

Committee:	Children’s Services Scrutiny Committee
Date:	12 November 2012
Title of Report:	THRIVE Progress Report
By:	Director of Children’s Services
Purpose of Report:	To update the Scrutiny Committee on progress within the THRIVE programme to date.

RECOMMENDATION:

The committee is recommended to note and comment on the progress within the THRIVE programme.

1. Financial Appraisal

1.1 The THRIVE programme is supported by a significant corporate investment in order to put in place a fundamental reshaping of our safeguarding system that both improves outcomes for children and young people and creates a financially sustainable approach to meeting their needs.

1.2 Initial investment through the THRIVE programme is already showing identifiable savings and cost avoidance in some areas, allowing for resources to be used differently to undertake service redesign and embed new approaches.

1.3 The programme is currently running within budget in this year. The THRIVE Executive Board has agreed that some of the investment originally profiled to spend in this year should be rescheduled to fund implementation of new approaches and additional service provision in year two of the programme.

2. Supporting information

2.1 Attached as **Appendix 1** is the full progress report submitted to the THRIVE Executive Board on 18th October 2012 and the latest version of the THRIVE performance dashboard (**Appendix 2**), which tracks key indicators for the programme. This report gives some key highlights from that longer narrative.

2.2 As a result of a range of initiatives and work undertaken the number and rate of referrals to Children’s Social Care services has decreased significantly over the past six months, exceeding the targets set in the Outline Business Case. This aligns with a decreased number of social care assessments being undertaken, which is mostly attributable to the success of the multi-agency screening hub.

2.3 The reduction in referrals and assessments undertaken by children’s social care teams has allowed greater staff capacity within those teams to develop and embed these new initiatives but also to spend greater time and energy on working with families to assess their needs and offer potential solutions. Partly as a result of this increased staff capacity we are now seeing a positive trajectory on the number of children with a Child Protection Plan, against a projected increase at the time of the Outline Business Case. There is more to do in this regard in order to meet the year one ambition for the programme, but the rate of children becoming subject to Child Protection Plans is decreasing significantly at present.

2.4 Key to the success of THRIVE as an investment programme will be reducing the number of children who are Looked After (LAC) by the local authority. This is of course a complex area and needs to be done by reducing the need for this course of action and increasing other options – for example adoption or care from another family member. It is also important to note that we have an existing population of Looked After Children whose placements require ongoing support and planning, so a reduction in numbers will be seen gradually if we are successful. The numbers are also likely to fluctuate given the likelihood of sibling groups being accommodated.

2.5 At the end of September we saw the number of LAC in East Sussex reducing slightly, and at its lowest point in the past year, although still some way from the year one target. This is significantly better than the projection in the Outline Business Case showed without the THRIVE programme of activity. Added to this we can see some positive signs that the LAC numbers may reduce further – for example we are initiating significantly fewer court proceedings that might result in children becoming LAC – but it is too early to be confident that this is a clear trend.

2.6 Another key element of the THRIVE programme is implementing new approaches to Early Help that reduces safeguarding need in the county. The THRIVE Executive Board has now agreed our multi-agency Early Help strategy, which sets out how what we perceive to be the key issues in this regard and the actions we will take in response. An implementation plan is now being developed, and will go back to the Board with an aligned investment plan in January.

2.7 In response to the early analysis of Early Help needs, the Executive Board agreed a set of expenditure to address some issues whilst the overall strategic approach and a broader investment plan was discussed with partners and service providers. This included the expansion of the 5-13 Parent Support Advisor services, a contribution to create Family Keywork roles across the workforce, and the creation of posts within social care services that focus on supporting Early Help safeguarding decisions and processes. These initiatives are going well.

2.8 The Executive Board has recognised the centrality of workforce development and staff engagement to secure the success of the THRIVE programme. Alongside the strategic review work and the Just Do It initiatives in recent months we have been working to an overarching engagement plan and developing the approach to workforce development that support the changes we want to see. This includes supporting a group of 'Change Champions' from across the workforce, regular communication bulletins, and developing an core competency framework for those working in Early Help services.

2.9 The Children's Centre Service Review is now complete and moving in to an implementation phase. The reviews of Targeted Youth Support and Youth Justice, and of Children's Social Care, are progressing well in gathering the range of evidence needed to appraise future options for these areas. These reviews will report imminently, leading to implementation plans in the New Year. The reports of these reviews will be available to the Scrutiny Committee in due course.

3. Conclusion and Reason for Recommendation

3.1 Good progress is being made across the THRIVE programme, with new activity and policy beginning to track through in terms of outcomes for children and families, and efficiency initiatives starting to show an impact on the sustainability of some budgets. It will be important to keep the momentum within the programme to continue to make the changes we need to, and the next six months will be crucial in moving from our initial 'quick win' activities to implementing a range of alternative approaches recommended through the service review process.

