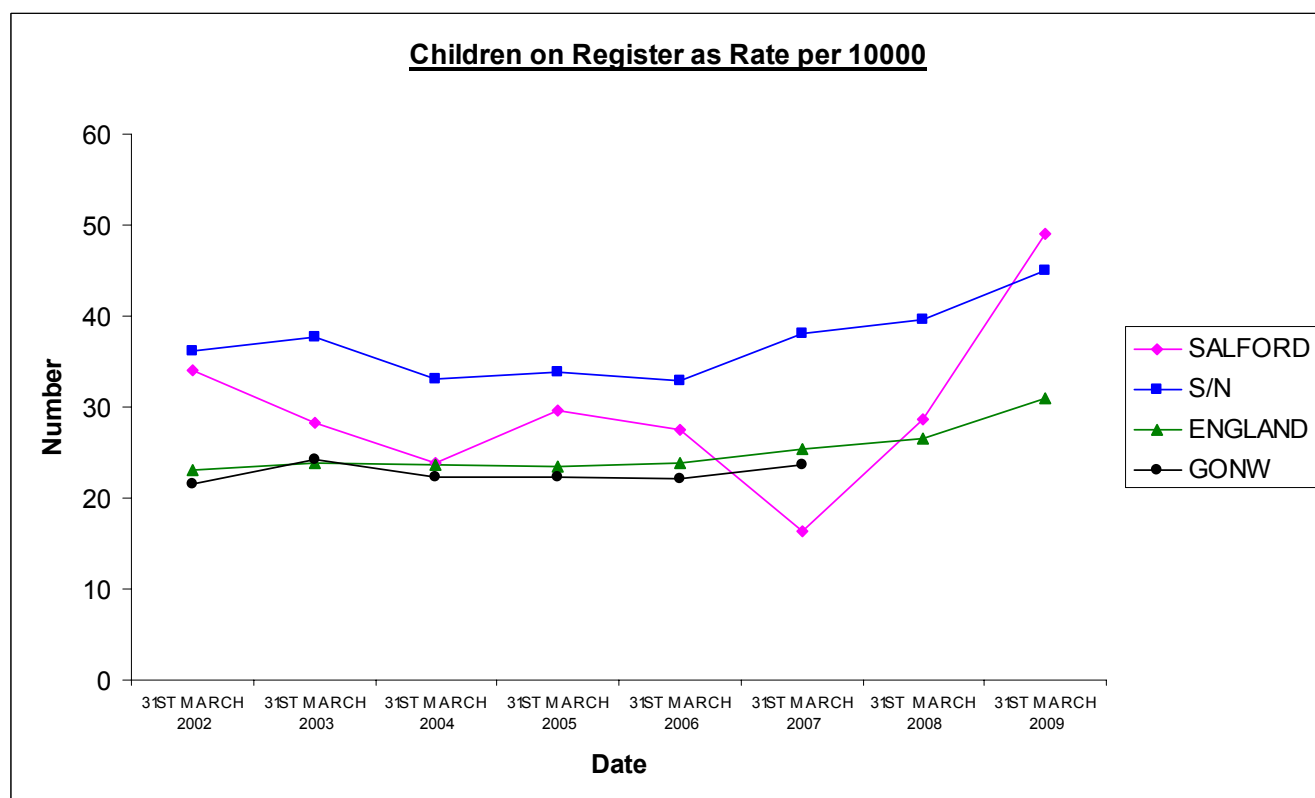
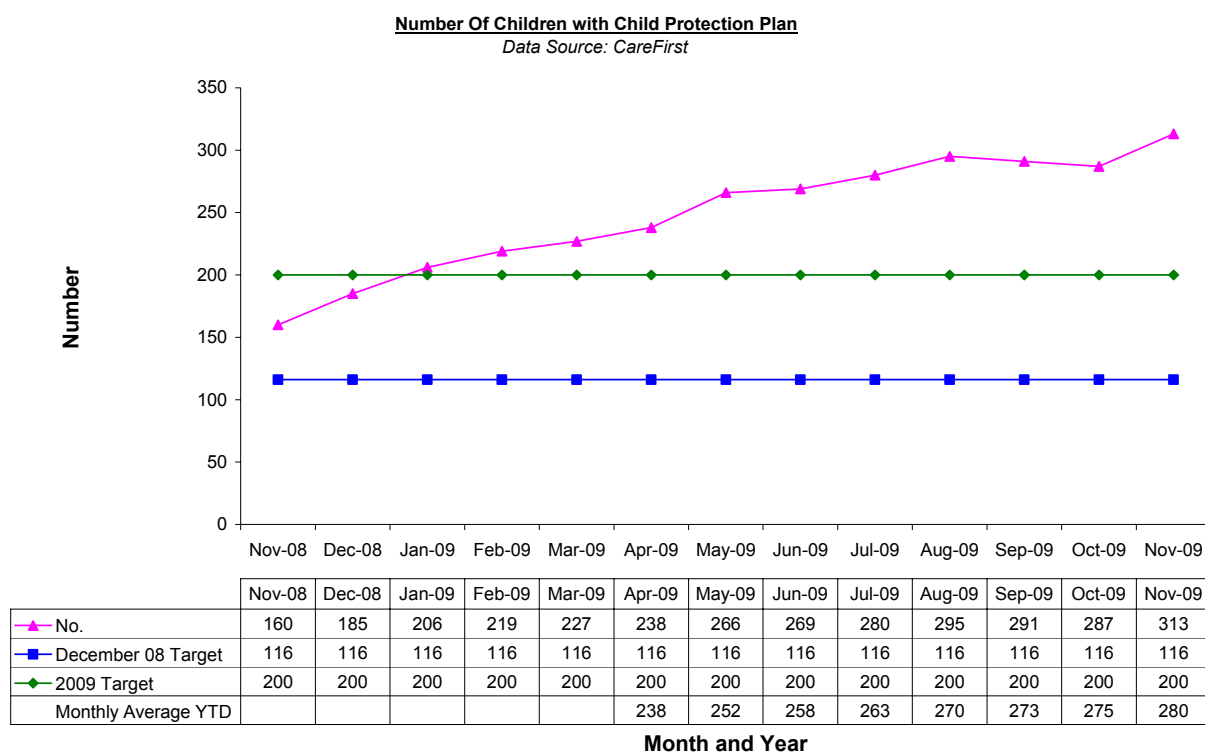
The 10% out of time-scales figure represents 2 conferences (involving 5 children). The first was 1 day out of time scale and the second 3 days out of time. The reasons for this are that on both occasions a different date was entered by the team on Care First than the date they gave the Unit from which the conference date is calculated. **This used to be a much more common occurrence and will need to be monitored to ensure that practice does not slip back.**

