

# **KCC Quarterly Performance Report Quarter 2, 2011/12**

## **Children's Specialist Services Q2**

**(PAT version - 15th November 2011)**



# Foreword

Welcome to Kent County Council's Quarterly Performance Report for Quarter two of financial year 2011/12.

Within this report you will find information on our Key Performance Indicators (KPIs) and a range of other essential management information. This report should be read in conjunction with our financial monitoring report which includes information on service demand levels and related key activity indicators.

The council is committed to delivering its strategic objectives as outlined in our medium term plan **Bold Steps for Kent** and the suite of underlying strategies underpinning our Framework for Regeneration, 'Unlocking Kent's Potential'.

At the heart of Bold Steps for Kent are our three ambitions:

- To Help the Economy Grow
- To Tackle Disadvantage
- To Put the Citizen In Control

We are working in very challenging times, with significantly less funding from central government and increased demand for services. The need for a new approach to public services has never been more urgent given the pressures on public finance and the changes in the way that people want their services to be delivered. KCC must radically rethink its approach to the design and delivery of services whilst ensuring Kent remains one of the most attractive places to live and work. Our Bold Step priorities will help us achieve this.

We hope you find this report useful and we welcome any feedback on how we can improve it.

Paul Carter  
Leader of the Council  
Kent County Council

Katherine Kerswell  
Managing Director  
Kent County Council

# Executive Summary

Our key performance highlight to report at this time is the good progress that has been made in the Improvement Plan for Children's Social Services. Following the Ofsted inspection last year we received a judgement of our services being considered inadequate. However, a recent unannounced inspection from Ofsted carried out during October 2011 found that "All areas for development identified at the previous inspection of contact, referral and assessment arrangements in August 2010 have been tackled and most have improved to a satisfactory standard." The Ofsted report went on to say that "the area for priority action identified at the inspection of contact, referral and assessment arrangements in August 2010 has been addressed".

There is of course still much to do to improve our services for vulnerable children, and the contact, referral and assessment arrangements are only part of the overall service provided. We will continue to place the needs of vulnerable children as our highest priority and we will work to deliver a service which will be regarded not just as adequate but as excellent.

Highlights of results against our KPIs included in this report are as follows:

## Children's Social Services:

- Key improvement targets have been achieved, including significant reductions in assessment backlogs and the number of cases which are left unallocated for too long.
- More needs to be done to invest in preventative services to reduce the number of children with child protection plans or who come into care.

## Overall Summary of KPIs

	RED	AMBER	GREEN	TOTAL
<b>Current ratings</b>	3	1	3	7
<b>Previous ratings</b>	4	1	2	7

## Key to RAG (Red/Amber/Green) ratings applied to KPIs

<b>GREEN</b>	Target has been achieved or exceeded
<b>AMBER</b>	Performance is behind target but within acceptable limits
<b>RED</b>	Performance is significantly behind target and is below an acceptable pre-defined minimum *
↑	Performance has improved relative to targets set
↓	Performance has worsened relative to targets set

\* In future, when annual business plan targets are set, we will also publish the minimum acceptable level of performance for each indicator which will cause the KPI to be assessed as Red when performance falls below this threshold.

### Performance Assurance Team (PAT)

PAT's role is to consider and challenge the action plans for improving performance, including addressing constraints and barriers and to provide additional reassurances to elected members that the action plans and the information included within this report are robust.

PAT meets monthly and is chaired by the Deputy Managing Director. Membership includes a nominated director from each directorate. It also includes two non-executive directors (NEDs) who are staff from the grass roots of the organisation. This ensures PAT has cross-organisation membership from all levels to provide a 'whole organisation' approach to improvement.

### Data quality note

All data included in this report for current financial year are provisional unaudited data and are categorised as management information. All results may be subject to later change.

## Bold Steps for Kent

Many of the KPIs included in this report have references to Bold Steps Priorities.

The Kent County Council medium term plan for 2011 to 2014, **Bold Steps for Kent** was published in December 2010. A follow on document, providing clearer focus on the top priorities and the measures of success and key milestones, **Delivering Bold Steps**, was published in July 2011.