MATT DUNKLEY
Director of Children's Services

Contact Officer: Colin Anderson
Tel: 01273 36294

Local Members: All

Background Documents

None

Meeting:	THRIVE Executive Board					
Date:	18th October 2012					
Title of report:	THRIVE Progress Report					
Purpose of report:	To update the Executive Board on overall progress with the THRIVE programme, recent outcomes, and the strategic direction of service reviews					
For:	Decision		Advice	Yes	Information	
Report by:	Liz Rugg					

1. Summary and recommendations

1.1 This report gives an outline of recent progress within the THRIVE programme, covering:

- Child Protection demand and social care fieldwork
- Adoption, Fostering, and Looked After Children
- Early Help development
- Organisational development and communications
- Social Care Service Review
- Targeted Youth Support and Youth Justice Service Review

1.2 As background to this report the THRIVE performance management dashboard for the first six months of the year is attached as an appendix. This shows a positive picture against a range of indicators identified for the programme, and some commentary for each of these.

2. Child Protection demand and social care fieldwork

2.1 As a result of a range of initiatives and work **the number and rate of referrals to Children's Social Care services has decreased significantly** over the past six months, exceeding the targets set in the Outline Business Case. This aligns with a decreased number of social care assessments being undertaken, which is mostly attributable to the success of the multi-agency screening hub. The proportion of referrals going on to assessment has not risen as we had envisaged, and this needs further investigation.

2.2 Once social care assessment takes place the percentage of children going on to a Child in Need plan versus a Child Protection Plan seems to be increasing, although this is not shown on the performance dashboard as more work needs to be done on the data capture for this. This is an important positive trend as it indicates that plans for family support on a voluntary basis are being put in place more frequently following social care assessment.

2.3 The number and rate of initial contacts with children's social care services is not decreasing as significantly, but the growing percentage of these that do not go on to be considered as formal referrals suggests better screening activity and better use of these contacts as consultation opportunities for other professionals with social care teams. As part of the programme new guidance for social care teams on providing this consultation, advice and guidance and how to capture this data will be drawn up.

2.4 The new approach to screening and multi-agency decision-making at an early stage through the multi-agency screening hub continues to develop positively, and is covered in a separate paper to the Executive Board, seeking an extension of the pilot to the East of the county. Looking at the geographical breakdown of the improvements noted above we can see a greater improvement in the West of the county where the hub pilot is already operating. Whilst this mechanism requires

earlier help, better outcomes

considerable input from partners it appears successful in sharing decisions and responses to families in need when a social care response is not necessarily best.

2.5 In line with the THRIVE milestones and programme plan social workers are now implementing a new approach to assessing children, young people and family needs – using a combined assessment model rather than the potentially repetitious and very timescale orientated system that was previously in place. This has been developed with staff input and will be refined over time.

2.6 The reduction in referrals and assessments undertaken by children's social care teams has allowed greater staff capacity within those teams to develop and embed these new initiatives but also to spend greater time and energy on working with families to assess their needs and offer potential solutions. This is in line with the logic of the THRIVE programme and is very encouraging.

2.7 Partly as a result of this increased staff capacity we are now seeing a positive trajectory on the number of children with a Child Protection Plan, against a projected increase at the time of the Outline Business Case. There is more to do in this regard in order to meet the year one ambition for the programme, but the rate of children becoming subject to Child Protection Plans is decreasing significantly at present.

2.8 One of the Just Do It activities within the Locality Social Work area was to redesign and develop our specialist family assessment services in order to create stronger thematic specialisms in terms of adult needs, and to ensure clearer clinical governance arrangements. The latter was partly intended to reduce the need for us to commission expensive and time-consuming external assessments in order to satisfy the Family Courts. This initiative appears to be working well in terms of gaining the confidence of the judiciary in the independence of our assessments, and we have seen significant savings on the budget for external assessments.

3. Adoption, Fostering and Looked After Children

3.1 Key to the success of THRIVE as an investment programme will be reducing the number of children who are looked after by the local authority. This is of course a complex area and needs to be done by reducing the need for this course of action and increasing other options – for example adoption or care from another family member. It is also important to note that we have an existing population of Looked After Children whose placements require ongoing support and planning, so a reduction in numbers will be seen gradually if we are successful. The numbers are also likely to fluctuate given the likelihood of sibling groups being accommodated.

3.2 At the end of September we see the number of Looked After Children (LAC) in East Sussex reducing slightly, and at its lowest point in the past year, although still some way from the year one target. It is worth noting that this is significantly better than the projection in the Outline Business Case showed without the THRIVE programme of activity. Adding to this we can see some positive signs that the LAC numbers may reduce further – for example we are initiating significantly fewer court proceedings that might result in children becoming looked after. The extent to which this tracks through to overall reductions in LAC numbers will depend on whether this trend continues but also on the number of children who leave LAC status either through adoption, becoming young adults, or returning to live with family members.

