

Improvement Plan Report

December 2022

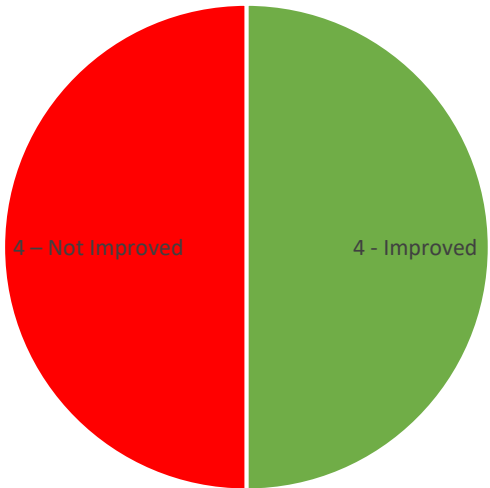
Priority A – Planning and Safety (CiN and CP)

Measure	Actual	Performance	DoT
Number of CiN	959	Green	↓
Rate of CiN	278	Green	↓
CiN Visits within timescales	68%	Amber	↓
Number of CP	353	Red	↑
Rate of CP	102	Red	↑
ICPC held within timescales	73%	Amber	↑
CP Visits within timescales	67%	Amber	↓
CP Reviews in timescale	97%	Green	↔

Performance



Direction of Travel – from previous month



Number of CiN Rate of CiN

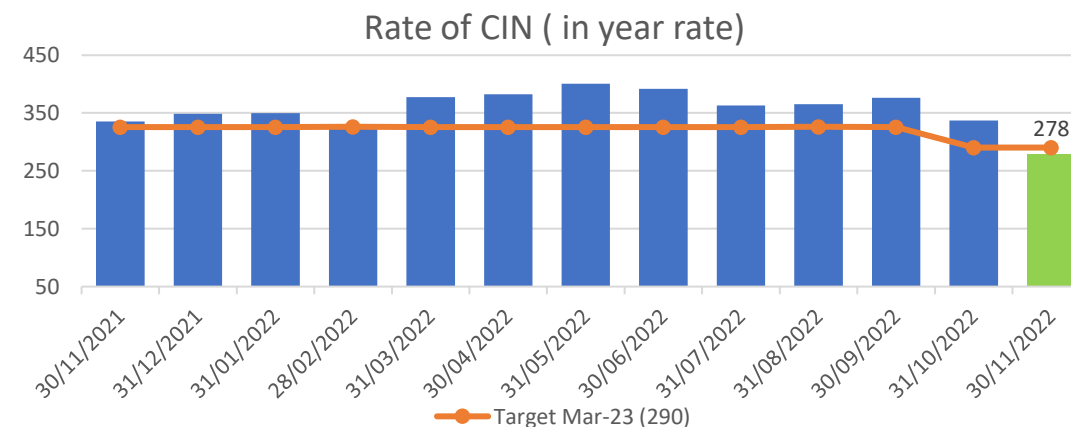
Target 1000
Target 290
Monthly

Tolerance 800-1200
Tolerance 232 – 348
Good = within Target range

	Sept-22	Oct-22	Nov-22
Number of CiN	1297	1161	959
Rate of CiN	376	337	278

Targets	Mar-23	Sept-23	Mar-24
Number	1000	875	787
Rate	290	254	228

Number of CIN at month end



What's working well?

The work in the front door has resulted in less referrals and allocations to the newly formed CASS team. Over the last 2 months 773 cases have stepped safely down from CiN compared with 506 new referrals. This is bringing NEL closer in line with stat neighbour rate of 250 per 10,000 CIN.

What are we worried about ?

Need to ensure thresholds remain consistent and the right support, is being provided to the right children, at the right time.

What are we doing about it?

We have been reviewing all cases open to the teams and identified cases for closure and step down to early help. There is a new process in place for step-down and step-up between CASS and Early Help which is working better, resulting in children being supported in the right service area.

CiN Visits in Timescale

Target 85%
Monthly

Tolerance
Good = Bigger is better

	Sept- 22	Oct - 22	Nov-22
% CiN Visits in Timescale	80	81	68

Target	Mar-23	Sept-23	Mar-24
%	85	90	95

What's working well?

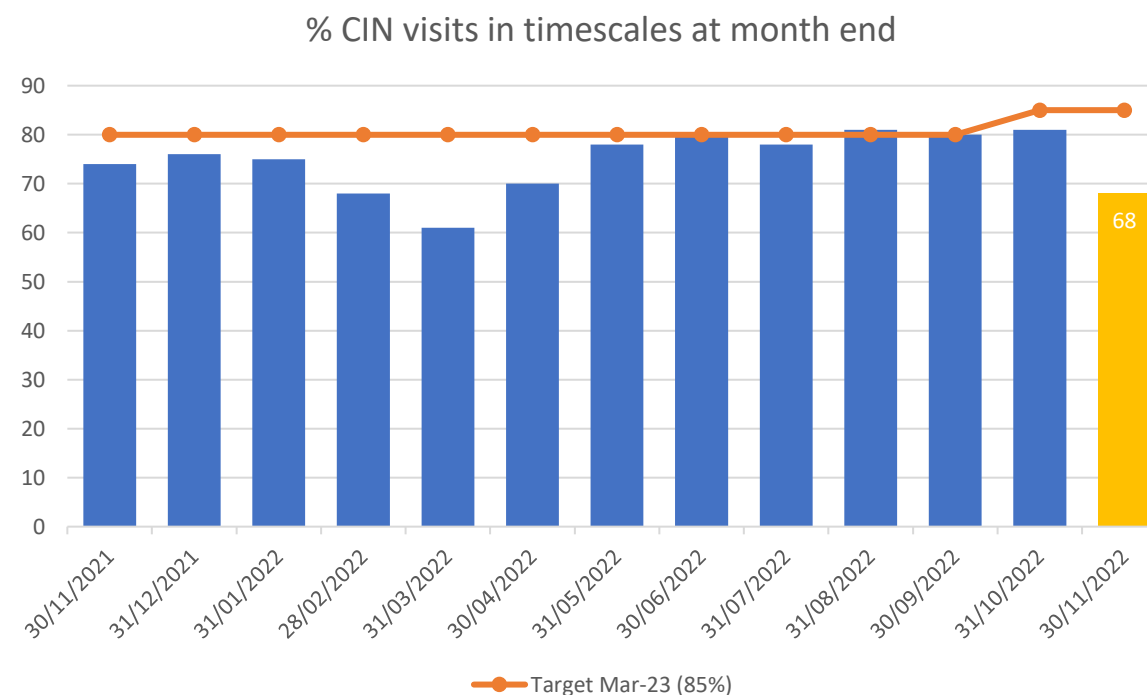
Quality of recording for CiN visits is improving as the numbers reduce

