

Appendix 1

Safeguarding and Children in Care Project Management Board

August 2010

Improvement Notice Targets

Target	Current Performance	Direction of Travel	Commentary	Actions	Additional Information
Increase % IAs within timescale to: a) 70% in December 2010 b) 75% cumulative from 1/7/2010 to 31/3/2011	GREEN In Month: July – 93.7 % w/e 22 August – 88.9%	↑ (Improving – 48.1% in June)			
	GREEN Cumulative from 1 July 2010: 93.7% - end of July	N/a			
	Cumulative from 1 April 2010: 57.8% by end July 60% by w/e 22 August	↑ (Improving – 55.7% in June)			
Increase % CAs within timescale to: a) 75% in December 2010 b) 80% cumulative from 1/7/2010 to 31/3/2011	GREEN In Month: July - 100% w/e 22 August – 100%	↑ (Improving – 40.3% in June)			

Target	Current Performance	Direction of Travel	Commentary	Actions	Additional Information
	GREEN Cumulative from 1 July 2010: 100% by end July	N/a			
	Cumulative from 1 April 2010: 60% end of July 62.9% end of w/e 22 August	↑ (Improving – 35.1% in June)			
Ensure % of referrals of children to children's social care going on to IA does not drop below 50% in any reporting month for the duration of this Improvement Notice	GREEN 72.5% - July 2010 68.7% Cumulative	↑ (Improving – 57.3% in June 2010)			
Ensure maximum social worker caseloads (in Referral and Assessment) of: a) 35 by December 2010 b) 30 by March 2011	AMBER As of 25 August: Minimum – 1 case Maximum – 43 cases Mean – 20 cases Number of workers	↓ (Worsening – 2 out of 15 workers had over 35 cases in July)	There are three workers who have: 43, 39 and 36 cases respectively. The following statistics relate to the position in Referral and Assessment on 26 August 2010: Open referrals 359 Awaiting allocation 25		

Target	Current Performance	Direction of Travel	Commentary	Actions	Additional Information
	<p>over 35 cases – 3 (out of 17)</p> <p>Number of workers over 30 cases – 3 (out of 17)</p> <p>Number of workers under 10 cases – 5 (out of 17)</p>		<p>Assigned to team 0 Allocated to duty 0</p> <p>This has shown a significant reduction in recent weeks (there were a total of 569 cases on 20th July) achieved through a variety of management actions, including more robust gate-keeping, management oversight and improved data inputting and recording.</p>		
<p>Ensure social care vacancy rate is:</p> <p>a) no more than 8% by March 2011</p>	<p>AMBER 25 August 2010</p> <p>18.9% Social Worker Vacancy Rate</p>	<p>↔</p> <p>Steady - 19% - Social Worker Vacancy rate in June</p>	<p>Within the social worker cohort of 79.3 FTE; there are currently 15 vacancies, but only 2.3 posts not covered by agency staff (a vacancy rate of 3% including agency staff).</p> <p>For team managers, there are currently 3 posts vacant from an establishment of 18, with 1 position covered by agency staff (a vacancy rate of 11% including agency staff).</p> <p>Within Referral and Assessment, from an establishment of 14 social worker posts, there are current 7.5 permanent social workers. In September, 1 further appointment will start and 1 social worker is transferring into the team from the adoption team. There are currently six agency social workers covering 6.5 vacancies.</p>	<p>Rolling programme of recruitment activity ongoing, including open recruitment, PQ training, creative advertising and NQSW support. Anticipating 19 NQSWs in post by November 2010.</p>	