Our key priorities within Bold Steps are as follows:

1. Improving how we procure and commission services
2. Supporting the transformation of health and social care in Kent
3. Ensuring all pupils meet their full potential
4. Shaping education and skills provision around the needs of the Kent economy
5. Delivering the Kent Environment Strategy
6. Promoting Kent and enhancing its cultural and sporting offer for residents
7. Building a strong relationship with key business sectors across Kent
8. Working with our partners to respond to the key regeneration challenges in Kent
9. Supporting new housing growth that is sustainable and with the appropriate infrastructure
10. Delivering 'Growth with Gridlock'
11. Improving access to public services and moving towards a single initial assessment process
12. Empowering social service users through increased use of personal budgets
13. Establishing a Big Society Fund to support new social enterprise in Kent
14. Ensuring we provide the most robust and effective public protection arrangements (safeguarding vulnerable children and adults)
15. Improving services for the most vulnerable people in Kent
16. Supporting families with complex needs and increasing the use of community budgets.

Many of these priorities will be delivered in partnership with other public agencies in Kent and all of these priorities build on and support our Framework for Regeneration, Unlocking Kent's Potential.

## Summary of Performance for our KPIs

Indicator Description	Service Area	Page	Current Status	Previous Status	Direction of Travel
Number of children's social care cases not allocated to a social worker for over 28 days	Children's Social Care	28	Green	Green	↑
Number of initial assessments in progress and out of timescale	Children's Social Care	29	Green	Green	↓
Number of children looked after per 10,000 children aged under 18	Children's Social Care	30	Red	Red	↓
Percentage of children leaving care who are adopted	Children's Social Care	32	Red	Green	↓
Number of children subject to a child protection plan per 10,000 children aged under 18	Children's Social Care	34	Red	Red	↑
Percentage of establishment caseholding posts filled by qualified social workers	Children's Social Care	36	Amber	Amber	↑
Percentage of children subject to a child protection plan for two or more years	Children's Social Care	38	Red	Red	↑

Summary of Revenue budget monitoring position for financial year 2011/12			
<b>Cabinet Member</b>	John Simmonds	<b>Corporate Director</b>	Andy Wood
<b>Portfolio</b>	Finance and Business Support	<b>Division</b>	Finance and Procurement

Revenue Budget position by portfolio	Net Budget £ m	Forecast Gross Variance £ m	Management Action £ m	Forecast Net Variance £ m
Specialist Children's Services	110.8	+12.6		+12.6
Adult Social Care & Public Health	317.4	-2.6		-2.6
<b>TOTAL</b>	<b>428.2</b>	<b>+10.0</b>		<b>+10.0</b>

Summary of Capital budget monitoring position for financial year 2011/12			
<b>Cabinet Member</b>	John Simmonds	<b>Corporate Director</b>	Andy Wood
<b>Portfolio</b>	Finance and Business Support	<b>Division</b>	Finance and Procurement

Capital Budget position by portfolio	Budget £ m	Actual Spend Variance £m
Specialist Children's Services	12.7	0.2

Incoming calls received by KCC Contact Centre (Contact Kent) : top ten contact lines			
<b>Cabinet Member</b>	Mike Hill	<b>Director</b>	Des Crilley
<b>Portfolio</b>	Customer and Communities	<b>Division</b>	Customer Services

Contact Phone Line	Apr to Jun 2010	Jul to Sep 2010	Oct to Dec 2010	Jan to Mar 2011	Apr to Jun 2011	Jul to Sep 2011	Change to last year
Children Social Services (out of hours)	10	9	9	8	10	9	+3%
Other lines	19	18	21	18	29	25	+47%
<b>Total Calls (in thousands)</b>	<b>261</b>	<b>270</b>	<b>269</b>	<b>287</b>	<b>314</b>	<b>301</b>	<b>+16%</b>

All figures rounded to nearest thousand and shown as thousands.

Number of complaints received by Kent County Council – top ten service areas			
<b>Cabinet Member</b>	Mike Hill	<b>Director</b>	Matt Burrows
<b>Portfolio</b>	Customer and Communities	<b>Division</b>	Communication and Engagement

Complaints by Service area	Apr to Jun 2010	Jul to Sep 2010	Oct to Dec 2010	Jan to Mar 2011	Apr to Jun 2011	Jul to Sep 2011	12 month Totals
Children's services *	131	104	125	128	(132)	(144)	<b>529</b>
-- Education services					14	15	

