

## **Appendix C: Annual Corporate Performance Report for Children's Social Care**

### **1. Executive Summary**

1.1 The purpose of this paper is to outline the work of the County Council in relation to delivery of responsibilities for children's services safeguarding.

1.2 This paper seeks to:

- set out the context Children's Services safeguarding
- highlight key activity in relation to children's safeguarding

### **2. Contextual Information**

#### **2.1 Changes to national and local policy and regulatory frameworks**

##### **2.1.1 Working Together 2013 update**

As detailed in the last safeguarding report, the Government published 'Working Together to Safeguard Children 2013' in April 2013 which is the key set of statutory guidance for all agencies working to protect children. The document made important changes to governance and service delivery, an update on progress against the main elements of the new guidance is as follows;

- Assessments no longer need to be defined as 'initial' and 'core' and there is a longer timeframe for completing an assessment (45 days).

The Child and Family assessment (a single assessment) has been rolled out across the county, which has replaced initial and core assessments. The performance against the timeliness of completion of this assessment is examined on a monthly basis.

- Early help is more central to the task of safeguarding and there should be a continuum of approach between early help services and child protection services, with clear thresholds in place

The first Early Help Hub went live in January 2014 in Eastleigh, using a redeveloped thresholds chart. All ten hubs will be operational by October 2014.

Early help assessments dovetail with the Child and Family assessment process as above.

- **Serious Case Reviews**

The final report of Serious Case Reviews (SCRs) must be published (and 'written for publication'). A new expert panel has been established since April 2013 to give national oversight on the commissioning and publication of SCRs.

A change in the criteria by which the Local Safeguarding Children Board must commission SCRs means that there are likely to be more SCRs commissioned and published both nationally and locally.

A 'systems approach' to undertaking SCRs has now been endorsed by statutory guidance. LSCBs are given more flexibility on the methods they use to conduct a SCR providing a number of principles outlined in the statutory guidance are adhered to. Such principles are now being employed as new SCRs are commissioned in Hampshire.

- The LSCB must publish an annual report on the effectiveness of child safeguarding and promoting the welfare of children in the local area. The annual report should be published in relation to the preceding financial year and should fit with local agencies' planning, commissioning and budget cycles. The report should be submitted to the Chief Executive, Leader of the Council, the local Police and Crime Commissioner and the Chair of the Health and Wellbeing Board.

The annual report is due for publication in July 2014.

- It is the responsibility of the Chief Executive (Head of Paid Service) to appoint or remove the Local Safeguarding Children Board (LSCB) Chair with the agreement of a panel including LSCB partners and lay members. The Chief Executive, drawing on other LSCB partners and, where appropriate, the Lead Member will hold the Chair to account for the effective working of the LSCB.

The Chief executive meets regularly with the chair of the LSCB to assure himself of the effective working of the LSCB.

### 2.1.2 **Munro review update:**

Implementation of the new 'reclaiming social work' model is on-going through the pilot scheme in Basingstoke. This is a model of workforce configuration which requires a small team to work with children and their families, sharing the caseload, and which will enable the child/family to be able to speak to a social worker who is knowledgeable without having to wait until one person is available This is being evaluated by the University of Bournemouth in May 2014.

### 2.1.3 **Child Sexual Exploitation (CSE):**

There has been significant focus on issues of child sexual exploitation as a result of a number of high profile cases (Oxfordshire, Rochdale etc.).

The Hampshire Child Sexual Exploitation (CSE) Working Group has been relaunched as the Hampshire MET (missing, exploited and trafficked) group, with new terms of reference. Membership has been expanded to include Hampshire Constabulary, Education & Inclusion branch within Children's Services, voluntary and third sector colleagues and a link to District Councils. A key task of the group will be to continue to scope the levels of CSE across the county. A risk assessment tool is in place. All children over 10 are screened by via Hantsdirect using an shortened version of the tool.

### 2.1.4 **Performance Framework:**

The *Quality Improvement Framework for Safeguarding and Services for Children in Care/Care leavers* continues to provide a robust mechanism for monitoring compliance against statutory requirements and for supporting continuous improvement. The framework cycle includes; self assessment, case file audit, peer inspections, the Quality Matters Improvement Plan (QUIP), and service plans.

As reported previously new national and local safeguarding indicators have been incorporated into new the Quality Matters Performance Framework, with performance monitored through Performance Action Group meetings at district, area and county level. Some of the new indicators do not yet have national and regional comparison data available. Benchmarking data provided by the South East Regional Group is also used to inform understanding in terms of performance.

