

Kent Specialist Children's Services

# Performance Management Report

January 2017

Produced By: SC SCS Management Information

Publication Date: 15 February 2017



## Guidance Notes




### POLARITY

H	The aim of this indicator is to achieve the highest number/percentage possible.
L	The aim of this indicator is to achieve the lowest number/percentage possible.
T	The aim of this indicator is to stay close to the target that has been set.

### RAG RATINGS

<b>R</b>	A red rating indicates that the current performance is significantly away from the target set.
<b>A</b>	An amber rating indicates that the current performance is close to the target set.
<b>G</b>	A green rating indicates that the current performance has met the target that has been set.
No RAG Rating	RAG ratings are not applied to indicators that have a denominator less than 5.

### DIRECTION OF TRAVEL (DOT)

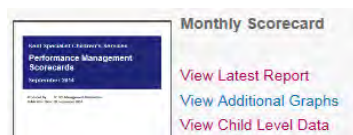
	A green arrow indicates that performance has improved this month when compared to last month. Depending on the polarity of the indicator, an improvement in performance could either be a reduction or increase in numbers/percentage.
	An amber arrow indicates that performance has remained the same as last month.
	A red arrow indicates that performance has worsened this month when compared to last month. Depending on the polarity of the indicator, a worsening in performance could either be a reduction or increase in numbers/percentage.

### KEY TO ABBREVIATIONS

Num	Numerator	CP	Child Protection
Denom	Denominator	CIC	Children in Care
R12M	Rolling 12 Months	BLA	Becoming Looked After
SS	Snapshot	SGO	Special Guardianship Order
C&F Assessments	Child and Family Assessments	UASC	Unaccompanied Asylum Seeking Children
CIN	Child in Need	QSW	Qualified Social Worker
PF	Private Fostering	CSWT	Children's Social Work Teams
IHA	Initial Health Assessment	PEP	Personal Education Plan

### PERFORMANCE INDICATOR GRAPHS AND CHILD LEVEL DATA

The latest graphs and Child level data are published on the SCS Performance Management website (see screenshot below)



### KEY CHANGES MADE TO THE REPORT THIS MONTH

None

### SMALL DENOMINATORS

Caution should be applied in the overinterpretation of the results for those performance measures which are calculated against low numbers. In order to highlight this, any denominators with a value between 1 and 9 have been highlighted in light blue. Any indicators that have a denominator that is less than 5 have no RAG rating applied to them.

### ROLLING 12 MONTHS

The rolling 12 month period that is being used in this report is: 01/02/2016 to 31/01/2017

### ADOPTION & SG TEAM, ADOLESCENT TEAMS AND CRU

Please note that these teams do not have an individual scorecard as their caseholding numbers are very small, however, the performance of the children associated with these teams is counted within the county and relevant area level pages