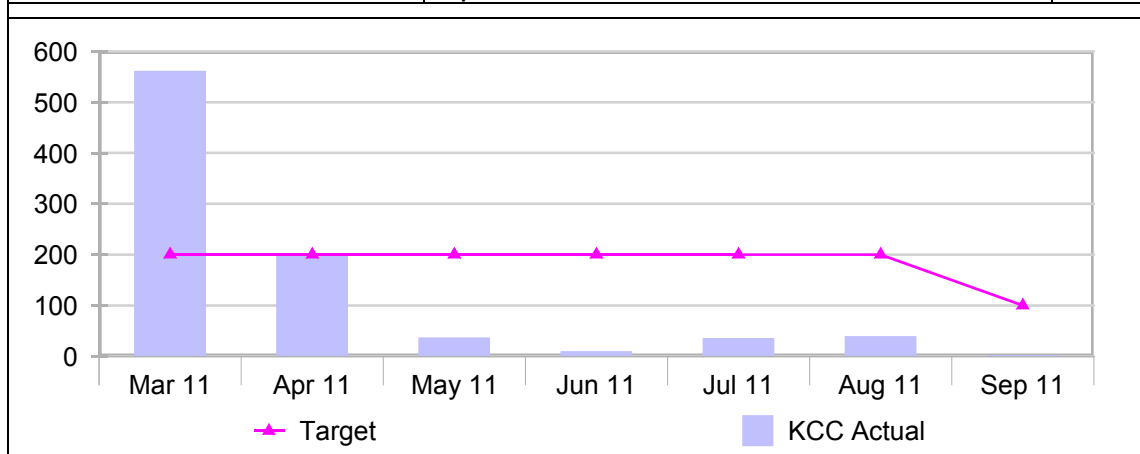
-- Children's social care					118	129	
<b>Total All KCC</b>	<b>1,135</b>	<b>1,123</b>	<b>1,158</b>	<b>933</b>	<b>870</b>	<b>1,039</b>	<b>4,000</b>

\* Breakdown of last year's data for children's services into new organisational structures is not available.

<b>Commentary</b>
<b>Children's Social Services:</b> There was a slight increase in complaints this quarter although no specific trends have been identified.

**Number of children's social care cases not allocated to a social worker for over 28 days** Green ↑

<b>Bold Steps Priority/Core Service Area</b>	Ensure we provide the most robust and effective public protection arrangements	<b>Bold Steps Ambition</b>	To tackle disadvantage
<b>Cabinet Member</b>	Jenny Whittle	<b>Director</b>	Jean Imray
<b>Portfolio</b>	Specialist Children's Service	<b>Division</b>	Specialist Children's Service



**Data Notes.**  
 Tolerance: Lower values are better  
 Unit of measure: Number  
 Data Source: ICS

Data is reported as count at each month end.

The Improvement Plan phase 1 target was to reduce the number to 200 by August 2011 and Improvement Plan phase 2 changed this target to 100 to be achieved by April 2012.

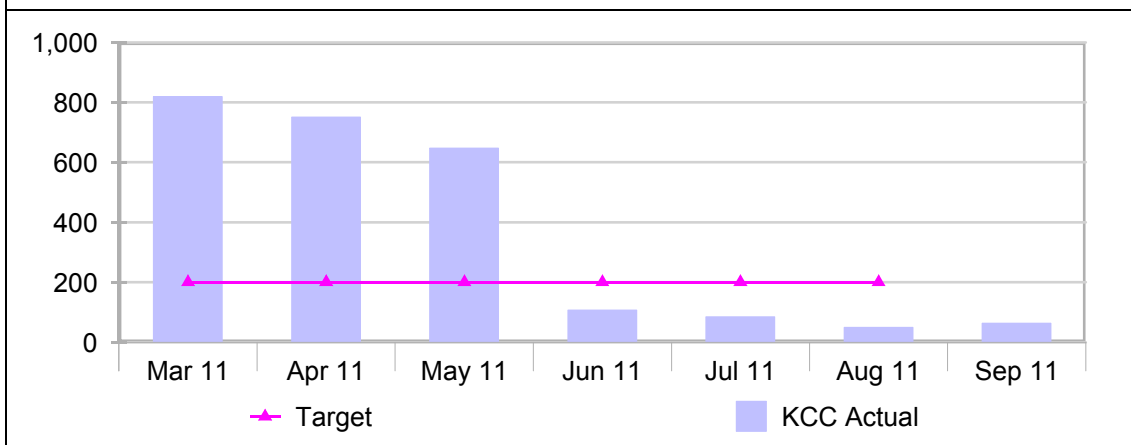
Trend Data – month end	Mar 11	Apr 11	May 11	Jun 11	Jul 11	Aug 11	Sep 11
	KCC Result	561	202	36	9	35	39
Target	200	200	200	200	200	200	100
Rag Rating	Red	Amber	Green	Green	Green	Green	Green

**Commentary**

This target has been achieved.