Teams where performance issues are identified are asked to complete a *Data Query Form*, identifying what the issue is, what caused it, and what action is being taken to address the issue and to what timeframe. Teams that are identified as being ahead of the curve in terms of performance, are asked to identify what actions/process have led to this, to assist learning and performance in other teams.

### 2.1.5 **Multi-Agency Safeguarding Hub (MASH):**

The Multi-Agency Safeguarding became fully operational in January 2014, its purpose being to provide a true multiagency assessment and triaging of safeguarding concerns at point of referral, protecting vulnerable children from harm, neglect and abuse. Children's Reception Team (CRT) in Hantsdirect and MASH will be the front door to Children's services for both Hampshire and Isle of Wight. CRT continues to complete the initial screening from both

professionals and from members of the public, with referrals signposted away from statutory services, transferred into the Early Help Hubs, or, where the referral meets the threshold criteria, transferred into the MASH for multi-agency decisions regarding the level of assessment and intervention. MASH includes Children's Services, Hampshire Constabulary, Southern Health with virtual partners including Hampshire Probation, Hampshire Fire and Rescue, Southern Central Ambulance Service and district councils. It is likely that Adult safeguarding could join this MASH in due course.

## **2.2 Hampshire Safeguarding Children Board (HSCB)**

2.2.1 Changes to governance were set out in Working Together 2013 (see Appendix A). The LSCB has reviewed its constitution accordingly. The LSCB has now established two new sub groups, Education and Health sub group, in response to the increasingly diverse nature of the education and health sector.

2.2.2 The LSCB and the Health and Wellbeing Board (HWB) have now established a protocol for the working arrangements between two boards. The LSCB will provide to the HWB a copy of its annual report. The annual report will challenge the HWB to respond to the evidence provided by LSCB regarding the effectiveness of the multi-agency arrangements to protect children in Hampshire. This will include the impact of the early help offer. The HWB reports to the Independent Chair on progress in responding to the LSCB annual report at least once in a 12 month period. The Independent Chair will attend the HWB at least once a year.

Existing arrangements between the LSCB and Children's Trust remain unchanged.

2.2.3 HSCB produces an annual report providing an assessment of the local safeguarding arrangements which is submitted to the Children's Trust Board, Health and Wellbeing Board, Police and Crime Commissioner and the Chief Executive of HCC. The HSCB annual report identified five priority areas for 2014/15, three of which are;

- Implementing and evaluating the effectiveness of Early Help in Hampshire
- Tackling Child Sexual Exploitation in Hampshire (missing, exploited and trafficked children)
- Safeguarding disabled children
- Developing and maintaining a Quality Assurance Framework
- Developing and maintaining a learning and development framework

### 3. Performance

#### 3.1. At 31 March 2014 there were:

8013 open social work cases (compared with 7319 in Sept 2013).

1133 children subject to a child protection plan (compared with 947 in Sept 2013).

1266 children in care full time (compared with 1166 in Sept 2013).

3.1.1 During March 2013 (the most recent monthly data available), the Children's Reception Team at Hantsdirect received 3,779 contacts by phone (a 30% increase on March 2012), 91% of which were answered within 30 seconds. In the first three months of the year, CRT processed 11,799 contacts. In addition to this, the service responded to 2,846 email contacts for the period January to March 2013.

3.1.2 As set out above, the performance framework has significantly altered and expanded. Senior managers monitor all of these indicators but have identified a critical few which will enable us to be assured about the health of the safeguarding system.

#### 3.2 Monthly (examples)

##### 3.2.1 Percentage of Child Protection Plans (CPP) lasting two years or more

% of ended CPPs that lasted for 2 years or more	Sep-13	Mar-14
Hampshire	5.0%	3.1%

  

% of current CPPs that in place for 2 years or more	Sep-13	Mar-14
Hampshire	1.9%	1.8%

##### 3.2.2 Repeat CPPs within 2 years

Repeat child protection plans within 2 years	Sep-13	Mar-14
Hampshire	10.1%	10.0%

##### 3.2.3 The percentage of children looked after with 3 or more placement moves during the year

Placement stability - the percentage of children looked after with 3 or more placement moves during the year	Sep-13	Mar-14
Hampshire	17.0%	16.9%

### 3.2.4 Initial assessment timeliness\*

Initial assessment timeliness (completed within 10 working days of referral)	Sep-13	Mar-14
Hampshire	64.1%	N/A

### 3.2.5 Percentage of core assessments completed within 35 working days of commencement\*

Core assessment timeliness (completed within 35 working days)	Sep-13	Mar-14
Hampshire	73.1%	N/A

\*the above two indicators have been replaced with the measure below.