### MANAGEMENT INFORMATION CONTACT DETAILS

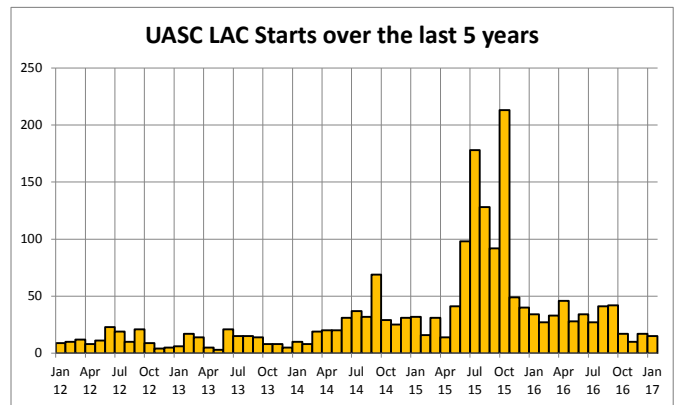
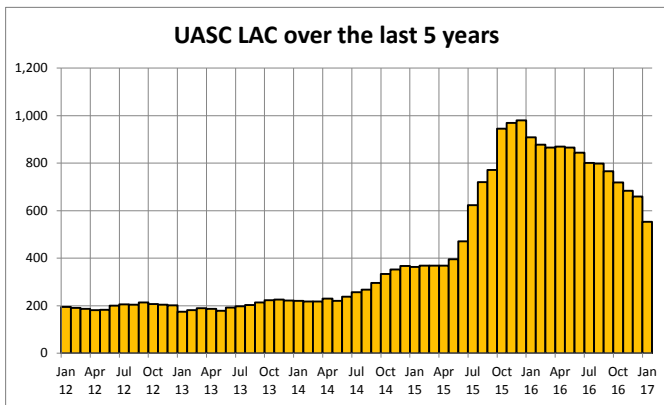
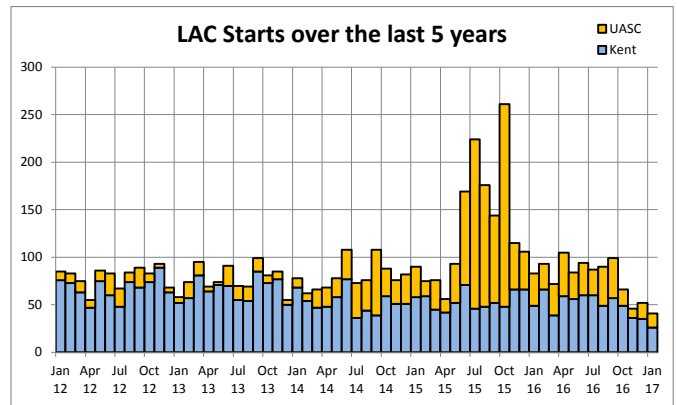
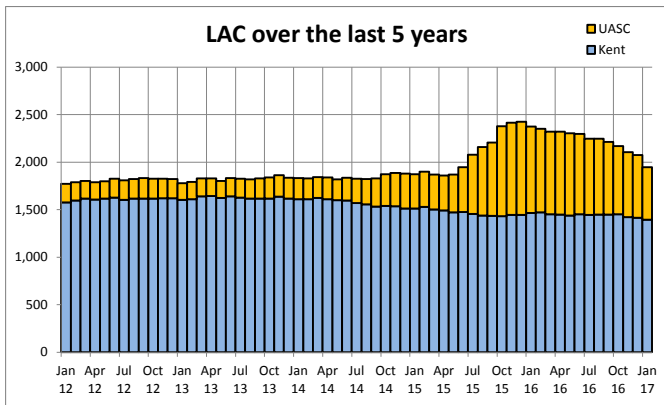
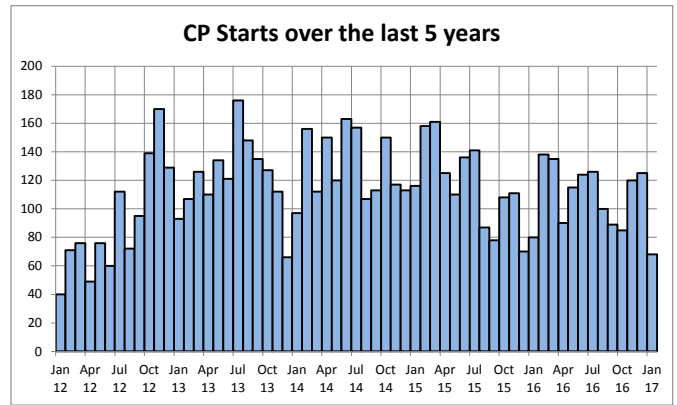
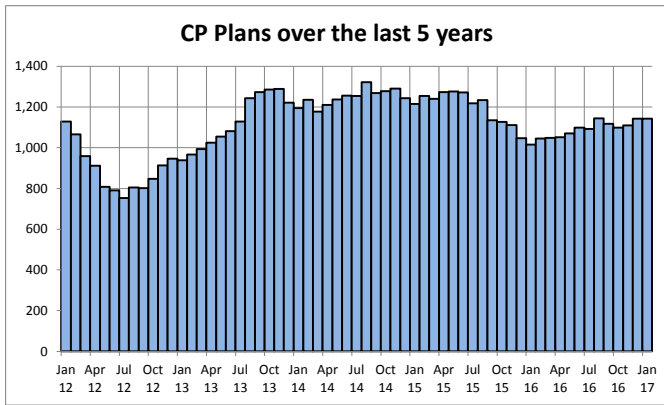
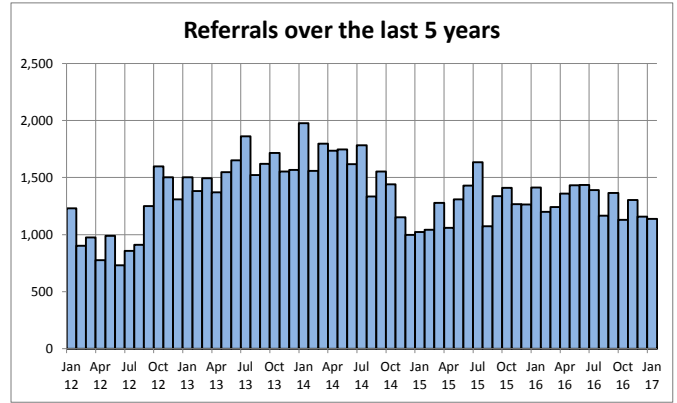
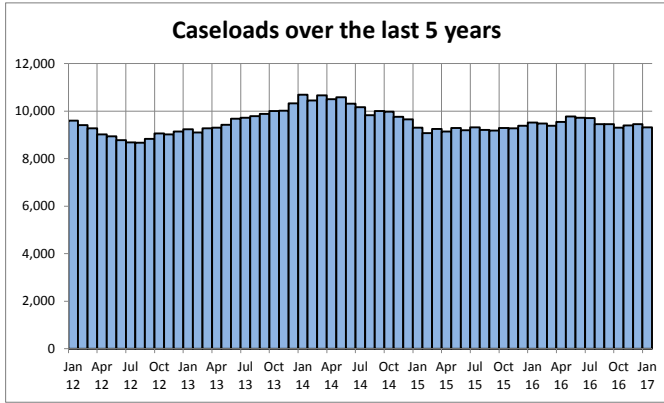
Maureen Robinson - 03000 417164	Celene Benjamin - 03000 417022
Chris Nunn - 03000 417145	Ian Valentine - 03000 417189
Paul Godden - 03000 417078	Vicky Best - 03000 415846