Improvement Notice Actions

Key Action	Commentary including key activity undertaken in period	Outstanding actions required	Date	Risks / Issues / Mitigating Action	Additional Information
<p>Review the escalation policy and ensure that it is understood and used by all partners</p> <p>GREEN</p>	<p>Escalation policy published and copies distributed to partners including third sector and all CTPB members. Communications activity to support publication undertaken and ongoing (addition web information going live in September)</p> <p>No escalations have been received by Tier 3 managers during August 2010, although Tier 4 managers have indicated that the policy is being used.</p> <p>(2 compliments were received for social care services from partners).</p>	<p>Annual Review of Policy</p> <p>Ongoing reviewing of escalations as they are received</p>	March 2011		
<p>Implement an electronic recording system that is fit for purpose and which contains a single record for each child with complete chronology</p> <p>GREEN</p>	<p>Pre-tender stage complete, apart from validation of the demonstration criteria with the end teams.</p> <p>ICMS Programme Procurement Health-check completed with DfE. Comments included:</p> <ul style="list-style-type: none"> The Business Justification and Case for this project appear sound and well thought out. The procurement approach was well thought out and researched. 	Completion of Tender Specification and enter into Tender Phase	September 2010		

Key Action	Commentary including key activity undertaken in period	Outstanding actions required	Date	Risks / Issues / Mitigating Action	Additional Information
	<ul style="list-style-type: none"> The project timeline was well planned and realistic. I was particularly impressed by the Governance plan and Stakeholder engagement strategy. <p>Summary comment: "In short, in my opinion, the procurement project is in very good shape. As always, the proof of the pudding etc but I was not able to identify any areas for concern."</p>				
<p>Demonstrate improvements in the quality of social work practice through audit and professional development</p> <p>GREEN</p>	<p>Audit programme in place and being delivered. Management development programme developed. PDR process rolled out. Audit training continues and by end of August all the team managers and independent review managers will have been trained. Re-audit of referrals in July showed some improvement in several areas, but noted areas for further development with these areas being addressed by management.</p>	<p>Ongoing delivering of audit programme</p> <p>Management development training to take place in September.</p>	<p>Ongoing</p> <p>September 2010</p>		
<p>Work with partners to ensure that the Peterborough Safeguarding Children Board (PSCB) establish and follow clear processes to implement Serious Case Reviews (SCR) action plans and has oversight of key data</p> <p>GREEN</p>	<p>All SCR action plans scrutinised and outstanding actions highlighted and sent to the relevant agencies requesting updates and evidence of actions completed. Follow up scrutiny at SCR General Issue's group 15 June. Agencies advised of cut off date for final sign off as 22 September meeting. PSCB is now collating a portfolio of</p>	<p>QA group meeting to consider dashboard and performance information required for PSCB</p> <p>Sign off of SCR Actions review 22nd September</p>	<p>Ongoing</p> <p>September 2010</p>		

Key Action	Commentary including key activity undertaken in period	Outstanding actions required	Date	Risks / Issues / Mitigating Action	Additional Information
	evidence of SCR actions. All agencies are now aware of their responsibilities in relation to SCR and PSCB have mapped individual agencies procedures re. SCR action plans. Performance a standing agenda item for PSCB.	Training programme to be developed following assessment of past SCRs by Service Manager for QA and Safeguarding. A report on this programme will be available at the August meeting of the project board.	August 2010		
Demonstrate effective evaluation of projects and initiatives including the Common Assessment Framework (CAF) and that the findings inform service development GREEN	<p>Work ongoing to develop framework for project evaluation, including development and roll out of PRINCE II methodology. Approach to be implemented from September 2010. Training plan developed to support staff in benefits realisation.</p> <p>A new system for recording CAF data has been completed and will be rolled out from this quarter.</p> <p>CAF co-ordinators are now attending team around the child meetings and will conduct QA on these processes using national tools.</p>	<p>Implementation of PRINCE II approach to projects</p> <p>Ongoing QA evaluations of CAFs. A report will be available for the project board at a future meeting.</p>	<p>September 2010</p> <p>October 2010</p>	Some delays in terms of capacity associated with delays with JE and competing project priorities relating to securing savings.	

Escalated Issues

This section relates to any other issues of relevance to the Project Management Board that are escalated following departmental monitoring. This includes: status of related performance indicators; departmental / Children's Trust risks and issues; performance of non-improvement notice actions within post-inspection action plan.

