

Committee: Children and Young People Overview and Scrutiny Panel

Date: 3rd July 2012

Agenda item: **9**

Wards: All Wards

Subject: **Performance Monitoring**

Lead officer: Paul Ballatt (Children, Schools and Families Department)

Lead members: Councillor Maxi Martin; Councillor Martin Whelton

Forward Plan reference number: N/A

Contact officer: Michael Sutherland (Children, Schools and Families Department)

Recommendations:

A. That the Children and Young People's Overview and Scrutiny Panel discuss and comment on the current levels of performance set out in the attached report.

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

1.1 To provide the Overview and Scrutiny Panel with regular data on the performance of Children, Schools and Families Department and key partners.

2 DETAILS

2.1 At the Children and Young People Scrutiny Panel meeting on 5th June 2007 it was agreed that the Children, Schools and Families Department would submit a regular performance report on a range of key performance indicators. This would act as a 'health check' for the panel and would be over and above more detailed performance reports relating to specific areas of the Department's activities - eg annual school standards report; safeguarding performance reports – which the Panel would continue to receive.

2.2 This indicator set is subject to review, this report is the first of the 3rd version of the index. It reports data as available at the end of the 2011/12 financial year and monthly data for April and May 2012

Children's Social Care

Lines 2 and 3 Initial and Core Assessment completion rates

2.3 Timeliness and quality are both important but through our implementation of the Munro proposals we are meant to have been focussing more on quality of

assessments and timeliness of intervention rather than the administrative function. That being said we have continued to press for improvements in timeliness and over 2011/12 there has been a rise in completion rates within prescribed timescales for assessments.

The most recent figures are that 83% of Core Assessments are being completed. Ambitious forward targets have been set for the coming year for initial and core assessments, however managers will continue to strive for a balance of quality and timeliness. It is interesting to note that two of the highest performing boroughs on this measure have had poor inspection outcomes with quality of assessment and intervention at the core of their weaknesses. Merton's quality assurance was described as robust by comparison.

Line 14 NI 66 - Children in care cases which were reviewed within required timescales

- 2.4 55 of 57 reviews were completed on time. 2 reviews were late, due to administrative errors. Managers are reviewing systems to avoid this in the future.

Line 15 % of Children in care participating in their reviews

- 2.5 For 40 of 45 reviews CYP participated. For the remaining 5, 4 were teenagers who did not engage. The LAC service has now recruited a permanent participation officer, who will work with more difficult to engage CYP to improve participation levels.

Education and Early Years

Line 31 Number of managed moves – Primary

- 2.6 This data has been supplied for the first time. In the previous academic year there were 4 managed moves. So far this academic year there have been 4 managed moves.

Line 32 Statements issued within 26 weeks without exceptions

- 2.7 Management action has been taken with regards covering staff vacancies and increased numbers of requests for statutory assessment in order to address the drop in performance for completion of assessments without exceptions.

Line 33 Statements issued within 26 weeks without exceptions

- 2.8 Statutory assessment completion with exceptions has been more challenging to achieve in light of reliance on health for reports as part of the statutory deadline and current difficulties in having reports being returned within the 6 week deadline. Action is being taken to engage with health in order to seek a solution to overcome current dip in achieving targets.

Road Accidents

- 2.9 There has been an increase in the number of children and young people involved in road accidents from 2010 to 2011. This will be addressed by a systematic programme of road safety training and education to reduce casualties.

3. ALTERNATIVE OPTIONS

- 3.1 The Panel's scrutiny work programme is determined by the members of the Panel