## SCS Activity

	Caseloads - This month	Caseloads - Last month	Caseloads - Change	Referrals in last month	CF Assessments in last month	CP Plans - This month	CP Plans - Last month	CP Plans - Change	CP Starts in last month	CP Ends in last month	Total LAC - This month	Total LAC - Last month	Total LAC - Change	UASC LAC - This month	UASC LAC - Last month	UASC LAC - Change	LAC Starts in last month	LAC Ends in last month	PF Cases - This month	PF Cases - Last month	PF Cases - Change
Kent	9312	9443	-131	1138	1307	1142	1142	0	68	66	1948	2076	-128	553	660	-107	41	155	42	39	+3
North Kent	1131	1145	-14	229	207	205	208	-3	12	12	258	264	-6	65	69	-4	4	17	2	2	0
East Kent	2299	2354	-55	354	405	368	366	+2	28	32	611	631	-20	66	82	-16	13	24	5	5	0
South Kent	1813	1799	+14	278	303	351	351	0	19	14	343	365	-22	49	64	-15	5	26	16	13	+3
West Kent	1227	1290	-63	213	294	205	204	+1	9	8	337	351	-14	76	82	-6	3	18	13	13	0
Disability Service	1181	1183	-2	17	77	13	13	0	0	0	102	102	0	0	0	0	1	2	0	0	0
Ashford CSWT	436	413	+23	94	68	104	103	+1	4	3	2	2	0	0	0	0	1	1	4	4	0
Canterbury CSWT	343	360	-17	84	113	76	72	+4	10	8	3	3	0	0	0	0	4	2	1	1	0
Dartford CSWT	209	224	-15	62	78	51	57	-6	3	3	3	3	0	0	0	0	2	0	0	0	0
Dover CSWT	462	450	+12	108	108	103	111	-8	4	3	4	9	-5	0	0	0	0	0	11	8	+3
Gravesham CSWT	355	366	-11	86	75	82	98	-16	7	9	1	0	+1	0	0	0	2	0	0	0	0
Maidstone CSWT	367	385	-18	99	123	90	92	-2	7	3	2	5	-3	0	0	0	0	0	8	8	0
Sevenoaks CSWT	235	232	+3	77	47	41	39	+2	2	0	0	0	0	0	0	0	0	0	1	1	0
Shepway CSWT	513	521	-8	71	113	140	131	+9	11	6	2	1	+1	0	0	0	2	0	1	1	0
Swale CSWT	608	581	+27	142	106	129	125	+4	6	5	7	6	+1	0	0	0	2	0	4	4	0
Thanet Margate CSWT	376	404	-28	61	77	98	110	-12	7	13	2	7	-5	0	0	0	3	1	2	2	0
Thanet Ramsgate CSWT	261	288	-27	65	95	49	49	0	2	4	2	0	+2	0	0	0	2	0	4	4	0
The Weald CSWT	441	476	-35	107	157	94	99	-5	2	4	7	7	0	0	0	0	2	0	5	5	0
North Kent CIC	302	296	+6	0	3	31	14	+17	0	0	250	256	-6	65	69	-4	0	17	0	0	0
East Kent (Can/Swa) CIC	365	382	-17	0	5	9	9	0	0	1	328	345	-17	45	60	-15	0	15	0	0	0
East Kent (Tha) CIC	293	291	+2	0	2	7	1	+6	3	1	259	258	+1	21	22	-1	1	6	0	0	0
South Kent CIC	373	390	-17	1	9	4	6	-2	0	2	332	351	-19	49	64	-15	2	25	0	0	0
West Kent CIC	384	398	-14	3	7	21	13	+8	0	1	326	338	-12	76	82	-6	1	18	0	0	0
SUASC Service	329	389	-60	15	21	0	0	0	0	0	297	357	-60	297	357	-60	14	67	0	0	0
Disability EK	608	611	-3	9	51	9	9	0	0	0	69	69	0	0	0	0	0	1	0	0	0
Disability WK	573	572	+1	8	26	4	4	0	0	0	33	33	0	0	0	0	1	1	0	0	0
Adoption & SG	110	113	-3	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Care Leaver Service (18+)	1209	1149	+60	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0