**Number of initial assessments in progress and out of timescale** Green ↓

<b>Bold Steps Priority/Core Service Area</b>	Ensure we provide the most robust and effective public protection arrangements	<b>Bold Steps Ambition</b>	To tackle disadvantage
<b>Cabinet Member</b>	Jenny Whittle	<b>Director</b>	Jean Imray
<b>Portfolio</b>	Specialist Children's Service	<b>Division</b>	Specialist Children's Service



**Data Notes.**  
 Tolerance: Lower values are better.  
 Unit of measure: Number  
 Data Source: ICS  
 Data is reported as count at each month end.

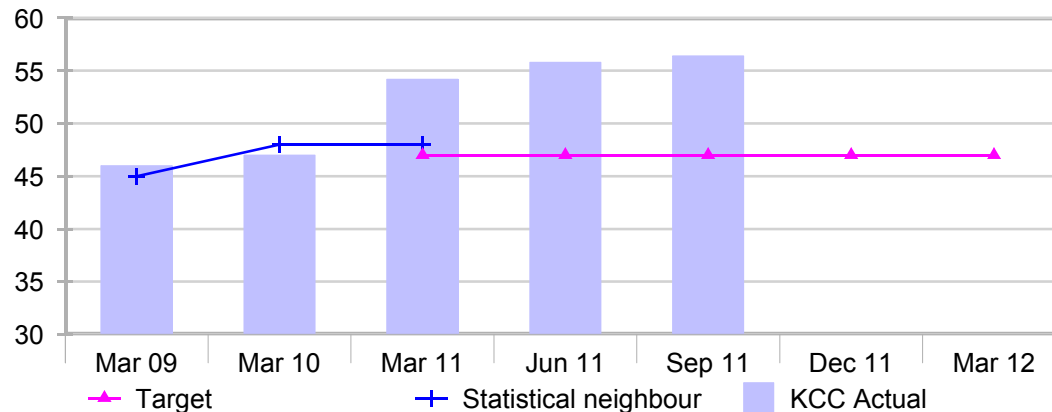
Trend Data – month end	Mar 11	Apr 11	May 11	Jun 11	Jul 11	Aug 11	Sep 11
KCC Result	819	751	658	107	85	50	63
Target	200	200	200	200	200	200	100
Rag Rating	Red	Red	Red	Green	Green	Green	Green

**Commentary**

This target has been achieved.

**Number of looked after children (LAC) per 10,000 children aged under 18** **Red** ↓

<b>Bold Steps Priority/Core Service Area</b>	Improve services for the most vulnerable people in Kent	<b>Bold Steps Ambition</b>	To tackle disadvantage
<b>Cabinet Member</b>	Jenny Whittle	<b>Director</b>	Jean Imray
<b>Portfolio</b>	Specialist Children's Service	<b>Division</b>	Specialist Children's Service



**Data Notes.**

Tolerance: Lower values are better  
 Unit of measure: Number per 10,000 children  
 Data Source: ICS for current year and DfE for previous year.

Data is reported as the position at each quarter end.

Data shown includes unaccompanied asylum seeker children.

Counts rounded to nearest 5.

Trend Data – quarter end	Previous Years			Current Year			
	Mar 09	Mar 10	Mar 11	Jun 11	Sep 11	Dec 11	Mar 12
KCC Result	46	47	54	56.0	56.4		
Target			47	47	47	47	47
Statistical neighbour	45	48	48				
Rag Rating	Amber	Green	Red	Red	Red		
Number of LAC	1,420	1,475	1,695	1,745	1,765		

**Commentary**

Numbers of looked after children (LAC) in Kent continue to increase. Much of the focus to date of the Children Social Services' Improvement Plan has been around tackling the backlog of cases and improving throughput, which as anticipated has resulted in more children becoming looked after. Work is now underway to develop a projected downwards trajectory for numbers of LAC – see actions below.

The data shown above includes unaccompanied asylum seeking children (UASC) which is a particular pressure in Kent and if these are excluded the current result would be 49.7.

**Number of looked after children (LAC) per 10,000 children aged under 18****Red ↓****What actions are we taking to improve performance (and drivers of performance)**

Current actions include:

- Robust gatekeeping of decisions to take children into care
- Robust tracking of permanency planning
- Improving the percentage of children who are adopted (see specific actions against the next indicator)
- Identifying end dates for all LAC
- Targets at district level included in performance management arrangements.