3.3 A number of our Just Do It activities within the programme focus on finding more effective and efficient ways of providing LAC services and placements. We have invested in greater staff support to recruit and retain ESCC foster carers, so that our reliance on generally more costly external agency placements reduces.

3.4 The Fostering team has been successful in managing to contain the requirement for agency placements even with some monthly increases in the number of children to be placed. At the Outline Business Case stage it was anticipated that a further 18 agency placements could be required over this year. At this point of the year we have a net increase of 3 agency placements, which takes into account a number of placements that have ended or where more suitable in-house options have been identified.

earlier help, better outcomes

We have also transferred some foster carers directly from agencies to become in-house foster carers, with significant savings.

3.5 In both the fostering and adoption areas we are investing to **recruit more potential carers**. In the first six months of this year we will have approved as many new foster carers and prospective adopters as in the full previous financial year. We also have significantly more foster carer and adopter assessments underway than at this time last year, suggesting that this trend of a high volume of new carer approvals will continue. We are also making improvements to streamline the assessment and matching processes, including trialling a new fast-track adoption approval route.

3.6 To further the carer recruitment aims a new advertising campaign has been designed and will roll out this month. This will test a key assumption of our recruitment initiatives – that there are more potential carers in our local area that we could reach.

3.7 It is worth noting that whilst there is a positive picture on carer recruitment and on managing the demand for agency placements there has been some delay in increasing staffing levels to support these initiatives, and they need to be seen against the overall pool of potential carers that we have available. We are currently examining the number of potential carers that leave this pool by virtue of retiring, offering permanent care to existing children etc to look at the net increase we expect the end of the year.

3.8 A final Just Do It activity in this area relates to the provision of **supervised contact** between family members and children that are in our temporary or long-term care. The volume of contact that we are required to supervise is driven by the number of Looked After Children and by the nature of their circumstances, but also by the decisions of the Family Courts on suitable levels of contact.

3.9 We have made significant in-roads in developing more effective and efficient working practices in relation to supervised contact this year, supported by THRIVE investment. A proportion of supervised contact is provided by an in-house staff group and a proportion through externally commissioned supervision, which is usually more expensive. We have recruited additional staff to the in-house staff group to increase the flexibility when the decision to use internal or external resources is made, and centralised that decision-making within one team so that the most efficient resource is used for each case. This means that more intensive, court-ordered, contact is usually managed in house.

3.10 In addition we have developed better monitoring of planned contact so that resources can be scheduled accordingly, and have been improving the expert advice to the courts through social workers and written guidance on the recommended frequency of contact between Looked After Children and their birth families / carers.

3.11 In 2011/12 24,000 contacts were supervised, 78% of which were undertaken externally. At the six month point of this year 39% of contacts are being undertaken externally, and we are beginning to see the impact of this tracking through to a reduced pressure on this budget.

4. Early Help development

4.1 Since the last Executive Board meeting we have undertaken a wide-ranging multi-agency consultation on a new approach to Early Help in the county, and have gathered the results of this consultation, needs analysis and strategic dialogue to produce a draft Early Help strategy that will be discussed at this meeting. The engagement of colleagues across the children's workforce has been central and formative in the activities we are now recommending.

4.2 We continue to undertake a range of pilot developmental activity within Early Help services and to focus on the interface and inter-relationships of these services with others, including universal health provision, schools, and children's social care services. These include the Good Start model for 0-5 year olds, participation in the multi-agency screening hub, and the trial of new roles.

4.3 An important development within Early Help is the agreement of the Continuum of Need approach as a tool for inter-professional discussion of children and families' needs to arrive at the most appropriate service response. The tool, developed as part of the THRIVE programme plan, has

received positive feedback within services and has been refined, and a separate paper to this meeting proposes that this is now rolled out.

4.4 In response to the early analysis of Early Help needs the Executive Board agreed a set of expenditure to address some issues whilst the overall strategic approach and a broader investment plan was discussed with partners and service providers. This included the expansion of the 5-13 Parent Support Advisor services, a contribution to create Family Keywork roles across the workforce, and the creation of posts within social care services that focus on supporting Early Help safeguarding decisions and processes.

4.5 **Parent Support Advisor** services, providing family support where there are children aged 5-13 in the home, have been expanded. We now have an additional 7.3 FTE workers in place in the staff teams of these commissioned services and it is anticipated that an additional 130 families could be supported in these services by the end of the financial year as a result. There has been some recruitment delay and work is ongoing to ensure that the capacity is fully used for appropriate casework, but signs are positive that these services are able to provide family support to those referred to social care services but where a voluntary engagement is preferable and sufficient.