Although the high number of conferences over the last year has been challenging for the resources of the Safeguarding Unit, there is no evidence that capacity problems here or on the social work teams have had an impact on conference time-scales, but this remains a potential risk to this indicator.

Kate Rose

Outcome: Staying Safe**Priority:** Increase the number of children with a child protection plan**Performance Measure:**

[Table 11]



The Story Behind The Curve:

The number of children with a protection plan has continued to increase steadily over the past 12+ months, and is now well above the average of our statistical neighbours (based on 08/09 out-turn). The figure of 313 as at the 30th November converts to a rate per 10.000 of 68. This compares with a mean rate per 10.000 for our statistical neighbours of 45 and a rate of 16 for Salford in March 2007. It is difficult to identify the increase as significant at this point as the weekly figure we collate suggests 300 + or – 10, however this needs to be tracked to see if the increase for this month develops into another upward trend as this would have significant implications for all agencies. It remains to be seen if the fall in initial and core assessments for this month results in a reduction to the children brought to conference next month.

The overall cumulative trend remains upwards with this months figure is almost twice the number this time last year. The national comparative data for 2008/09 is as set out below. I have considered the regional data for 08/09 out-turn and Salford has the 4th highest rate per 10,000 children subject to a plan, (behind Manchester, Sefton and Blackpool), and shows the highest % increase on 2007/8 figures. Only 2 authorities in the North West data (Warrington and Blackpool, both of whom received an unannounced inspection prior to Salford) reported a decrease in numbers subject to a plan from 07/08 out-turn.

| Year | 2007 | 2008 | 2009 |
|---------------------|-------------|-------------|-------------|
| NE Average | 33 | 37 | 43 |
| NW Average | 24 | 27 | 35 |
| England | 25 | 27 | 31 |
| | | | |
| SN Average (Mean) | 36 | 38 | 45 |
| SN Average (Median) | 36 | 34 | 38 |

All Children who are the subject of a plan are allocated to a suitably skilled and qualified social worker, and this remains one of the key APA requirements. The rise is a potential risk to staff capacity and it is appropriate to also monitor that cases are actively worked (which at present they are). It may be helpful to ascertain that there is an appropriate level of suitably trained and qualified staff to cope with the demand for the future if the increase experienced continues. Salford's compliance with the Climbie requirements for suitably qualified and skilled workers to carry child protection cases was picked up as strength in the unannounced inspection and it is important to ensure that we are able to sustain this if we are to drive up quality and not put in this in jeopardy.