In the longer term, the following actions will help reduce the number of looked after children:

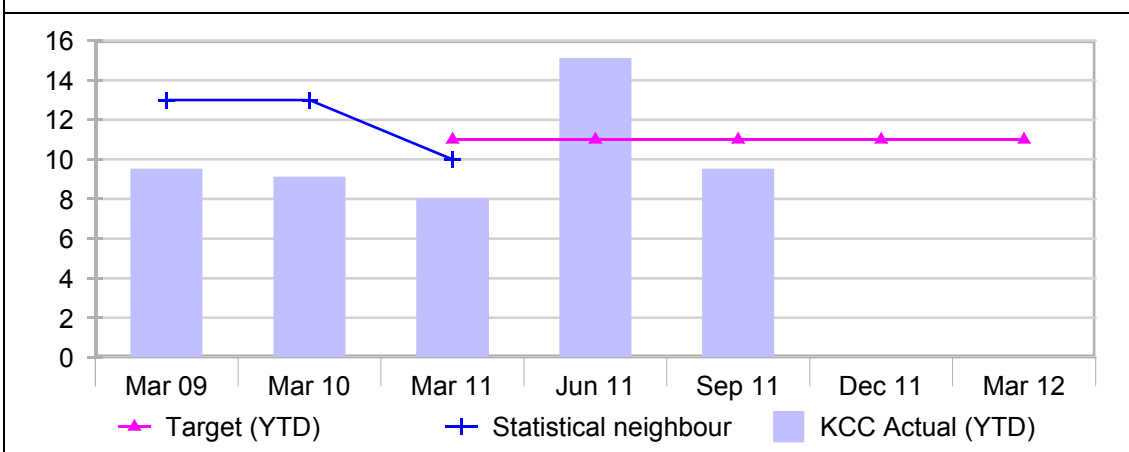
- Increased investment in a range of prevention and early intervention services, particularly in adolescent intervention services and in high-level family support
- Scoping out work needed for speedier responses to vulnerable adolescents, including an “invest to save” proposal on adolescent services.

**Risks and mitigating actions**

Growing numbers of looked after children bring increased funding pressures, making it even more difficult to find the resources to invest in early intervention and preventative services. The Phase 2 Improvement Plan includes a key theme to develop preventative services and despite the financial climate, ways are being found to invest in these services.

**Percentage of children leaving care who are adopted** **Red** ↓

<b>Bold Steps Priority/Core Service Area</b>	Improve services for the most vulnerable people in Kent	<b>Bold Steps Ambition</b>	To tackle disadvantage
<b>Cabinet Member</b>	Jenny Whittle	<b>Director</b>	Jean Imray
<b>Portfolio</b>	Specialist Children's Service	<b>Division</b>	Specialist Children's Service



**Data Notes.**  
 Tolerance: Higher values are better  
 Unit of measure: Percentage  
 Data Source: ICS  
 Results are reported as year to date (i.e. Mar 11 is the result for 12 months to Mar 11, whereas Jun 11 is for the three months to Jun 11).  
 Counts rounded to nearest 5.  
 The indicator is calculated as the number of children adopted as a percentage of the number of children who ceased to be looked after.

Trend Data – year to date	Previous Years			Current Year			
	Mar 09	Mar 10	Mar 11	Jun 11	Sep 11	Dec 11	Mar 12
KCC Result	9.5%	9.1%	8.0%	15.1%	9.5%		
Target			11%	11%	11%	11%	11%
Statistical neighbour	13%	13%	10%				
Rag Rating	Red	Red	Red	Green	Red		
Number of adoptions	75	70	60	25	40		

**Commentary**

The 11% target which is specified in the Improvement Notice is a very challenging one. The denominator includes unaccompanied asylum seeking children (UASC) who cease to be looked after but adoption is not an option for these children.

Timescales for assessments have been reduced to 6 months. There are now 61 assessments scheduled for approval by March 2012.