4.6 New **Family Keyworker** roles are being established across 14 agencies or services working with children or their families in the county. This has been funded through a mix of the national Troubled Families grant, existing service budgets, and a contribution from the THRIVE Early Help investment. There are over 40 keyworkers gradually taking on these new roles in this first phase of the programme, and further allocation rounds for schools and other services are also taking place. The keyworkers will be allowed more time to work with families with a range of complex issues, taking the lead for that family and working with other services to ensure that a coherent set of support and expectations are in place to enable things to change for them. Some keyworkers will be full time whilst others will combine this with other parts of their role, and some of the families supported will already be on the caseload of those services. The THRIVE investment in particular supports the establishment of keyworkers in the 0-5 Family Outreach Service, SWIFT Specialist Services, and in the Targeted Youth Support service.

4.7 Recruitment has taken place for the roles designed to sit within children's social care teams to support the interface with Early Help services and provide supervision and guidance to these teams. One of these posts has now been mainstreamed in to the locality social care budget, supporting the multi-agency safeguarding hub. Of the two additional FTE posts one has been recruited to and one remains vacant. The role of these members of staff will be further refined now that the Early Help strategy has been drafted.

5. Organisational Development and communications

5.1 The Executive Board has recognised the centrality of workforce development and staff engagement to secure the success of the THRIVE programme. Alongside the strategic review work and the Just Do It initiatives in recent months we have been working to an overarching engagement plan and developing the approach to workforce development that support the changes we want to see. Workforce engagement and consultation has been embedded within the service review activity; the updates here cover programme-wide engagement and planning.

5.2 To support staff engagement in the process of change we have recruited a group of '**Change Champions**' from across services, and provided them with facilitated opportunities to identify what change they would like to see and reflect on the process of organisational change. We intend to use this group to help us embed new ways of working but also to assist in the evaluation of whether the programme is generating sufficient cultural change across the workforce. We will also work with the group to gather personal stories of changes seen through THRIVE to help staff more broadly understand what the programme may mean for them in practice.

5.3 As a way to make the key messages of THRIVE more accessible we have produced a short and low cost video that involves Matt Dunkley answering questions on THRIVE from a range of

earlier help, better outcomes

professionals. This has been produced in a format similar to 'Dragon's Den', and the film can be seen online at <https://czone.eastsussex.gov.uk/thrive>. Visitors to this web page will also find a range of information on THRIVE projects presented through an interactive 'prezi' presentation.

5.4 In addition to monthly updates on the THRIVE programme that go out across the workforce we have now also launched an online forum to enable more two-way dialogue on key issues. This forum is hosted on Yammer, which is a social media tool similar to Facebook, and over 100 members of our workforce have joined so far.

5.5 On workforce development we are nearing the completion of an overarching Competency Framework to support THRIVE objectives, and plan for a training needs analysis to be undertaken amongst key groups of staff. This competency framework has been developed with partners to reflect existing frameworks in place for health, social care, and other staff groups.

5.6 Following the training needs analysis and the conclusion of our strategic service reviews a workforce development plan will be finalised identifying the priority needs for training and development for different staff groups, and the ways of meeting those needs. Some priority training may be commissioned in advance of this stage where there is clear evidence of need – for example around risk management practice – with the agreement of the THRIVE programme team.

5.7 Cultural change is an important part of delivering the THRIVE objectives, and the THRIVE Programme Team have agreed an approach to evaluation that includes the Change Champions group to support this. An evaluation lead for the programme will facilitate quarterly reflection meetings during which the Programme Team and the Change Champions document changes they have observed in their daily work and critically reflect on pre-defined evaluation questions using the evidence available.

5.8 As we move from the review phase of the programme to an implementation phase we will be clarifying the key messages from strategic review work and using a range of ways to communicate these. We will also review whether we are sufficiently reaching staff and volunteers in partner organisations in order to have a shared programme of change. We anticipate that there may be some groups – for example GPs and early years settings – where we need to identify a core set of messages and opportunities to deliver these once in that phase.

6. Social Care Service review

6.1 The social care service review group has undertaken several strands of work to inform the review and develop thinking on options for the future delivery of social care services for children and families. Completed activities include:

- research visits to other authorities,
- benchmarking and data analysis on social care demand and outcomes
- reviews of intervention evidence and research
- review of national expectations in terms of Munro and social care workforce reform
- an exercise to gather service user feedback through asking what families would like more and less of during the case conference process
- an exercise to look at what social workers and families would like more and less of in their work
- a review with social care staff and partners of how far we meet some key Munro expectations for a good social care system
- detailed debate on options and implementation of these amongst CSCMT and the social care Operations Manager and Practice Manager groups

earlier help, better outcomes

6.1 In the last two meetings the social care review group have agreed some key elements that will form the basis of the review recommendations. These are not final but have assisted in refining the remaining work to be undertaken. The key proposals that the review group are working on are:

6.2 **To develop a model of relationship-based social work** in preference to what is currently perceived as an assessment based model, prioritising continuity for children and families and limiting handover points between teams, and a longer engagement of individual social workers with families where necessary. This is based on research which indicates that better outcomes are achieved with the potential for more sustained change if longer term assistance is available balanced with control, honesty and respect.