Kate Rose

Outcome: Staying Safe

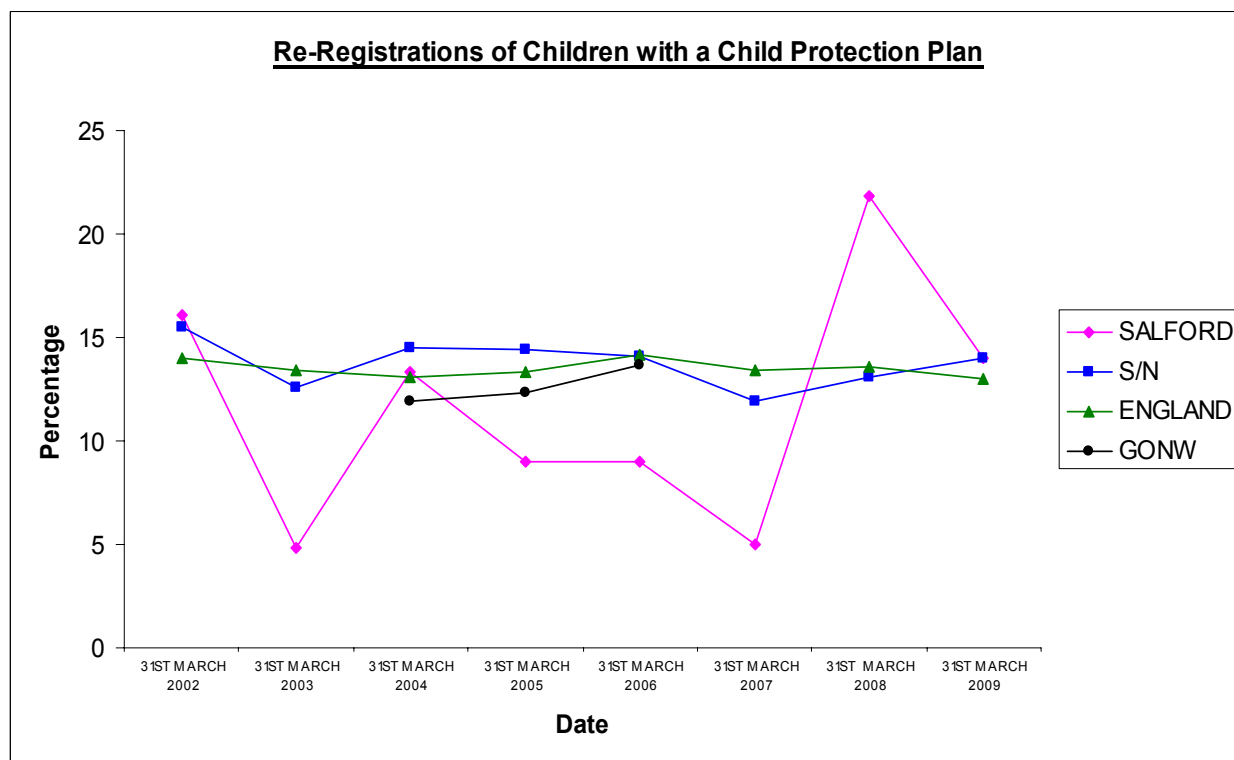
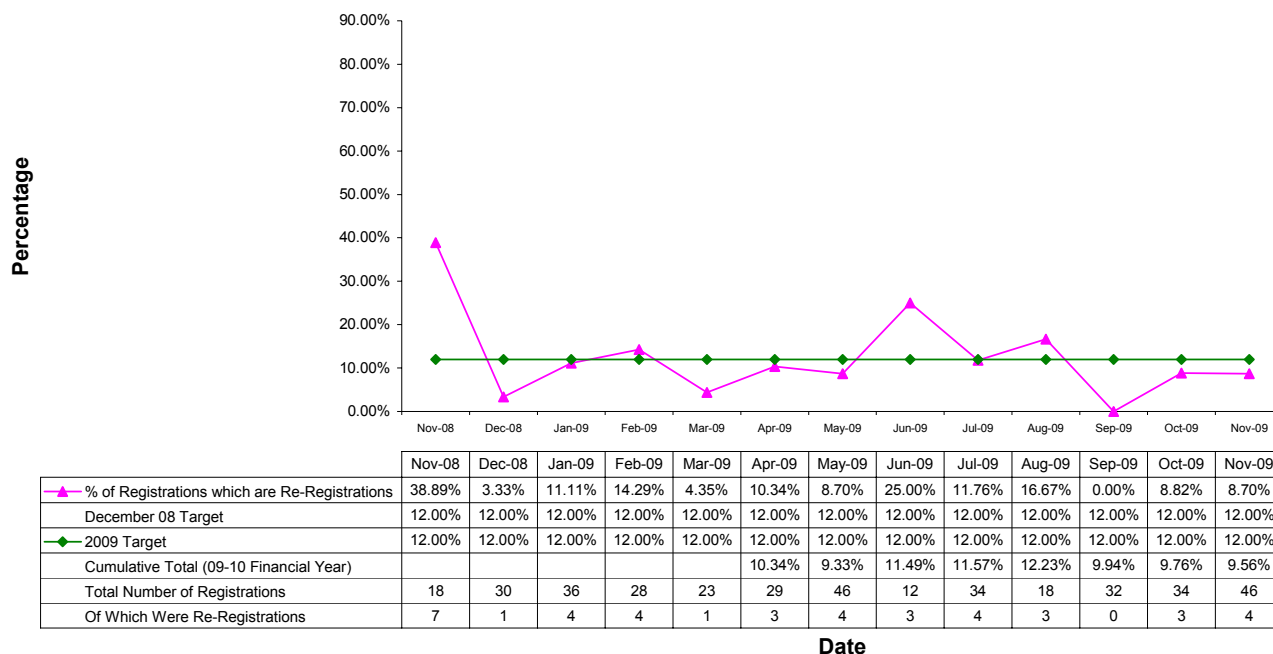
Priority: Decrease the percentage of children who are subject to a repeat child protection plan or re-registration