### 3.2.6 Percentage of continuous assessments authorised within 45 working days of commencement:

Continuous assessments timeliness (completed within 45 working days)	Jan-14	Feb-14	Mar-14
Hampshire	90.9%	86.2%	85.7%

Other examples reviewed monthly include

- Percentage of cases where lead social worker has seen a child in accordance with timescales specified in the Child Protection Plan
- Distribution of working days taken from referral to assessment completion

## 3.3 Quarterly (examples)

### 3.3.1 Percentage of referrals to children social care from different agencies and the percentage that result in no further action

Hampshire	referrals received 12 months to		
	Mar-14		
Source of Referral	number	% received	% NFA
Individual	1813	11.2	0.4%
Education	3034	18.7	0.3%
Health Services	2253	13.9	0.3%
Housing	224	1.4	0%
Local Authority Services	1795	11.1	0.3%

Police	4708	29.1	0.2%
Other legal agency	526	3.2	0%
Other	1205	7.4	0.2%
Anonymous	369	2.3	0%
Unknown	277	1.7	0%
<b>Total</b>	<b>1533</b>		

### 3.3.2 Percentage of Section 47 enquiries going to initial CP conference

Section 47 enquiries going on to initial CP conference	12 months to Mar-14		
	section 47	ICPC	%
Hampshire	3589	1470	41

### 3.3.3 Percentage of Child in Need cases that close within 6 months

Percentage of CiN cases that close within 6 months of:		Aug-13	Mar-14
Hampshire	CPP ending	55.2%	54.0%
	CLA ending	23.7%	20.8%

Other performance measures reviewed quarterly include

- Percentages of referral leading to the provision of a social care service
- Proportion of initial contacts to referral

## 3.4 Six monthly

### 3.4.1 Measures include

- Number of children subject to Section 47 enquiries
- Rate of children subject to Section 47 enquiries vs IDACI
- Rate of initial Child Protection Conferences vs. IDACI
- Rate of children subject to CPP
- Distribution of working days taken from referral to assessment completion
- Distribution of working days from Child Protection Strategy meeting to Initial Child Protection Conference
- Percentage of Child Protection Plans lasting two years or more
- Repeat Child Protection Plans within two years
- Percentage of cases where lead social worker has seen a child in accordance with timescales specified in the Child Protection Plan
- The percentage of children looked after with three or more placement moves during the year
- Initial assessment timeliness

- Percentage of core assessments completed within 35 working days of commencement

3.4.2 Some of the above measures are new and therefore we have no comparisons with previous years. However some key points of note are as follows.

3.4.3 Of those children on Child Protection Plans, relatively few return within two years (10%) or at anytime (17.4%).

3.4.4 We also monitor the percentage of cases where child has been seen in accordance with timescales set out in the Child Protection Plan, this is at 84.9%. Two things to note here: firstly 100% is unlikely to be attainable, and secondly that, whilst there is no national standard, we apply a high standard in the frequency of visiting required (minimum two weekly unless varied by a manager).

3.4.5 The proportion of children per category of abuse has not altered significantly and is as follows

Neglect = 52%    Sexual = 5%  
Physical = 21%    Emotional = 22%

#### 4. Overall effectiveness

4.1 Ofsted

4.1.1 Hampshire was subject to an Inspection of services for children in need of help and protection, children looked after and care leavers from 18 February to 12 March 2014. The inspection judgements were;

Overall judgement	<b>Good</b>
Children who need help and protection	<b>Good</b>
Children looked after and achieving permanence	<b>Good</b>
Adoption performance	<b>Outstanding</b>
Experience and progress of care leavers	<b>Good</b>
Leadership, management and governance	<b>Outstanding</b>

4.1.2 The eight areas for improvement from the inspection will form an Ofsted action plan and will then be incorporated into the Improvement Plan, which in turn feeds into individual Service Plans. See sections *Overall Effectiveness* and *Key areas for improvement*.