# SCS Activity

## County Level



Scorecard - Kent

Jan 2017

ID	Indicators	Polarity	Data Period	Latest Result				1 month ago		1 year ago		Short Term Performance: Rolling 3 months and RAG Status
				Latest Result and RAG Status	Num	Denom	Target for 16/17	Result	DoT	Result	DoT	
<b>REFERRAL AND ASSESSMENTS</b>												
1	% of referrals with a previous referral within 12 months	L	R12M	23.0% G	3521	15324	25.0%	23.0%	↓	22.1%	↓	22.3% G
2	% of C&F Assessments that were carried out within 45 working days	H	R12M	91.0% G	15241	16745	90.0%	90.6%	↑	90.2%	↑	92.7% G
3	Number of C&F Assessments in progress outside of timescale	L	SS	17 G	-	-	75	15	↓	30	↑	-
4	% of Children seen at C&F Assessment	H	R12M	98.1% G	15645	15946	98.0%	98.2%	↓	97.9%	↑	97.4% A
<b>CHILDREN IN NEED</b>												
5	% of CIN with a CIN Plan in place	H	SS	85.1% A	1993	2343	90.0%	90.3%	↓	87.6%	↓	-
6	% of CIN who have been seen in the last 28 days	H	SS	92.0% G	1699	1847	80.0%	82.7%	↑	85.6%	↑	-
7	Numbers of Unallocated Cases	L	SS	1 A	-	-	0	0	↓	2	↑	-
<b>PRIVATE FOSTERING</b>												
8	% of PF visits held in timescale (Current PF Arrangements only)	H	SS	82.3% A	190	231	90.0%	79.5%	↑			-
<b>MISSING CHILDREN</b>												
9	% of Returner Interviews completed within 3 working days	H	R12M	72.5% R	1239	1710	90.0%	72.3%	↑			71.7% R
<b>CHILD PROTECTION</b>												
10	% of Current CP Plans lasting 18 months or more	L	SS	5.1% G	58	1142	10.0%	4.5%	↓	7.8%	↑	-
11	% of CP Visits held within timescale (Current CP only)	H	SS	90.1% G	19983	22184	90.0%	90.4%	↓	90.7%	↓	-
12	% of CP cases which were reviewed within required timescales	H	SS	100.0% G	833	833	98.0%	100.0%	→	100.0%	→	-
13	% of Children becoming CP for a second or subsequent time	T	R12M	20.5% A	269	1315	17.5%	21.3%	↑	21.4%	↑	18.2% G
14	% of CP Plans lasting 2 years or more at the point of de-registration	L	R12M	3.4% G	40	1189	5.0%	3.3%	↓	3.0%	↓	5.9% A
15	% of Children seen at Section 47 enquiry	H	R12M	98.5% G	4563	4631	98.0%	98.5%	↑	98.0%	↑	98.3% G
16	% of ICPC's held within 15 working days of the S47 enquiry starting	H	R12M	85.6% G	1155	1349	80.0%	84.8%	↑	85.3%	↑	87.2% G
<b>CHILDREN IN CARE</b>												
17	CIC Placement Stability: % with 3 or more placements in the last 12 months	L	SS	12.9% A	252	1948	10.0%	13.8%	↑	12.3%	↓	-
18	CIC Placement Stability: % in same placement for last 2 years	H	SS	71.3% G	400	561	70.0%	71.3%	↓	71.1%	↑	-
19	% of CIC Foster Care in KCC Foster Care/Rel & Friends placements (exc UASC)	H	SS	86.3% G	968	1122	85.0%	86.5%	↓	87.5%	↓	-
20	% of CIC placed within 20 miles from home (exc UASC)	H	SS	80.8% G	1085	1342	80.0%	81.4%	↓	80.1%	↑	-
21	% of Children who participated at CIC Reviews	H	R12M	96.1% G	5613	5841	95.0%	95.7%	↑	94.9%	↑	95.4% G