Performance Measure:

[Table 12]

Re-Registrations of Children with a Child Protection Plan

Data Source: CareFirst



The Story Behind The Curve:

This is another indicator where small numbers can have a disproportionate impact on performance and unless there is a clear trend where poor practice is impacting on performance it is difficult to control. The figure of 8.7% for this month still places the cumulative total for the year to below 10% and places the performance within the optimum performance band for a further period. Given the higher number of conferences held this month, the number that were re-registrations forms a smaller proportion of the conferences this month.

The figure for repeat plans this month represents 4 children from 2 families. For one of the cases the period between the first and second occasion was 3 years 5 months and the second was 2 years 10 months. With the first family the risk has transferred from the father (domestic abuse), to the mother (mental health triggered by the suicide of her brother) and was therefore unpredictable and unpreventable. However there was a failure at the point of the first de-registration to establish a continuing plan of family support as this was not common practice 3 years ago. This is now always a recommendation. For the second family, the first period related to a very young mother who was involved in substance misuse and a subsequent chaotic lifestyle which placed her unborn child at risk. In the most recent incident the mother now has 3 children the youngest is new born and it was felt that despite a package of family support the risks for the new baby required more formal intervention, as the mother is struggling to cope. There is no evidence that risks relating to her previous lifestyle have re-emerged and the plan is to formalise the support until the mother gets back on track.

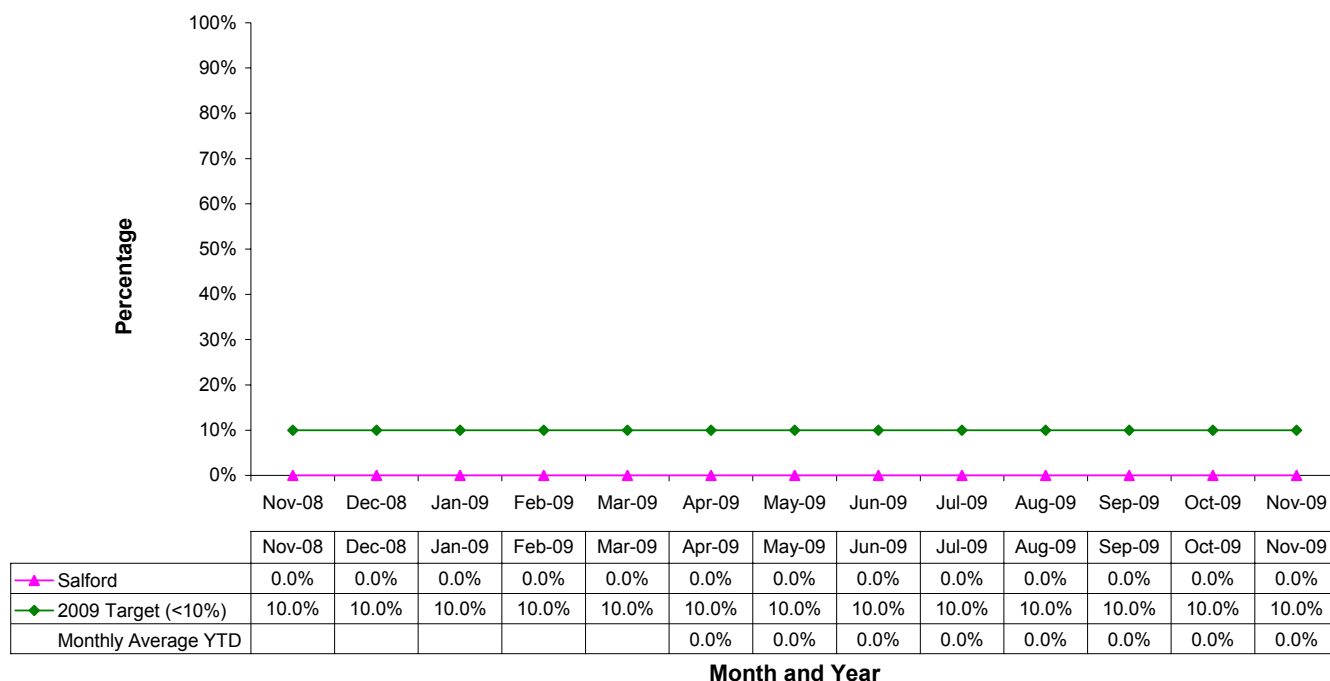
More positively, these issues are being picked up on a monthly basis and any trends identified and any practice issues challenged. This quality assurance role will ensure that best practice to safeguard children in Salford is pursued. On a broader basis I have taken pre-emptive action and asked the Chairs to be more robust in ensuring any decision for a child to cease to be subject of a plan is evidence based and the risk is known to be sufficiently diminished over an appropriate time period with clear and defined ongoing support in place to maintain the safeguards around the child. A dip sample audit will be carried out by the Unit next month, assuming that there are any re-registrations in November.