4.1.3 The inspection also included a review of the effectiveness of the LSCB which was judged to be **good**.

4.1.4 Also note **Access and information** (below) for details of referral and assessment processes through MASH and Early Help hubs, partnerships and training.

## 4.2 File audit outcomes

### 4.2.1 Key outcomes from file audits indicate the following improvements

- Increasing participation of children and young people – evidenced in 85% of files (December 2013).
- 82% of audits showed evidence that the assessment had informed the intervention (December 2013).
- 83% of files have evidence that ethnicity and culture have informed intervention (December 2013).
- The level of reflective supervision is maintained, with 84% of files demonstrating clear evidence (December 2013).

## 4.3 Complaints

4.3.1 The total number of representations handled by Children's Services Complaints Team in 2013/14 was 799. The total number of statutory complaints increased from 183 in 2012/13 to 262 in 2013/14. The number progressing to Stage Two complaints increased by 1, and no complaints went to Stage Three. The low number of Stage Two and Stage Three complaints can be attributed to visits carried out by the Complaints Team, to try and resolve the issue. Twenty visits were undertaken during the reporting period.

4.3.2 During the reporting period, 96% of Stage 1 complaints were handled within the statutory timescales, timescale compliance remains attributable to the high degrees of collaborative working between local managers and the Complaints Team. For statutory complaints the largest number were related to professional conduct followed by quality of service.

4.3.3 The proportion of complaints received directly from children and young people remains low, with work underway with the Participation Service to try and establish the reasons for this alongside potential solutions. Nineteen complaints were received from children and young people, which is an increase of 5 on the previous year.

4.3.4 Advocacy is used where a child or young person requests an independent advocate to represent them over a particular issue. Children and young people can be referred by their social workers or other key workers or can self

refer. During 2013-2014 there were 144 new referrals and 139 cases were accepted and received advocacy.

## **5 Access and Information**

### **5.1 Multi-Agency Safeguarding Hub (MASH)**

5.1.1 MASH become operational in January 2014, and operates alongside existing services provided by hantsdirect and Children's Reception Team (CRT). Its purpose is to provide true multiagency assessment and triaging of safeguarding concerns at the point of referral, protecting vulnerable children from harm, neglect and abuse.

5.1.2 CRT continues to complete the initial screening from both professionals and members of the public. Referrals meeting the threshold for statutory intervention will be transferred into the MASH for a multi agency decisions regarding the level of intervention. MASH includes CSD, Hampshire Constabulary, and Southern Health with virtual partners including Hampshire Probation, Hampshire Fire and Rescue Service, Southern Central Ambulance Service and district councils.

5.1.3 Referrals that do not meet the thresholds will be transferred into the Early Help Hubs.

### **5.2 Early Help Hubs**

5.2.1 The first hub in Eastleigh went live in January 2014. The early help hubs consists of a range of practitioners and agencies, some based at the hub on a full time basis, others contributing a day a week. Services signed up to the hub provision include Children's Services (Locality teams, Youth Support Services Community Development Facilitator, Ethnic Minority and Traveller Attainment Service); Adult Services (Substance misuse); health visiting and school nursing; children's centres; Child and Adolescent Mental Health Services; Catch 22 Substance Misuse service; Young carers, Hampshire Constabulary; Department of Work and Pensions; Transform (part of Supporting troubled Families Programme); housing; sexual health services. Regular case allocation and discussion meetings take place, coordinated by the Early Help Hub Manager.

5.2.2 Completion of the Early Help assessment which mirrors the Child and Family Assessment (single assessment), results in a Family Plan (mirroring, where appropriate, the family plan in Supporting Troubled Families programme). A range of agencies may contribute to the plan with co-ordinated by an early help coordinator who will ensure regular reviews of the plan and progress.

### 5.3 Training

- 5.3.1 All new staff are required to attend a half day departmental induction course and those who work directly with children are also required to follow a mandatory pathway of safeguarding training (revised in September 2013) targeted at individual roles and responsibilities.