## Percentage of children leaving care who are adopted

Red ↓

### What actions are we taking to improve performance (and drivers of performance)

Actions to improve the rate of adoptions include:

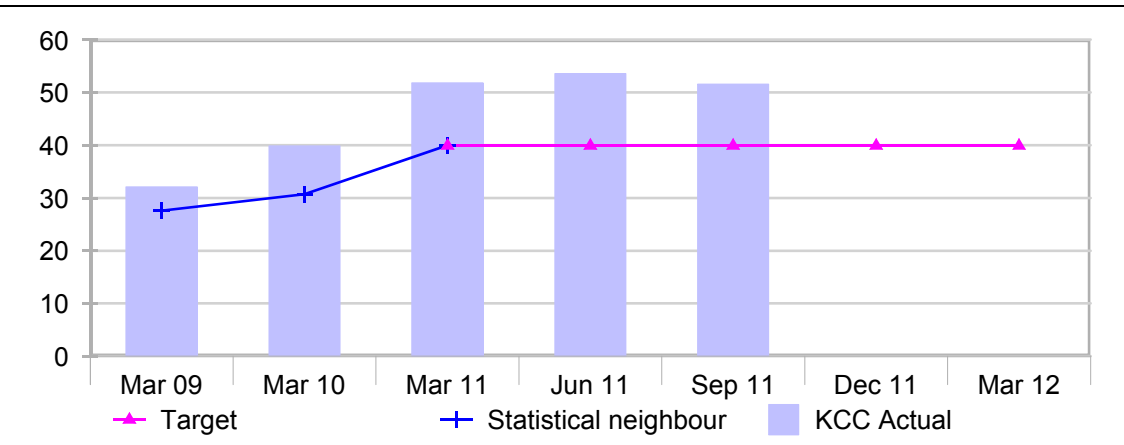
- A robust system has been put in place to ensure assessments are given priority and numbers have increased
- Acting on the findings of the adoption review by Martin Narey which identified actions to speed up the adoption process
- District managers and adoption leads are jointly monitoring the progress of all children requiring adoption
- Improvement in permanency planning has been delivered including agreeing permanency policy and prompts, conducting workshops with staff, and ensuring permanency plans are identified and in place by the time of the second review for all looked after children
- Robust performance monitoring of adoption rate
- A tracking process has been established to ensure that there is no drift in plans for children identified for adoption.

### Risks and mitigating actions

- Shortage of adopters
- Delays in court processes
- Recruitment delays
- If progress is made in reducing the numbers of looked after children, the number of adoptions must increase proportionately just to maintain the current adoption rate.

**Number of children subject to a child protection plan, per 10,000 children aged under 18** **Red** ↑

<b>Bold Steps Priority/Core Service Area</b>	Improve services for the most vulnerable people in Kent	<b>Bold Steps Ambition</b>	To tackle disadvantage
<b>Cabinet Member</b>	Jenny Whittle	<b>Director</b>	Jean Imray
<b>Portfolio</b>	Specialist Children's Service	<b>Division</b>	Specialist Children's Service



**Data Notes.**  
 Tolerance: Lower values are better  
 Unit of measure: Number per 10,000 children  
 Data Source: ICS for current year and DfE for previous year.  
 Data is reported as the position at each quarter end.

Trend Data – quarter end	Previous Years			Current Year			
	Mar 09	Mar 10	Mar 11	Jun 11	Sep 11	Dec 11	Mar 12
KCC Result	32.1	39.9	52.1	53.8	51.6		
Target			39.9	39.9	39.9	39.9	39.9
Statistical neighbour	27.6	30.7	40.0				
Rag Rating	Amber	Red	Red	Red	Red		
Number of children	1,022	1,243	1,621	1,676	1,616		

**Commentary**

The number of children subject to a child protection plan reduced during the summer period and stood at 1,616 by the end of September. This improvement brings the count to lower than the position seen in March, but we still have a lot to do to achieve our challenging target. The initial focus of the Improvement Plan was to tackle the backlog of cases and improving throughput, which as anticipated resulted in more children becoming subject to a child protection plan in the short term. However other actions in the Improvement Plan are now helping to deliver a stabilisation of the number of children with child protection plans and further plans are in place to deliver a reduction to the target level.

**What actions are we taking to improve performance (and drivers of performance)**

- Reviewing and undertaking change promotion work on current cases where children have been subject to a child protection plan for over 18 months
- Amending current child protection procedures to reduce the number of children who are both looked after and subject to child protection plans
- Strengthening child protection and conference processes, including assessments, reports and multi-agency working;
- Working to strengthen Kent Safeguarding Children's Board functions, including its scrutiny function to ensure that agencies are effectively engaged in multi-agency child protection planning
- Training child protection conference chairs in order to ensure more focussed, outcome-based planning
- More rigorous gatekeeping of the child protection work
- Conducting a review of section 47 processes
- Increasing options for step down services
- Strengthening of training, both internal and multi-agency, in respect of child protection conferences.