22	% of CIC cases which were reviewed within required timescales	H	SS	98.6% G	1884	1910	98.0%	98.1%	↑	77.8%	↑	-
23	% of CIC cases where all Dental Checks were held within required timescale	H	SS	92.3% G	1424	1542	90.0%	92.1%	↑	90.4%	↑	-
24	% of CIC cases where all Health Assessments were held within required timescale	H	SS	89.4% A	1378	1542	90.0%	88.8%	↑	88.8%	↑	-
25	% of IHA referrals within 5 working days of becoming Looked After	H	R12M	82.2% A	521	634	90.0%	82.8%	↓	28.6%	↑	78.3% R
27	% of CIC for 18 mths and allocated to the same worker for the last 12 mths	H	SS	49.2% A	558	1134	60.0%	50.5%	↓	58.8%	↓	-
<b>ADOPTION</b>												
28	% of cases adoption agreed as plan within 4mths, for those with an agency decision	H	R12M	75.8% G	69	91	75.0%	73.5%	↑	60.4%	↑	66.7% A
29	Ave. no of days between bla and moving in with adoptive family (for children adopted)	L	R12M	309.6 G	27554	89	426.0	337.6	↑	512.7	↑	331.6 G
30	Ave. no of days between court authority to place a child and the decision on a match	L	R12M	107.8 G	8728	81	121.0	118.6	↑	220.4	↑	116.7 G
31	% of Children leaving care who were adopted (exc UASC)	H	R12M	14.2% G	90	634	13.0%	14.1%	↑	15.5%	↓	17.9% G
<b>CARE LEAVERS</b>												
32	% of Care Leavers that Kent is in touch with	H	R12M	68.0% A	1202	1768	75.0%	67.2%	↑	57.5%	↑	65.3% A
33	% of Care Leavers in Suitable Accommodation (of those we are in touch with)	H	R12M	91.5% G	1170	1278	90.0%	92.4%	↓	92.4%	↓	90.6% G
34	% of Care Leavers in Education, Employment or Training (of those we are in touch with)	H	R12M	59.3% A	758	1278	65.0%	57.7%	↑	57.2%	↑	63.0% A
35	% of Care Leavers with a Pathway Plan updated in the last 6 months	H	SS	93.5% G	1189	1272	90.0%	90.7%	↑			-
<b>QUALITY ASSURANCE</b>												
36	% of Case File Audits completed	H	R12M	96.9% G	723	746	95.0%	98.2%	↓	98.7%	↓	92.3% A
37	% of Case File Audits rated Good or outstanding	H	R12M	67.2% G	486	723	60.0%	66.3%	↑	56.5%	↑	67.8% G
38	% of Case File Audits rated inadequate	L	R12M	2.1% A	15	723	0.0%	1.8%	↓	3.1%	↑	2.1% A
39	% of CP Social Work Reports rated good or outstanding	H	R12M	63.1% A	1438	2278	75.0%	62.9%	↑	70.8%	↓	64.3% A
40	% of CIC Care Plans rated good or outstanding	H	R12M	68.6% A	3943	5748	75.0%	68.4%	↑	61.3%	↑	71.0% A
<b>STAFFING</b>												
41	% of caseholding posts filled by KCC Permanent QSW	H	SS	81.3% A	428.7	527.2	83.0%	81.2%	↑	75.1%	↑	-
42	% of caseholding posts filled by agency staff	L	SS	14.0% G	74.0	527.2	17.0%	15.4%	↑	20.6%	↑	-
43	Average Caseloads of social workers in CIC Teams	L	SS	15.1 A	1717	113.6	15.0	15.5	↑	16.3	↑	-
44	Average Caseloads of social workers in CSWTs	L	SS	19.6 A	4606	234.4	18.0	19.9	↑	20.2	↑	-
45	Average Caseloads of fostering social workers	L	SS	16.9 G	788	46.6	18.0	16.6	↓	18.4	↑	-