6.3 **That development should focus first on practice**, with incremental change to structures to support this developing practice. Key to making this incremental change is clarity on the stages in the journey and when these should be achieved, and the key step changes in the process. Structural change may however be required within the social care teams and these options need to be assessed further, in particular whether we should move away from the current Duty and Assessment Team, Family Support Team, and Youth Support Team structures within Locality Services.

6.4 **To exclude a move to the 'unit' based social work model** examined in Hackney and Cambridgeshire in order to prioritise relationships between individual social workers and families, front-line practice development, and multi-agency partnership approaches.

6.5 **To build on the MASH model to develop a multi-agency 'front door'** that integrates well with other multi-agency mechanisms for ensuring support reaches vulnerable children and families, for example the Good Start model, thus ensuring we maximise the potential for the early assessment of families ability to change, facilitating quicker decisions on families who can't change. Approval was given at the THRIVE Programme Team on 29.8.12 to the extension of the MASH pilot until 2013, and to the east of the County from October 2012, subject to agreement by other Partners.

6.6 **To examine the rationalisation of the 'front door' Duty and Assessment function** that sits currently in four teams alongside the development of the MASH model, and the best place for social work assessment activity to be managed as a result. Alongside this, to be very clear about the function of Early Help both at the point of referral and when a family is being 'de-escalated' post social work intervention.

6.7 **That external commissioning options should be critically evaluated** in relation to a number of elements of the service, but that the external contracting of the core social care statutory functions should not be recommended given a lack of evidence of success of such approaches elsewhere in the country. The original list was then examined by the review group and a short-life working group on external commissioning options has been established specifically to agree which service areas may be highlighted for market testing or detailed options appraisal in the future.

6.8 **To establish a wide programme of organisational development and workforce development for social care staff** in combination with the overall THRIVE OD plan, but with a specific focus on providing a skills and knowledge base in systems-based approaches to working with families and improving the range of intervention based training available – for example motivational interviewing and protective behaviours. The importance of offering skills development to the practice manager staff group was agreed.

6.9 **To explore the creation of an integrated service offer for children with SEN and disabilities** as the preferred future for the Children's Disability Service, over integration of this work in to social care fieldwork. Given the complexities of this and the changing national picture on SEND this may mean that the CDS is taken out of the scope of this review.

6.10 The group has discussed the gaps within both the analysis and enquiry supporting the review and the process of reaching final recommendations and has agreed to:

- **Further discussion on service user feedback** to complete the 'more of / less of' exercise and embedding the approach, and also to complete some small focus groups

earlier help, better outcomes

- **Gain further stakeholder feedback** through a short online survey that will be available to partners including schools
- **Further detail the external commissioning options** through a short-life working group
- **Bring together the range of data, analysis and recommendations so far in a draft Service Review report in October**

6.11 The review is scheduled to complete in October but it is more realistic now to assume that the review report will be drafted and shared in October with a final meeting in November to agree recommendations.

7 Targeted Youth Support & Youth Justice Service Review

7.1 The TYS / YOT service review group has undertaken several strands of work to inform the review and develop thinking on options for the future delivery of services for young people and their families. Completed activities include:

- research in to other authorities' approaches to these service areas
- benchmarking and data analysis on service demand and outcomes
- reviews of intervention evidence and research
- interviews with current service users in both services and an online survey for those that have received support from TYS, and discussions with local youth groups and youth councils
- meetings between the Review Manager and TYS staff

7.2 The scope of this review no longer includes ESBAS owing to the broader funding reliance of that service offer on schools' funding, and the debate currently underway with the Schools' Forum on future arrangements. This update therefore covers the work undertaken on the Targeted Youth Support service and the Youth Offending Team to date.

7.3 This service review group has met less frequently than the other two THRIVE related service reviews and has yet to look at possible options for the future of the services. The review group meetings have planned the review activity and agreed the key questions to be answered and have examined the data from our own services and information on other LA approaches. The following issues have been discussed by the group:

- The referral routes in to the TYS service and the role of universal access provision within the identification of, and ongoing support of, young people who need one to one support.
- A need to look at future restructuring of the TYS service on fewer operational areas to reflect the distribution of resources according to need and the appropriate management resources for those areas.
- The positive findings so far from research with those supported by both services, on the outcomes of that support, including those with significant difficulties.
- The funding challenges in planning for future Youth Offending options given changes in the national formula for the YJB grant, and the introduction of the Police + Crime Commissioner.
- The significant reduction in first time entrants to the criminal justice system as a result of factors including the introduction of Community Resolution. This has resulted in a lower caseload for the YOT than previously, but the severity of criminal behaviour within that cohort has increased, and there have been rises in the remand numbers and violent incidents that produce a peak in workload
- A lack of a clear consensus in other authorities examined to review their YOT operating structures, and the need for further conversations about their planning assumptions given the factors above.