4. CONSULTATION UNDERTAKEN OR PROPOSED

- 4.1 The Panel has agreed to consider the performance report on an annual basis

5. TIMETABLE

- 5.1 None relating to this covering report

6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

- 6.1 None relating to this covering report

7. LEGAL AND STATUTORY IMPLICATIONS

- 7.1 None relating to this covering report

8. HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

- 8.1 None relating to this covering report

9. CRIME AND DISORDER IMPLICATIONS

- 9.1 None relating to this covering report

10. RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

- 10.1 None relating to this covering report

11. APPENDICES – THE FOLLOWING DOCUMENTS ARE TO BE PUBLISHED WITH THIS REPORT AND FORM PART OF THE REPORT

- Appendix 1 Performance data sheet
- Appendix 2 Social Care Case File Audit

12 BACKGROUND PAPERS

- 12.1. None

CYP Overview and Scrutiny Panel - Performance Index July 2012

Indicator	Merton 2010-2011	National Average 2010-2011	Statistical Neighbourhood Average 2010-2011	Target 2011-2012	Target 2012-2013	Quarter 3 (October - December)	January	February	March	Quarter 4 (January to March)	2011-12	April	May	Traffic Light	Notes
Childrens Social Care															
1	423	N/A	N/A	N/A	N/A	160	60%	61%	61%	174	638	72%	83%	NTS	YTD
2	63%	77%	77.3%	75%	90%	60%	57%	56%	54%	61%	589	77%	83%	Amber	YTD
3	65%	75%	77.6%	75%	80%	57%	57%	56%	54%	61%	N/A	100%	100%	Green	YTD
4	100%	75%	77.6%	75%	100%	100%	100%	100%	100%	100%	100%	100%	100%	Green	YTD
5	99%	97.1%	97.3%	100%	100%	100%	99%	99%	99%	99%	99%	100%	100%	Green	YTD
6	94%	97.1%	97.3%	93%	94%	92%	94%	94%	98%	98%	93%	87%	98%	Green	YTD
7	13%	13%	12.4%	10-17%	10%	10%	8%	8%	8%	8%	8%	8%	12%	Amber	YTD
8	100%	N/A	12.4%	10-17%	100%	100%	100%	100%	100%	100%	100%	100%	100%	Green	YTD
9	31.4	59	54	up to 35	N/A	30.74	31.67	31.44	30.04	30.04	30.04	29.11	29.34	Green	YTD
10	3	18% (3 year average)	N/A	N/A	N/A	2	3	3	3	3	3	0	0	Green	YTD
11	15%	15%	10.7%	up to 20%	11%	11%	12%	13%	14%	14%	14%	0%	2%	Green	YTD
12	67%	68%	72%	85%	72%	73%	74%	75%	69%	68%	68%	68%	66%	Green	YTD
13	97%	90.9% (2009-2010)	N/A	100%	100%	96%	100%	99%	98%	97%	97%	100%	89%	Red	YTD
14	81%	N/A	N/A	95%	100%	92%	100%	89%	88%	88%	88%	100%	89%	Red	YTD
15	81%	N/A	N/A	95%	100%	92%	100%	89%	88%	88%	88%	100%	89%	Red	YTD
16	80%	72%	N/A	50%	70%	66.7% (4/6)	75% (6/8)	75% (6/8)	67% (6/9)	67% (6/9)	67% (6/9)	0 of 0	100	Green	YTD
Youth Inclusion															
17	1.01	1.03	N/A	1.03	TBC	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Measure being redefined
18	144	N/A	N/A	200	125	95	9.09%	9.09%	9.09%	109	109	10%	10%	Green	YTD
19	2531	27%	N/A	15%	10%	909%	9.09%	9.09%	9.09%	2030	2030	N/A	N/A	Green	YTD
20	22	N/A	N/A	N/A	20	17	N/A	N/A	N/A	15	15	N/A	N/A	NTS	YTD
Education including early years															
22	4.6%	N/A	N/A	4.5%	N/A	N/A	N/A	N/A	N/A	7.61% (590)	N/A	N/A	N/A	Green	Annual Measure
23	4.5%	4.4%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	NTS	Annual Measure
24	13.0%	8.6%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	7.61% (590)	N/A	N/A	N/A	NTS	Annual Measure
25	0.79%	0.9%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	NTS	Annual Measure
26	0.31%	0.15%	N/A	N/A	22	0.04%(3)	0.08% (6)	0.10% (8)	0.13%(10)	0.41% (57)	N/A	0.13% (10)	0.14% (0)	Green	YTD
27	0	N/A	N/A	N/A	N/A	0%	0.02% (1)	0.06% (3)	0.11%(5)	0.11% (5)	N/A	0%	0.13% (6)	NTS	YTD
28	0	N/A	N/A	N/A	N/A	0%	0%	0%	0%	0%	N/A	0%	0%	NTS	YTD
29	0	N/A	N/A	N/A	N/A	0%	0%	0%	0%	0%	N/A	0%	0%	NTS	YTD
30	0	N/A	N/A	N/A	N/A	0%	0%	0%	0%	0%	N/A	0%	0%	NTS	YTD
31	94.7%	87%	N/A	85%	100%	81%	TBC	3	0	3	86.7%	0	4	Red	YTD Academic Year
32	96%	82%	N/A	85%	100%	81%	TBC	3	0	3	86.7%	0	4	Red	YTD
33	519	52%	N/A	52%	320	413	72	101	123	519	519	13	23	Green	YTD
34	116	TBC	TBC	TBC	TBC	40	110	120	132	132	132	10	9	NTS	11/12 since October
35	100%	73%	N/A	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	Green	YTD
36	51.8%	N/A	N/A	60%	73%	57.9%	100%	100%	100%	67.8%	67.8%	100%	67.8%	Green	YTD
37	0/2/31	N/A	N/A	N/A	N/A	0/3/50	N/A	N/A	N/A	N/A	N/A	N/A	N/A	NTS	January - December
39															