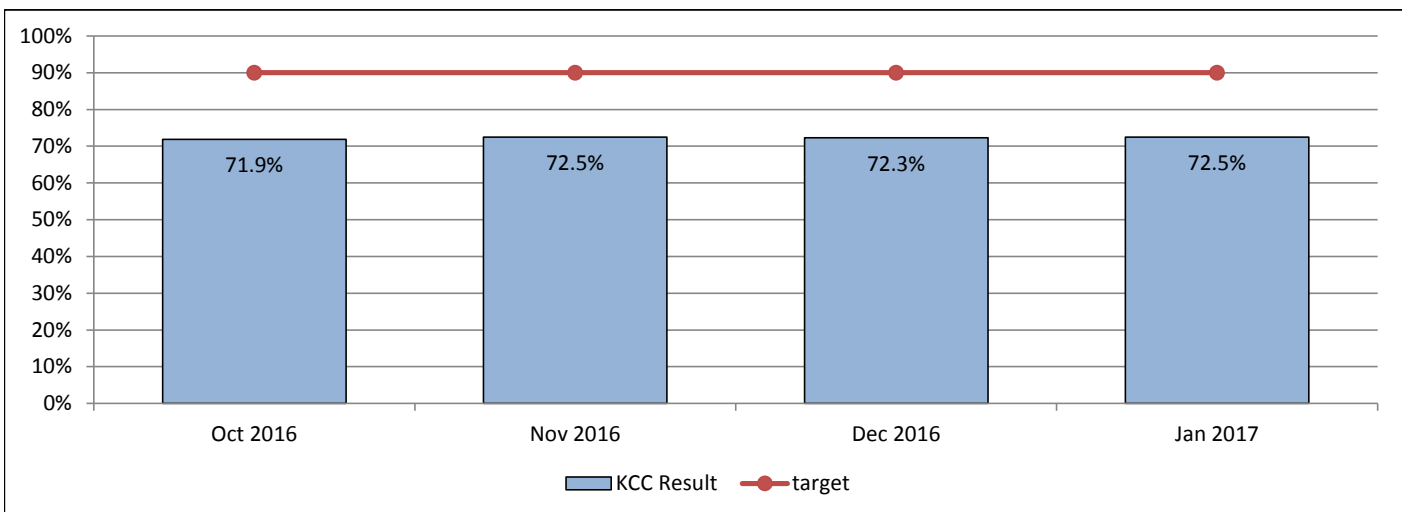
GREEN	AMBER	RED
27	16	1

LATEST PERFORMANCE RAG RATING

## Scorecard - Impact of UASC

Indicators	Polarity	Data Period	INCLUDING UASC				EXCLUDING UASC			Variance with UASC excluded		
			Latest Result and RAG Status	Num	Denom	Target for 16/17	Latest Result and RAG Status	Num	Denom			
<b>CHILDREN IN CARE - KENT</b>												
CIC Placement Stability: % with 3 or more placements in the last 12 months	L	SS	12.9%	A	252	1948	10.0%	12.9%	A	180	1395	-0.0%
CIC Placement Stability: % in same placement for last 2 years	H	SS	71.3%	G	400	561	70.0%	71.4%	G	397	556	+0.1%
% of Children who participated at CIC Reviews	H	R12M	96.1%	G	5613	5841	95.0%	98.2%	G	3492	3555	+2.1%
% of CIC cases which were reviewed within required timescales	H	SS	98.6%	G	1884	1910	98.0%	99.5%	G	1365	1372	+0.9%
% of CIC cases where all Dental Checks were held within required timescale	H	SS	92.3%	G	1424	1542	90.0%	93.4%	G	1015	1087	+1.0%
% of CIC cases where all Health Assessments were held within required timescale	H	SS	89.4%	A	1378	1542	90.0%	92.1%	G	1001	1087	+2.7%
% of IHA referrals within 5 working days of becoming Looked After	H	R12M	82.2%	A	521	634	90.0%	77.8%	R	371	477	-4.4%
% of CIC for 18 mths and allocated to the same worker for the last 12 mths	H	SS	49.2%	A	558	1134	60.0%	51.8%	A	479	925	+2.6%
<b>CHILDREN IN CARE - NORTH KENT AREA</b>												
CIC Placement Stability: % with 3 or more placements in the last 12 months	L	SS	15.5%	R	40	258	10.0%	14.0%	R	27	193	-1.5%
CIC Placement Stability: % in same placement for last 2 years	H	SS	69.2%	A	54	78	70.0%	69.2%	A	54	78	0.0%
% of Children who participated at CIC Reviews	H	R12M	97.9%	G	695	710	95.0%	98.6%	G	508	515	+0.8%
% of CIC cases which were reviewed within required timescales	H	SS	99.2%	G	252	254	98.0%	99.5%	G	188	189	+0.3%
% of CIC cases where all Dental Checks were held within required timescale	H	SS	96.7%	G	204	211	90.0%	95.4%	G	146	153	-1.3%
% of CIC cases where all Health Assessments were held within required timescale	H	SS	89.6%	A	189	211	90.0%	92.2%	G	141	153	+2.6%
% of IHA referrals within 5 working days of becoming Looked After	H	R12M	77.8%	R	56	72	90.0%	77.8%	R	56	72	0.0%
% of CIC for 18 mths and allocated to the same worker for the last 12 mths	H	SS	36.3%	R	58	160	60.0%	38.0%	R	49	129	+1.7%
<b>CHILDREN IN CARE - EAST KENT AREA</b>												
CIC Placement Stability: % with 3 or more placements in the last 12 months	L	SS	13.4%	R	82	611	10.0%	12.7%	A	69	545	-0.8%
CIC Placement Stability: % in same placement for last 2 years	H	SS	73.7%	G	160	217	70.0%	74.0%	G	159	215	+0.2%
% of Children who participated at CIC Reviews	H	R12M	96.5%	G	1523	1578	95.0%	98.6%	G	1330	1349	+2.1%
% of CIC cases which were reviewed within required timescales	H	SS	99.7%	G	599	601	98.0%	99.8%	G	534	535	+0.1%
% of CIC cases where all Dental Checks were held within required timescale	H	SS	87.6%	A	415	474	90.0%	89.4%	A	371	415	+1.8%