earlier help, better outcomes

7.4 The service review group has discussed the gaps within both the analysis and enquiry supporting the review and the process of reaching final recommendations and has agreed to:

- **further analyse the TYS caseload and outcome data** and the extent of parallel work with other services
- **undertake an online stakeholder survey** focused on the TYS, including school stakeholders
- **a further workshop with young people** to balance rural and urban research
- **task the ADCS secondee with review of other area operating models for TYS style services**
- **bring together an external commissioning appraisal across the service offer**

7.5 It is anticipated that the first draft of the review report and recommendations will be shared with the review group in October. Whilst the review will not be able to complete fully in this month this will enable final work to be done before a concluding meeting in November.

Q2 CMT Dashboard - Children's Services: Service Transformation (THRIVE)

Appendix 2

thrive earlier help, better outcomes		[target performance]		Key Dates		OBC Targets Set	
Last update: 05 October 2012		Bexhill Good Start Project		Oct-11		Outline Business Case (OBC) Targets Set	
THRIVE issues starting to emerge and Relaxation of Timescales		Police Screening		Nov-11		Issues emerging & relaxation of timescales	
Outline Business Case (OBC) Targets Set		Rolling Year Outturn		Feb-12		Police Screening	
		Police Screening		Mar-12		Rolling Year Outturn	
		Police Screening		Apr-12		Screening Hub West	
		Police Screening		Apr-12		Specialist Assessment	
		Police Screening		Jun-12		Bexhill Good Start Project	
		Police Screening		Sep-12		e-Help Posts	
		Police Screening		Oct-12		Family Assessment	
		Police Screening		Nov-12		Screening Hub East	
▲ Target				Q2 Commentary			
1	Number of initial contacts to statutory social care		<p>Number of initial contacts 2012/13 Target: 16,449 referrals</p> <p>Equivalent to 1,371 per month</p>	<p>Rate of initial contacts 2012/13 Target: 1,584 per 10,000</p> <p>Or 132 per 10,000 per month</p>	<p>Number of initial contacts 2012/13 Target: <16,449 referrals</p> <p>Equivalent to 1,371 per month</p>	<p>Rate of initial contacts 2012/13 Target: 1,584 per 10,000</p> <p>Or 132 per 10,000 per month</p>	<p>The year to date and rolling year figures for number (18,893) and rate (1,818) of initial contacts show a slight rise this quarter. Although this is still a reduction on the final outturn for 2011/12 and suggests a 2012/13 outturn in the region of 18,200 and a rate of 1,750 per 10,000. The majority of contacts are still coming through the Police (43%), we have not seen the anticipated reduction in the West area, this issue will be addressed through the screening hub. Although the number of contacts from the Police is down, further work is still needed. There is still a coding issue in terms of what is coded as an initial contact.</p>
2	Rate per 10,000 of initial contacts to statutory social care		<p>Rate per 10,000 of initial contacts to statutory social care</p>	<p>Rate per 10,000 of initial contacts to statutory social care</p>	<p>Rate per 10,000 of initial contacts to statutory social care</p>	<p>Rate per 10,000 of initial contacts to statutory social care</p>	<p>Rate per 10,000 of initial contacts to statutory social care</p>
3	Number of referrals to statutory social care		<p>Number of referrals to statutory social care</p>	<p>Number of referrals to statutory social care</p>	<p>Number of referrals to statutory social care</p>	<p>Number of referrals to statutory social care</p>	<p>Number of referrals to statutory social care</p>
4	Rate per 10,000 of referrals to statutory social care		<p>Rate per 10,000 of referrals to statutory social care</p>	<p>Rate per 10,000 of referrals to statutory social care</p>	<p>Rate per 10,000 of referrals to statutory social care</p>	<p>Rate per 10,000 of referrals to statutory social care</p>	<p>Rate per 10,000 of referrals to statutory social care</p>
5	Proportion of referrals to statutory social care which are re-referrals		<p>Proportion of referrals to statutory social care which are re-referrals</p>	<p>Proportion of referrals to statutory social care which are re-referrals</p>	<p>Proportion of referrals to statutory social care which are re-referrals</p>	<p>Proportion of referrals to statutory social care which are re-referrals</p>	<p>Proportion of referrals to statutory social care which are re-referrals</p>
6	Actual number of assessments		<p>Actual number of assessments</p>	<p>Actual number of assessments</p>	<p>Actual number of assessments</p>	<p>Actual number of assessments</p>	<p>Actual number of assessments</p>
7	Rate per 10,000 of assessments		<p>Rate per 10,000 of assessments</p>	<p>Rate per 10,000 of assessments</p>	<p>Rate per 10,000 of assessments</p>	<p>Rate per 10,000 of assessments</p>	<p>Rate per 10,000 of assessments</p>
8	Proportion of referrals to statutory social care going on to assessment		<p>Proportion of referrals to statutory social care going on to assessment</p>	<p>Proportion of referrals to statutory social care going on to assessment</p>	<p>Proportion of referrals to statutory social care going on to assessment</p>	<p>Proportion of referrals to statutory social care going on to assessment</p>	<p>Proportion of referrals to statutory social care going on to assessment</p>
9	Proportion of assessments that result in a Children in Need Plan		<p>Proportion of assessments that result in a Children in Need Plan</p>	<p>Proportion of assessments that result in a Children in Need Plan</p>	<p>Proportion of assessments that result in a Children in Need Plan</p>	<p>Proportion of assessments that result in a Children in Need Plan</p>	<p>Proportion of assessments that result in a Children in Need Plan</p>