## 6. Key areas for improvement

### 6.1 Key areas for improvement identified by Ofsted were;

- 6.1.1 Ensure that all child in need cases receive a prompt and proportionate response to having their circumstances assessed and their needs met.
- 6.1.2 Ensure that social workers' caseloads in the Referral and Assessment teams are manageable and regularly reviewed, so that the quality of service experienced by children and families is not compromised.
- 6.1.3 Ensure that all newly qualified social workers (NQSWs) have a protected and balanced case load in their first year of service, to promote their professional development and maintain the quality of services.
- 6.1.4 Ensure that independent reviewing officers (IROs) have the capacity to carry out all their required duties effectively, including making contact with children between reviews so they can take full account of children's wishes and feelings when planning for their futures.
- 6.1.5 Ensure that all looked after children make good or better progress in each key stage of their education over time, particularly in Key Stage 4.
- 6.1.6 Ensure that all looked after children have regular and timely dental checks, and that the emotional health needs of children and young people are not compromised because they live outside the county.
- 6.1.7 Improve the awareness of looked after children and care leavers of their entitlements.
- 6.1.8 Consider how the routine involvement of looked after children and care leavers in key decision-making forums can be developed, so that their views are fully taken into account in the shaping of services.

These areas for improvement will be incorporated into an Ofsted Action Plan, which will be incorporated into the QUIP and service plans.

### 6.2 Quality Improvement Plan (QUIP)

6.2.1 The QUIP was made available in July 2013, based areas for improvement identified by the self assessment and after input from CFWMT. At the six monthly update across the whole of the QUIP, of 161 measures, 4% were red, 48% amber, 40% green and 8% had no data or information. The red measures were immediately addressed by service managers.

### **6.3 Serious Case Reviews:**

6.3.1 The Serious Case Review Committee (SCRC) of HSCB oversees all serious case reviews undertaken by HSCB. The SCRC also monitors the action plans which detail recommendations made by the Serious Case Review (SCR) are completed. Findings are communicated via multi-agency briefings and published final reports. Key issues where found have determined the focus of multi-agency audits to determine whether lessons have been learned and practice improved.

6.3.2 During 2013/14 three SCRs have been commissioned and are at various stages of the review process.

6.3.3 Where the criteria for a SCR had not been met an LSCB may undertake a review of multi-agency practice in order to identify any learning and improvement. One such case review was concluded in 2014; Operational Cymbal. Some of the key learning for agencies and professionals identified included:

- Understanding of thresholds for intervention when child neglect is a concern
- Responding to sexual abuse through referral pathways and multi-agency interventions that are widely understood by professionals
- Improving attendance and input into child protection conferences.

6.3.4 Lessons learned from both local and national serious case reviews are disseminated via workshops and integrated into training. In order to support learning, HSCB has set up an annual programme of practitioner workshops to share key learning from both national and local cases.

## **7. Challenges and issues**

7.1 There has been a very significant upturn in child protection and associated children looked after activity since October 2013 which is creating a significant financial risk. The reasons for this are not yet clear although it is possible that there was an impact from the publication of the Daniel Pelka SCR in Coventry in October 2013. It is likely that a number of other factors are also exerting a cumulative influence including; revisions to the statutory guidance on 'staying

put' beyond 18 in foster care; the impact of Family Justice reforms leading to a bulge in the system; the effect of changes in the criminal justice system which mean that young people remanded to custody must now be treated as children in care; the (re)discovery of different forms of abuse such as Child Sexual Exploitation; and the ongoing pressures on families as a result of austerity. There is additional investment of the equivalent of five new social work teams directly impacting on front line social work delivery. This work has been phased over two years to ensure that new social workers are correctly inducted into Hampshire processes and expectations and the quality of existing work is maintained.

7.2 Implementing a new social care IT system. The new system will be created and implemented via a development partnership rather than an 'off the shelf' solution. This will therefore involve a greater lead time. The benefits are that we will be able to heavily influence the design of the system and how electronic case recording is organised, reducing administration time required by social workers.

7.3 Eastleigh Early Help hub went live in January 2014. The timeline of launching all the hubs across Hampshire by October 2014 is challenging, while also examining data from the Eastleigh hub and making improvements to process.

7.4 Maintaining and further developing the capacity for improvement in the Isle of Wight.

7.5 Basingstoke pilot – remains a challenge. Experience has shown that the unit approach does not work well with Hampshire's front door and safeguarding model. The pilot will be fully evaluated by Bournemouth University.

7.6 Because of the likely increase in the number of Serious Case Reviews, ensuring that learning is gained, actions completed and maintaining a strong public facing position will be a challenge for all agencies.

## **8. Recommendations**

That Cabinet endorse the approach of the County Council to the delivery of children's safeguarding through Children's Services Department.

## Annex A

### Structure of Hampshire Safeguarding Children Board