% of CIC cases where all Health Assessments were held within required timescale	H	SS	88.2%	A	418	474	90.0%	90.8%	G	377	415	+2.7%
% of IHA referrals within 5 working days of becoming Looked After	H	R12M	74.3%	R	136	183	90.0%	74.3%	R	136	183	0.0%
% of CIC for 18 mths and allocated to the same worker for the last 12 mths	H	SS	50.4%	A	210	417	60.0%	49.5%	A	181	366	-0.9%
<b>CHILDREN IN CARE - SOUTH KENT AREA</b>												
CIC Placement Stability: % with 3 or more placements in the last 12 months	L	SS	16.9%	R	58	343	10.0%	16.3%	R	48	294	-0.6%
CIC Placement Stability: % in same placement for last 2 years	H	SS	66.7%	A	70	105	70.0%	67.0%	A	69	103	+0.3%
% of Children who participated at CIC Reviews	H	R12M	97.0%	G	941	970	95.0%	97.4%	G	781	802	+0.4%
% of CIC cases which were reviewed within required timescales	H	SS	98.8%	G	334	338	98.0%	99.0%	G	286	289	+0.1%
% of CIC cases where all Dental Checks were held within required timescale	H	SS	97.4%	G	267	274	90.0%	97.5%	G	231	237	+0.0%
% of CIC cases where all Health Assessments were held within required timescale	H	SS	94.2%	G	258	274	90.0%	94.1%	G	223	237	-0.1%
% of IHA referrals within 5 working days of becoming Looked After	H	R12M	80.3%	A	98	122	90.0%	80.3%	A	98	122	0.0%
% of CIC for 18 mths and allocated to the same worker for the last 12 mths	H	SS	59.8%	A	131	219	60.0%	58.8%	A	110	187	-1.0%
<b>CHILDREN IN CARE - WEST KENT AREA</b>												
CIC Placement Stability: % with 3 or more placements in the last 12 months	L	SS	12.8%	A	43	337	10.0%	12.3%	A	32	261	-0.5%
CIC Placement Stability: % in same placement for last 2 years	H	SS	69.4%	A	77	111	70.0%	69.1%	A	76	110	-0.3%
% of Children who participated at CIC Reviews	H	R12M	98.3%	G	886	901	95.0%	98.8%	G	642	650	+0.4%
% of CIC cases which were reviewed within required timescales	H	SS	99.7%	G	333	334	98.0%	99.6%	G	257	258	-0.1%
% of CIC cases where all Dental Checks were held within required timescale	H	SS	89.8%	A	228	254	90.0%	92.2%	G	177	192	+2.4%
% of CIC cases where all Health Assessments were held within required timescale	H	SS	88.6%	A	225	254	90.0%	92.7%	G	178	192	+4.1%
% of IHA referrals within 5 working days of becoming Looked After	H	R12M	88.4%	A	76	86	90.0%	88.4%	A	76	86	0.0%
% of CIC for 18 mths and allocated to the same worker for the last 12 mths	H	SS	46.9%	A	98	209	60.0%	52.7%	A	88	167	+5.8%
<b>OTHER INDICATORS - KENT</b>												
% of Care Leavers that Kent is in touch with	H	R12M	68.0%	A	1202	1768	75.0%	76.7%	G	647	843	+8.8%
% of Care Leavers in Suitable Accommodation (of those we are in touch with)	H	R12M	91.5%	G	1170	1278	90.0%	89.5%	A	588	657	-2.1%
% of Care Leavers in Education, Employment or Training (of those we are in touch with)	H	R12M	59.3%	A	758	1278	65.0%	48.4%	R	318	657	-10.9%
% of Care Leavers with a Pathway Plan updated in the last 6 months	H	SS	93.5%	G	1189	1272	90.0%	94.4%	G	559	592	+1.0%
% of C&F Assessments that were carried out within 45 working days	H	R12M	91.0%	G	15241	16745	90.0%	91.2%	G	14803	16224	+0.2%
Numbers of Unallocated Cases	L	SS	1	A	-	-	0	1	A	-	-	0