A multi-agency audit has been carried out by an independent person to inform the Board about key areas of challenge. This report is currently being circulated.

Kate Rose

Outcome: Staying Safe**Performance Measure:**

[Table 13]

Duration Subject Of A Child Protection Plan*Data Source: CareFirst*

*Numerator: The number of children whose CCP was closed during the month who have had a CPP continuously for 2 years or more.

Denominator: The total number of children whose CPP was closed during month

The Story Behind The Curve:

The purpose of this indicator is to ensure that plans for changes within the family to protect children are directed towards specified outcomes within appropriate time-scales, so that children are not left at risk to drift. This indicator needs to be considered in conjunction with the previous table to decrease the percentage of children who are subject to a repeat child protection plan or re-registration.

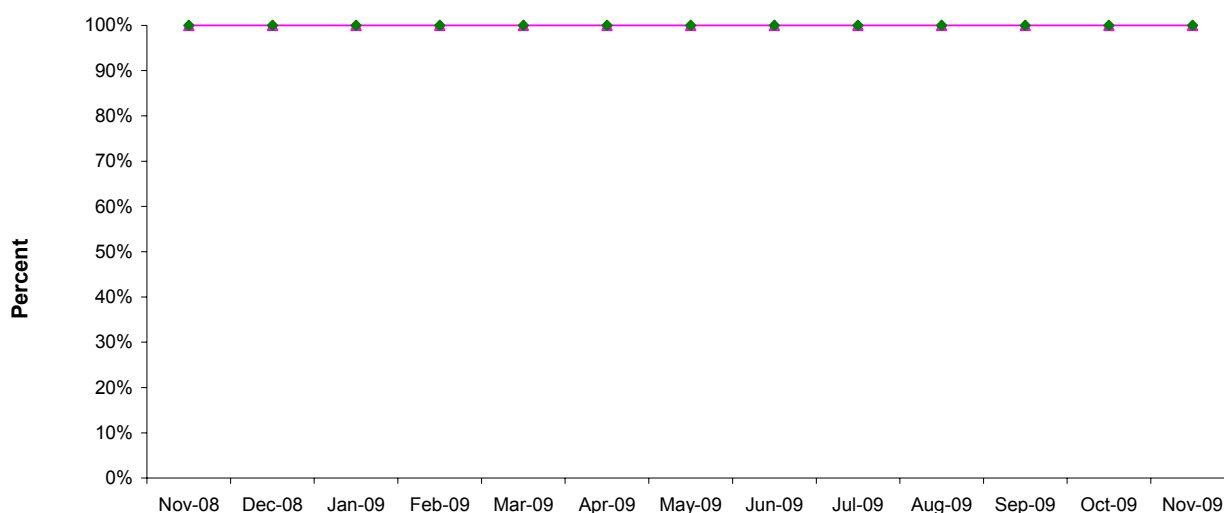
The performance monitoring for this indicator raised some concerns in 2007/2008 which were reported to SSCB when it was agreed that closer scrutiny was required. The conference chairs are now asked to closely monitor and track any child who has been subject of a plan for 18 months or more to ensure that the plan is active, services are being provided and that there is no drift.

This practice ensures that plans are active, appropriate and meaningful. The performance for the year places us within the optimum band.

Kate Rose

Outcome: Staying Safe**Priority:** All child protection reviews to be held within time-scales**Performance Measure:**

[Table 14]

Timeliness Of Child Protection Reviews*Data Source: CareFirst*

| | Nov-08 | Dec-08 | Jan-09 | Feb-09 | Mar-09 | Apr-09 | May-09 | Jun-09 | Jul-09 | Aug-09 | Sep-09 | Oct-09 | Nov-09 |
|---------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| —◆— Salford | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| ◆ 2009 Target | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| Monthly Average YTD | | | | | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Month and Year

*Numerator: The number of these children whose reviews were held on time.