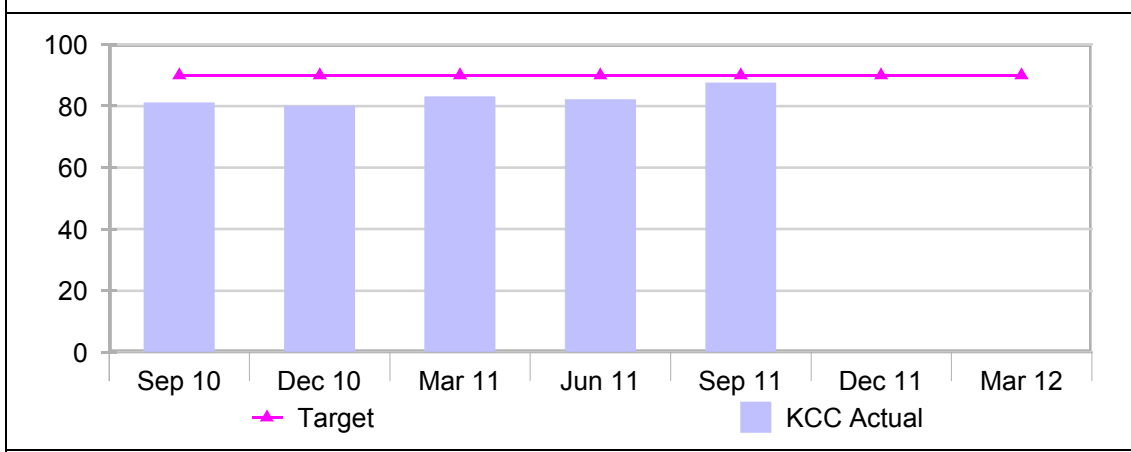
**Risks and mitigating actions**

Child protection activity may continue to rise in the short term as improvement plan actions to strengthen child protection planning and increase multi-agency support and intervention will need some time to bed in and deliver full impact.

The current drive to reduce the number of looked after children, will mean increased pressure to manage risk in the community and this will lead to more children being subject to child protection plans.

**Percentage of caseholding posts filled by permanent qualified social workers** **Amber** ↑

<b>Bold Steps Priority/Core Service Area</b>	Ensure we provide the most robust and effective public protection arrangements	<b>Bold Steps Ambition</b>	To tackle disadvantage
<b>Cabinet Member</b>	Jenny Whittle	<b>Director</b>	Jean Imray
<b>Portfolio</b>	Specialist Children's Service	<b>Division</b>	Specialist Children's Service



**Data Notes.**  
 Tolerance: Higher values are better  
 Unit of measure: Percentage  
 Data Source: ICS

Data is reported as the position at each quarter end.

Posts held by agency staff are not included in the figures for this indicator.

Trend Data – quarter end	Previous Year			Current Year			
	Sep 10	Dec 10	Mar 11	Jun 11	Sep 11	Dec 11	Mar 12
KCC Result	81%	80%	83%	82%	87.4%		
Target	90%	90%	90%	90%	90%	90%	90%
Rag Rating	Amber	Red	Amber	Amber	Amber		
Percentage agency staff	6.0%	8.8%	16.1%	23%	25%		

**Commentary**

The percentage of the social worker establishment posts held by permanent staff has shown a good increase this quarter.

This target is about recruiting permanent staff and reducing agency staff and is not just about managing vacancies. It is also about improving the balance between experienced and newly qualified social workers

Taking account of agency workers the children's social care workforce is currently over establishment at 112% at the end of September. The high use of agency staff over the last 9 months has been critical in dealing with backlogs of assessments so that the caseloads could be decreased to manageable levels.

**Percentage of caseholding posts filled by permanent qualified social workers**

**Amber** ↑

**What actions are we taking to improve performance (and drivers of performance)**

The robust workforce strategy and compelling offer was agreed by the Improvement Board and Cabinet in May and is being implemented. This includes actions to ensure we improve the balance between experienced and newly qualified social workers.