No New Escalated Issues in August 2010

Update report on previously escalated issues

Issue	Commentary	Action
% Children subject to a child protection plan for a second or subsequent time	<p>This was escalated in July 2010, because performance worsened to 19.2% in June 2010 (above our target of 12%). This reflected 10 cases out of 52 CP starters. This has dropped to 13.8% in July 2010.</p> <p>The Service Manager for Safeguarding and Quality Assurance undertook a review of the cases concerned, examining timelines to identify any issues / trends that may be of concern.</p> <p>An officer reviewed 12 families involving 23 children cases that fell into this category.</p> <ul style="list-style-type: none"> • Two cases had a second or subsequent CP plan in one year or less • Five were under 5 years • Three further children were under 8 years • Two cases had 10 years since their previous CP plan <p>Whilst in several of these cases there were not concerns, there were, however, issues identified in the following cases:</p> <p>There were three cases where, following the removal of the CP plan, the recommendation had been for a Children in Need (CiN) plan to be put in place and this did not happen.</p> <p>In one case - Family Aide support and individual sessions ended in June and the case was closed in November 2008. There was no evidence of any CiN meetings taking place; a re-referral was received less than 12 months later (Oct 2009) when the case was actively worked as a CiN case before coming to conference in March 2010. A recommendation has been made that a CiN plan be implemented following the removal of the plan in June 2010. At the time of review, there was no allocated social worker no CiN meetings had been held. However, this case was being worked on and has now been allocated.</p>	<p>Principal Service manager to identify and deliver actions in response to issues raised in review.</p>

	<p>Although one child was living with different parents during each period of registration had a social worker been involved between January and September 2009 it may have been possible to pick up the deterioration in the quality of care the child had been receiving sooner.</p> <p>In one case (two children), it appears that the escalation of the situation is attributable to a lack of social care intervention. Both parents have had difficult experiences as children and find it difficult to trust professionals; having recognised the progress they had made with the CP plan it was important to maintain the support and continue to maintain relationships following the removal. This lack of involvement despite recommendations made at the conference is likely to have served to increase the parent's lack of trust in professionals.</p> <p>In three of the cases the mothers have been involved in a series of violent, abusive and controlling relationships; this confirms the importance of working with mothers on their own self esteem after the ending of a relationship and to try to intervene to prevent the cycle being repeated.</p> <p>These issues have been discussed with the principal service manager and will be further progressed as part of ongoing training and quality assurance work.</p>	
<p>% Children with Disability allocated to a worker</p>	<p>Performance had dipped to 87.5% (from 95.1%) at end of 2009/10. This reflects 16 out of 128 children not allocated.</p> <p>Performance has subsequently improved to 94% by end July 2010, reflecting 8 cases out of 131 not allocated.</p>	<p>Ongoing monitoring by service manager</p>

Additional Reports

Analysis of Referrals – June and July 2010

June Referrals

	Total
Children's Services	8
Education	27
Family / Friend / Neighbour	10
Government Agency	2
Housing Agencies	9
Legal Agency	6
Other	19
Other Local Authority	2
Peterborough City Council	9
Police	46
Primary Health	20
Secondary Health	1
Voluntary Agency	1
Grand Total	160

June Contacts

	Total
Children's Services	4
Community Mental Health Services	2
Education	11
Family / Friend / Neighbour	11
Government Agency	1
Housing Agencies	3
Independent Provider	1
Legal Agency	26
Other	5
Other Agency	2
Other Local Authority	3
Police	140
Primary Health	9
Secondary Health	2
Self Referral	1
Grand Total	221

July Referrals

	Total
Adult Social Care	1
Children's Services	6
Education	20
Family / Friend / Neighbour	9
Housing Agencies	6
Legal Agency	7
Other	6
Other Agency	4
Other Local Authority	5
Peterborough City Council	9
Police	34
Primary Health	21
Self Referral	1
Voluntary Agency	2
Grand Total	131

July Contacts

	Total
Children's Services	6
Education	10
Family / Friend / Neighbour	10
Government Agency	1
Housing Agencies	1
Legal Agency	27
Other	11
Other Agency	4
Other Local Authority	6
Peterborough City Council	4
Police	188*
Primary Health	13
Secondary Health	3
Voluntary Agency	1
Grand Total	285

* 71 of these 188 contacts were Domestic Violence notifications