Denominator: The number of children with a CPP for more than 3 months at the end of the month.

The Story Behind The Curve:

The purpose of this indicator is to ensure that the plans to safeguard the most vulnerable children are reviewed within an appropriate time frame so that they remain relevant for the child.

This indicator remains on target at 100%, with consistently high performance despite considerable pressure on the system particularly as the numbers of children subject to a child protection plan rise. This represents a considerable challenge for the staffing resources within the Safeguarding Unit. However, this is a key indicator and a high priority for the Unit and there are robust and effective systems in place to ensure that current performance is maintained. A paper has been written and submitted reviewing the needs of the Unit to meet the demands on them and maintain performance, particularly as the numbers subject to a plan continues to rise.

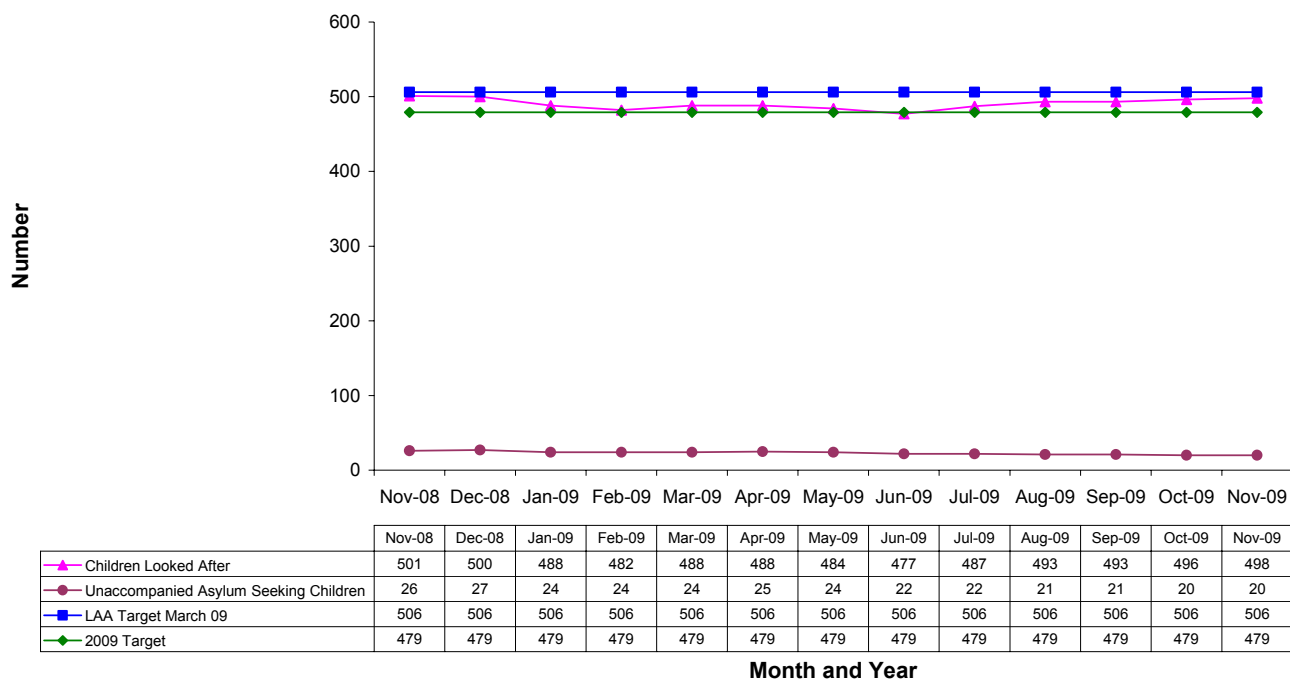
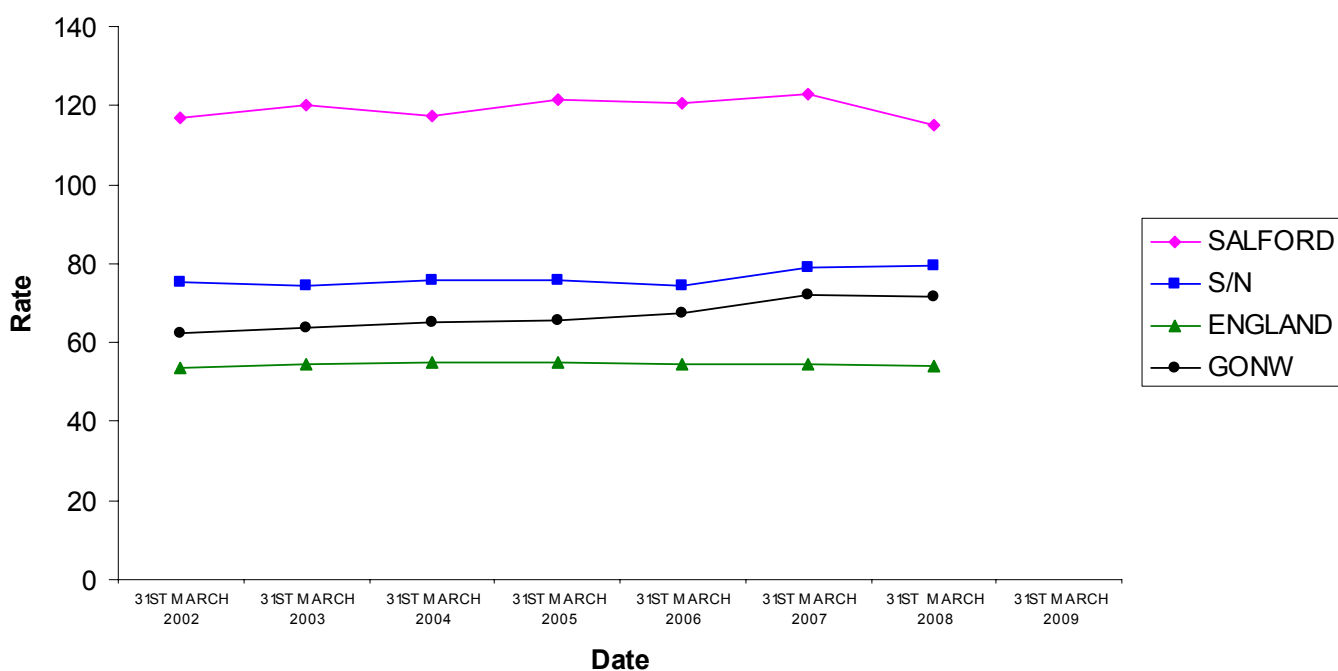
Kate Rose