NTS No target set
YTD Year to date

Children and Young People Overview and Scrutiny Panel 3rd

Briefing: Social Care Case File Audit

The Case Work Audit Process

Audit of work undertaken within Children's Social Care is a routine part of a year round schedule to assure both the timeliness and quality of social work interventions with children and their families.

A range of audit activities is undertaken including thematic deep dive audits on both a planned basis and by direction from the head of service in response to identified performance issues through the weekly and monthly data monitoring programme.

On a monthly basis a Service or Team Manager, Assistant Team Manager, or a person approved by CSMT as competent in this area of work undertakes an audit consisting of reviewing the child/young person's record against the Quality Practice Standards, illustrated below, and set criteria, to consider the information contained within the record, and make a judgement as to whether the information meets the required quality standards.

In addition the Head of Service audits cases on a monthly basis following a thematic calendar of category of need and or service structure and she and the children's services management team (CSMT) have a programme of shadowing visits with front line staff and individual consultation interviews with looked after children.

Definitions

The aim of the case work audit is to develop and maintain a culture in which both quantitative and qualitative aspects of information gathering, recording and decision making, risk assessment and analysis, are routinely examined in order to ensure the best possible outcomes for children, young people and their families.

Quantitative auditing; considers whether the file is up to date, contains all the relevant documentation and that the documentation has been properly completed, within timescales.

Qualitative auditing; considers the quality of the information and recording on the child/young person's file, the quality of the decision making process, risk assessment and analysis, and whether it reflects good practice. This quarter we are particularly focussing on whether there is evidence on the file or in interview or shadow with the social worker of due consideration of the child's wishes and feelings.

The Case Work Audit Tool

The audit tool consists of:

- A set of questions based on the Quality Standards;
- Key evidence the auditor would expect to see on the record;

- A column for the auditor to record their findings and the judgement they make about whether the quality standards have been met.

Case selection

The child/young person's record is chosen at random by the Children's Safeguarding, Standards and Training service. A different record for each routine monthly audit process is selected.

The auditor is responsible for reviewing the child/young person's record against the quality standards, to consider the information contained within the record, and make a judgement as to whether the standards are met. This includes making a decision about the quality of the recording, identifying areas of good practice, and any issues requiring attention.

During the course of an audit if any areas of unacceptable practice are identified this is immediately brought to the attention, by the auditor, of the respective Team and Service Manager, who are responsible for ensuring this is addressed as a matter of urgency.