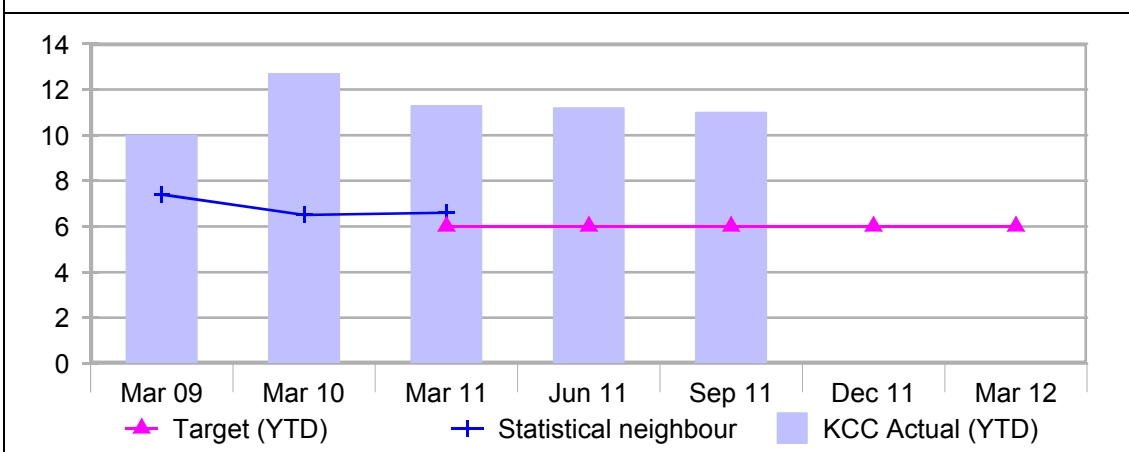
A three month recruitment campaign to attract experienced social workers, principal social workers and team leaders began at the end of August, combined with a marketing campaign to attract external candidates into Kent, as well as the “recommend a friend” incentive.

**Risks and mitigating actions**

The division still has too high a proportion of staff who are recently qualified and this may continue if suitable experienced staff are not attracted to the posts on offer. The workforce strategy includes actions to mitigate this risk.

**Percentage of children subject to a child protection plan for two or more years** **Red** ↑

<b>Bold Steps Priority/Core Service Area</b>	Improve services for the most vulnerable people in Kent	<b>Bold Steps Ambition</b>	To tackle disadvantage
<b>Cabinet Member</b>	Jenny Whittle	<b>Director</b>	Jean Imray
<b>Portfolio</b>	Specialist Children's Service	<b>Division</b>	Specialist Children's Service



**Data Notes.**  
 Tolerance: Lower values are better  
 Unit of measure: Percentage  
 Data Source: ICS

Data is reported as financial year to date (i.e. Mar 11 is the result for 12 months to Mar 11, whereas Jun 11 is for the three months to Jun 11).

Trend Data – year to date	Previous Years			Current Year			
	Mar 09	Mar 10	Mar 11	Jun 11	Sep 11	Dec 11	Mar 12
KCC Result	10%	12.7%	11.3%	11.2%	11.0%		
Target			6%	6%	6%	6%	6%
Statistical neighbour	7.4	6.5	6.6				
Rag Rating	Red	Red	Red	Red	Red		
Number of children	85	100	126	46	93		

**Commentary**

The indicator is calculated as the percentage of children ceasing to be subject to a child protection plan who had been subject to that plan for two or more years.

The target of 6% is specified in the Improvement Notice and must be delivered for financial year 2012/13.

## Percentage of children subject to a child protection plan for two or more years

Red ↑

### What actions are we taking to improve performance (and drivers of performance)

Current actions being taken to improve performance include:

- Review and undertake change promotion work on current cases where children have been subject to a child protection plan for over 18 months to try to prevent them moving into the 2 year plus category
- Review and take action to ensure timely decision making and progression of all child protection cases 2 years plus
- Strengthening child protection and conference processes, reports and assessment work
- Strengthening the Kent Safeguarding Children's Board's scrutiny function to ensure effective multi-agency engagement in child protection planning
- Training conference chairs on outcome-based planning
- More rigorous gatekeeping of the child protection process
- Increasing options for step down services
- Strengthening of training, both internal and multi-agency, in respect of child protection conferences
- Tracking planned case conferences of children who have been subject to a child protection plan for 18 months to ensure timely decision making and progression.

### Risks and mitigating actions

The current work underway to improve throughput and reduce drift in child protection planning will impact adversely on this indicator because it is measured by the number of children subject to a plan for 2 years or more when the child protection plan ends. This will inevitably lead to a percentage increase before work begins to have an impact and therefore a drop in performance is to be anticipated.