Outcome: Staying Safe**Priority:** Reduce the number of children looked after**Performance Measure:**

[Table 15]

Number of Children Looked After

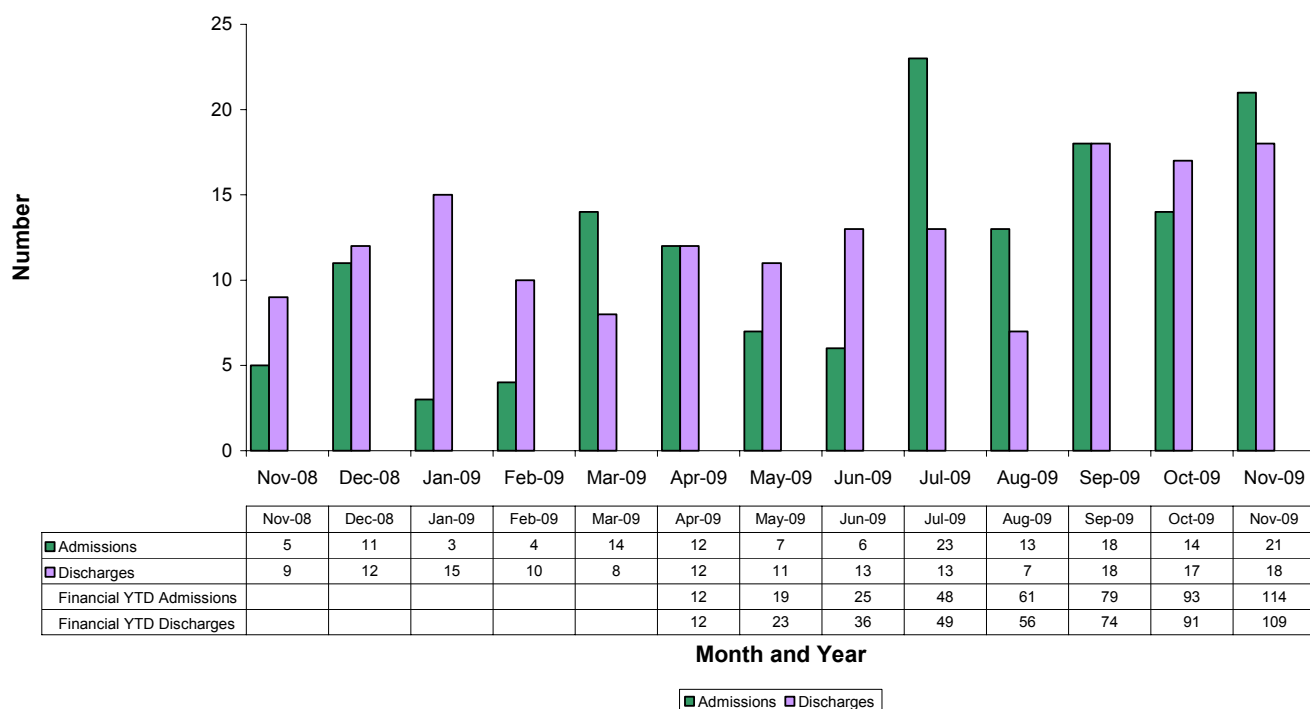
Data Source: CareFirst

**Looked After Children As Rate per 10000**

[Table 16]