Merton's 14 Case Work Quality Standards

Total Number of cases audited		114
		% Fully / Partially Met
Standard 1	That appropriate, and timely, information is collected on which to assess risk and decide further action	93%
Standard 2	That decision-making is consistent with the Threshold criteria	85%
Standard 3	That assessment adequately reflects all areas of risk to the child/young person, staff members and the public	84%
Standard 4	That there is evidence of the child/young person being seen, and their views and opinions sought and recorded	80%
Standard 5	That there is evidence of the needs of the child/YP/family clearly stated within the assessment	91%
Standard 6	That the Care Plan is informed by assessment findings and analysis	87%
Standard 7	That issues of ethnicity and equality are addressed in a child/YP assessment of needs and child's plan	64%
Standard 8	That clear outcome measures are established and agreed with the child/YP, Parent/Carer	85%
Standard 9	That it is clear who is responsible for developing the plan and leading on the objectives/intended outcomes	71%
Standard 10	There is evidence of the child/YP and Parent/Carer's ongoing involvement in the decisions about services being provided	77%
Standard 11	That monitoring of a Child/YP's Plan is carried out at regular intervals	77.5%
Standard 12	That review decisions are clearly reflected in the Child/YP plan	70%

Standard 13	That the review identifies both successes and weaknesses in meeting identified need	77%
Standard 14	The decision to close/transfer the case relates to the assessments, child's plans and reviews of the child/YP	74%

Key Audit findings and Learning from Announced Inspection audits

a. Areas of good practice

We act quickly to gather the right information, assess the risk and decide what else to do. (Standard 1 93% fully or partially met)

We clearly identify the children, young people and families that need social work support (Standard 2 85% fully or partially met)

We include all relevant risk factors in our assessments of children and families (Standard 3 84% fully or partially met)

There is a clear focus on the child or young person's needs and these are clearly recorded. (Standard 5 91% fully or partially met)

The audits undertaken for the Announced Inspection showed that we undertake creative direct work with children and there is consistent involvement of multi-agencies both statutory and 3rd sector.

The inspection findings also commended consistent management at team and deputy team manager level ensuring all cases have safeguarded children and promoted welfare and this has been supported by informed management oversight and direction.

Increasing evidence of frequency and quality of supervision on case records over the past year which has been integral to an overall improvement in quality.

There is an embedded approach using the Merton model and a commitment to supporting families and building on strengths.

b. Areas for development

We need to improve the identification of ethnicity and equality issues in our assessments and plans. (Standard 7 64% fully or partially met)

We need to make sure review decisions are fully reflected in the plans we agree with children and families and that they are fully involved in the decisions affecting their lives. (Standard 10 77% fully or partially met) (Standard 12 70% fully or partially met)

We need to be clear about what has worked and what hasn't when we review work with children and families. (Standard 13 77% fully or partially met)

Areas for further work and development identified in the Announced Inspection included

Putting case summaries on file which say where we think we are and what we are doing now and how this relates to the plan and recording more effectively with greater read through clarity. Get the file to tell us what are the children like.

Strengthening worker's reflection to develop consistent high quality social work practice.

The need for more analysis and attention paid to the impact of worrying adult behaviour on children and the need for greater management challenge through child protection conference and looked after review chairing.

Timely follow up required when work needed identified through audit. Complaints & Access to Records information must be shared with children and their families/carers as a matter of course.

Conclusion

This report summarises the audit activity across the year 2011-12 and includes the findings of the Announced Inspection which looked at a total of 20 cases which were reviewed using a multi-agency audit tool.

There are robust arrangements to support the auditing of CSC casework and these are being strengthened to ensure there is a focus on making sure the plans for children do not drift.

The audits and the inspection found strong evidence of work with children and recording of their views and feelings. This was also supported by thorough assessments which were clear about risks whilst acknowledging the strengths in a family. The audits also showed there were good levels of management support and oversight.

For the future it is clear that the audits show we need to improve the identification of equality and ethnicity issues so we can be sure our interventions are well placed and effective.

Lee Hopkins
Service Manager
Children's Safeguarding Standards and Training.
June 2012