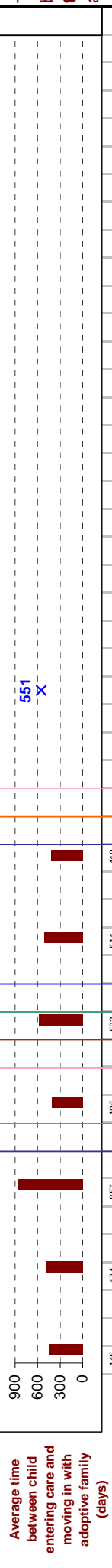
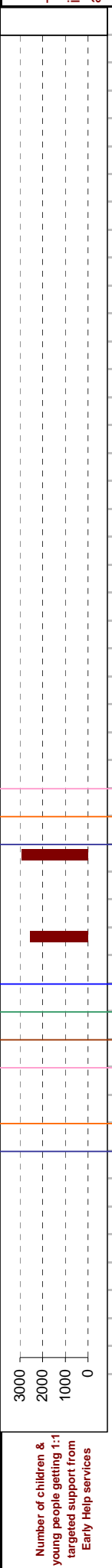

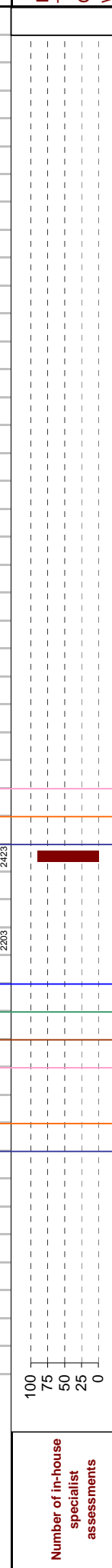
Q2 CMT Dashboard - Children's Services: Service Transformation (THRIVE)

Appendix 2

thrive earlier help, better outcomes		[target performance]		Key Dates		Outline Business Case (OBC) Targets Set	
Last update: 05 October 2012 THRIVE issues starting to emerge and Relaxation of Timescales Bexhill Good Start Project Police Screening Rolling Year Outturn Specialist Assessment Screening Hub West		Screening Hub East Family Assessment e-Help Posts		Oct-11 Nov-11 Feb-12 Mar-12 Apr-12 Apr-12 Jun-12 Sep-12 Oct-12 Nov-12		Outline Business Case (OBC) Targets Set Issues emerging & relaxation of timescales Police Screening Rolling Year Outturn Screening Hub West Specialist Assessment Bexhill Good Start Project e-Help Posts Family Assessment Screening Hub East	
▲ Target		Mar-15 Feb-15 Jan-15 Dec-14 Nov-14 Oct-14 Sep-14 Aug-14 Jul-14 Jun-14 May-14 Apr-14 Mar-14 Feb-14 Jan-14 Dec-13 Nov-13 Oct-13 Sep-13 Aug-13 Jul-13 Jun-13 May-13 Apr-13 Mar-13 Feb-13 Jan-13 Dec-12 Nov-12 Oct-12 Sep-12 Aug-12 Jul-12 Jun-12 May-12 Apr-12 Mar-12 Feb-12 Jan-12 Dec-11 Nov-11 Oct-11 Sep-11 Aug-11 Jul-11 Jun-11 May-11 Apr-11 Mar-11		Q2 Commentary		There are currently issues around data collection that we are looking to resolve.	
10	Proportion of assessments that result in a Child Protection Plan			There are currently issues around data collection that we are looking to resolve.			
11	Number of CP Plans			Number of CP Plans 2012/13 Target: < 587		Rate of CP Plans 2012/13 Target: 57 per 10,000	
12	Rate of CP Plans per 10,000 children with a CP Plan			The number and rate per 10,000 of children subject to a child protection plan continues to fall from the number reported in February 2012 of 704, and, at 590, is only three below the OBC target for 2012/13 of 587.			
13	Number of Looked After Children			Number of LAC 2012/13 Target: < 591		Rate of LAC 2012/13 Target: 57 per 10,000	
14	Rate of Looked After Children per 10,000 LAC			There are early signs that looked after children numbers are starting to reduce. However, we cannot be confident at this stage that this downward trajectory is a pattern.			
15	Proportion of fostered children placed with in-house foster carers			This is a very challenging target given the lead in time to recruit in-house foster carers. Panel bookings show a significant increase in foster carer approvals for the next quarter. This should improve the proportion of in-house placements to agency placements. In regard to the Q2 figures, it needs to be noted that approved East Sussex foster carers have successfully been granted 17 Special Guardianship Orders since January 2012 which means that the children in placement are no longer looked after. These are good outcomes for children but these are not cost neutral.			
16	Proportion of fostered children placed with agency foster carers						
17	Proportion of supervised LAC contact visits supervised by a) in-house staff b) agency staff					There is a significant downward trend in the use of agency contact. We have continued to increase "in-house" provision for contact. The downward trend has been significantly helped by improved tracking of agency contact, the increase in "in-house" Community Family Workers and using Dunbar Children's Centre for contact. We continue to track all agency contact at our quarterly meetings with Operations Managers, Practice Managers, and, Heads of Service. However, this remains a challenging target against relatively unpredictable demand for supervised contact from the courts.	
18	Number of adopters recruited			As anticipated there has been a lead in time required to pick up the pace of adopter recruitment. The number of adopters taken forward or awaiting approval shows that the target for 2012/13 should be met over the next two quarters.			