<b>% of Returner Interviews completed within 3 working days</b>			<b>Red</b>
Cabinet Member	Peter Oakford	Director	Philip Segurola
Portfolio	Specialist Children's Services	Division	Specialist Children's Services



Trend Data – Month End	Oct 2016	Nov 2016	Dec 2016	Jan 2017
KCC Result	71.9%	72.5%	72.3%	72.5%
Target	90.0%	90.0%	90.0%	90.0%
RAG Rating	<b>Red</b>	<b>Red</b>	<b>Red</b>	<b>Red</b>

### **Commentary**

This performance indicator was added to the Scorecard in August 2016 to reflect the priority of SCS to undertake timely Returner Interviews for children and young people that have gone missing. The target of 90% has been set to drive up performance on the completion rates within 3 working days following a missing episode and performance shows month on month improvement.

During the 12 month period to January 2017 there were 1710 missing episodes, and of these 1239 (72.5%) had a Returner Interview that was completed within 3 working days. The number of Returner interviews out of timescale by 1 day is significant (84), combined with the high number of forms not completed (76) or where no date has been added (83). This suggests that the target can be achieved through awareness raising and more robust management oversight. It is also of note that for a significant number of Children in Care missing episodes last no longer than 0-3 hrs and are often connected to contact with friends and family. These episodes can also form part of a repeat pattern of behaviour where for a small but significant minority the value of repeatedly completing a Returner interview can be compromised. As such further work is required around the management of these episodes through placement plan reviews.

### **Data Notes**

**Target:** 90% (RAG Bandings: Below 80% = Red, 80% to 90% = Amber, 90% and above = Green)

**Tolerance:** Higher values are better

**Data:** Figures shown are based on a rolling 12 month period. The result for Oct 2016 for example shows performance for Nov 2015 to Oct 2016.

**Data Source:** Liberi