Numbers of Admissions and Discharges

Source Data: CareFirst

**The Story Behind The Curve:**

There have been 21 new admissions and 18 discharges. Last year (08-09) the average number of admissions per month was 9.6. This year April to November (inclusive) it is 16.4 per month. For discharges the average per month 08-09 was 13.2, for this year it is 15.2. There have been a high proportion of those children who come in and out in a short time period within these numbers.

Of the 21 new admissions there were 3 sets of 3 siblings. 12 of the 21 had been subject to a Child Protection Plan; 4 for less than 1 month and 8 for between 1 and 6 months.

Of the 21 six were re-admissions and had been looked after before.

Of the 18 discharges 4 were by virtue of becoming 18, 9 were Section 20 discharged back to the care of their parents and had all been looked after for a few weeks or less. This is a high number, although includes a sibling group of 3. There were 4 children who were subject to care orders who were discharged when Special Guardianship Orders were made to relatives (a sibling group of 3 were included). This is a continuation of the work started some time ago on securing alternative legal permanence.

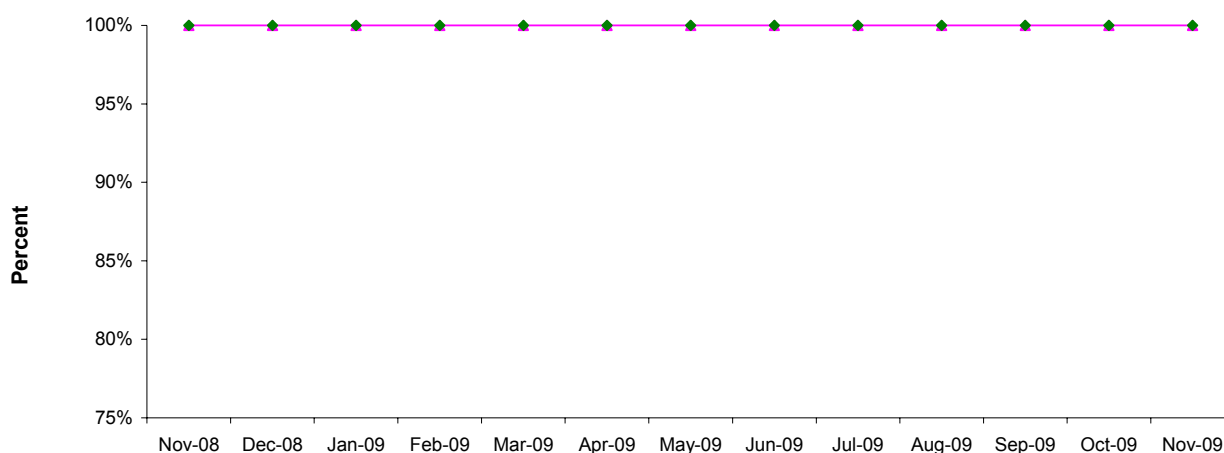
Patsy Molloy

Outcome: Staying Safe**Priority:** All looked after children reviews to held within required time-scales**Performance Measure:**

[Table 17]

Timeliness Of Looked After Children Reviews

Data Source: CareFirst



| | Nov-08 | Dec-08 | Jan-09 | Feb-09 | Mar-09 | Apr-09 | May-09 | Jun-09 | Jul-09 | Aug-09 | Sep-09 | Oct-09 | Nov-09 |
|---------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| —▲ Salford | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| ◆ 2009 Target | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| Monthly Average YTD | | | | | | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| Number of reviews | 38 | 40 | 42 | 57 | 98 | 109 | 92 | 109 | 138 | 76 | 128 | 128 | 128 |
| Number on time | 38 | 40 | 42 | 57 | 98 | 109 | 92 | 109 | 138 | 76 | 128 | 128 | 128 |

Month and Year

The Story Behind The Curve:

The reason for this indicator is to ensure that Looked After children have relevant timely plans that are independently scrutinised and demonstrate progress against the best outcomes for the child.

In order to maintain performance the Unit ensures that reviews are held more frequently than statutory requirement (5 monthly rather than 6 monthly), so that any delays caused through unpredictable factors e.g. staff sickness, allows time for rearrangements to be made whilst ensuring that performance stays within the optimum performance band. Reviews are planned in advance so forecasts to cover the workload can be carried out. The pressures on the Unit staff are known and a paper has been submitted that sets out the requirements for the future to ensure optimum performance is maintained.

Kate Rose