Q2 CMT Dashboard - Children's Services: Service Transformation (THRIVE)

Appendix 2

thrive earlier help, better outcomes Last update: 05 October 2012 Bexhill Good Start Project THRIVE Issues starting to emerge and Relaxation of Timescales Outline Business Case (OBC) Targets Set		[target performance]	Key Dates 	Outline Business Case (OBC) Targets Set Issues emerging & relaxation of timescales Police Screening Rolling Year Outturn Screening Hub West Specialist Assessment Bexhill Good Start Project e-Help Posts Family Assessment Screening Hub East
▲ Target	Mar-11 Apr-11 May-11 Jun-11 Jul-11 Aug-11 Sep-11 Oct-11 Nov-11 Dec-11 Jan-12 Feb-12 Mar-12 Apr-12 May-12 Jun-12 Jul-12 Aug-12 Sep-12 Oct-12 Nov-12	Mar-13 Apr-13 May-13 Jun-13 Jul-13 Aug-13 Sep-13 Oct-13 Nov-13 Dec-13 Jan-14 Feb-14 Mar-14 Apr-14 May-14 Jun-14 Jul-14 Aug-14 Sep-14 Oct-14 Nov-14 Dec-14 Jan-15 Feb-15 Mar-15	Mar-15 Feb-15 Jan-15 Dec-14 Nov-14 Oct-14 Sep-14 Aug-14 Jul-14 Jun-14 May-14 Apr-14 Mar-14 Feb-14 Jan-14 Dec-13 Nov-13 Oct-13 Sep-13 Aug-13 Jul-13 Jun-13 May-13 Apr-13 Mar-13 Feb-13 Jan-13 Dec-12 Nov-12 Oct-12 Sep-12 Aug-12 Jul-12 Jun-12 May-12 Apr-12 Mar-12 Feb-12 Jan-12 Dec-11 Nov-11 Oct-11 Sep-11 Aug-11 Jul-11 Jun-11 May-11 Apr-11 Mar-11	
19 Average time between child entering care and moving in with adoptive family (days)		551 X	This performance measure is part of the national adoption scorecard, which has been calculated using a three year average from 2008-11. We are currently below this average. One of the challenges with this is that children with complex needs and sibling groups are harder to place and can distort the results.	
20 Number of children & young people getting 1:1 targeted support from Early Help services			There is an increase in the number of families recorded as receiving Early Help services. The increase may however be in those that are recorded as receiving this support on the multi-agency Children Index, the source of this information. This in itself is positive in that the shared information on individual children is showing accurately those that are receiving additional support to enable good inter-agency work and effective planning of that support.	
21 Number of households getting 1:1 targeted support for Early Help services			Further work is necessary to refine this indicator, however, to ensure that recording issues do not adversely affect our understanding of trends in Early Help availability.	
22 Number of in-house specialist assessments			In Q2 there were 90 assessments; 132 interventions and 376 families receiving a service. There has been a significant reduction in spend on external assessment. At the time of the OBC (October 2011), the projected spend for 2012/13 on External Specialist Assessments was £792k. At the end of Q2, the projected spend for 2012/13 is £223,500.	