What are we worried about ?

CiN visits have dropped to 68% at the end of November due to some staff leaving and cases having to be reallocated.

What are we doing about it?

This is being tracked with managers and through weekly performance meetings to improve this. Better oversight through the strengthened CASS teams should ensure improved visit timeliness.



Number of CP Rate of CP

Target 215
Target 62
Monthly

Tolerance
Tolerance
Good = within Target range

	Sept- 22	Oct - 22	Nov-22
Number of CP	321	343	353
Rate of CP	93	100	102

Targets	Mar-23	Sept-23	Mar-24
Number	215	208	203
Rate	62	60	59

What's working well?

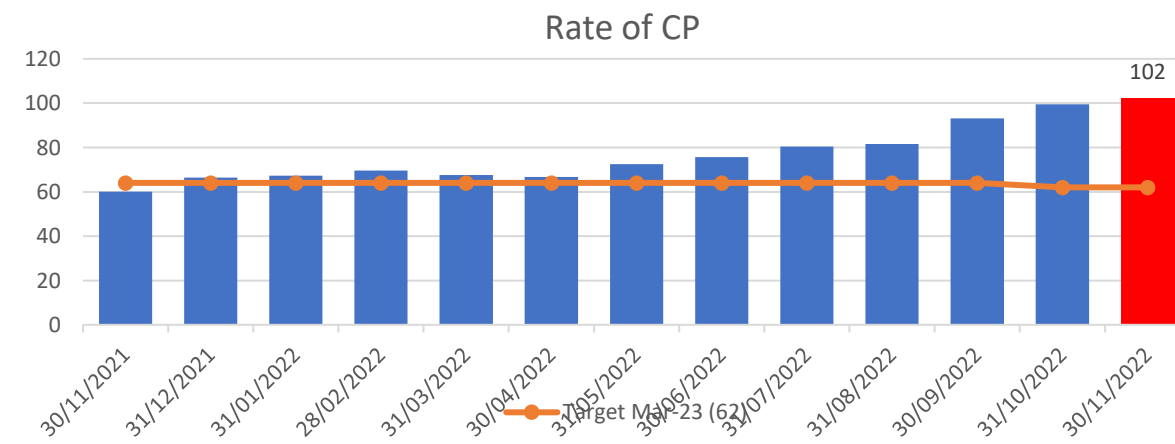
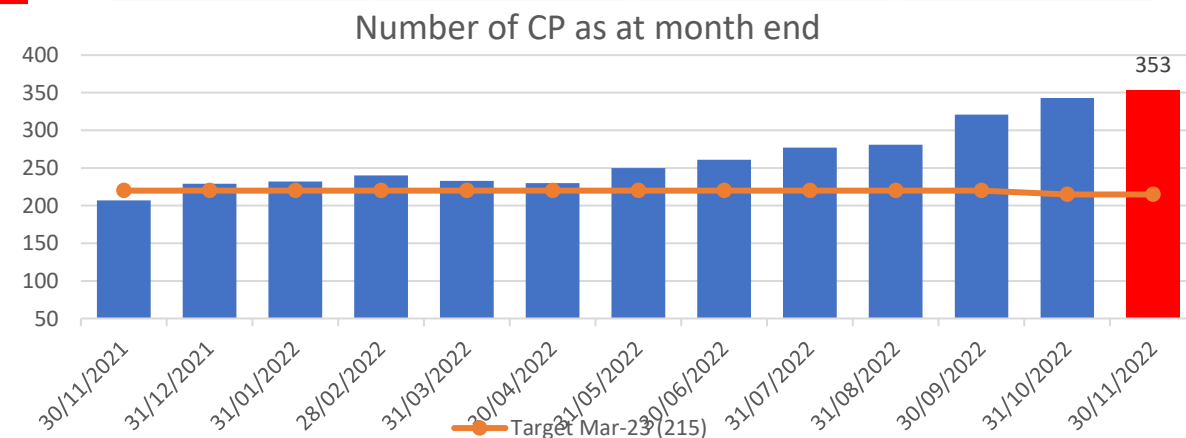
Requests for ICPCs have reduced through November which should start to see a reduction in the number of children becoming subject to a CP plan and the right children, becoming subject of a plan, at the right time.

What are we worried about ?

CP numbers have continued to increase through November with 353 children on a CP at month end.

What are we doing about it?

Reflective discussions are taking place before children are progressing to ICPC to ensure that this is the appropriate action. Regular reviews of children on a CP plan for 9+ months are taking place to consider trajectory at an early stage and to address any drift and delay.



ICPC held in Timescale

Target 94%
Monthly

Tolerance
Good = Bigger is better

	Sept- 22	Oct - 22	Nov-22	Target	Mar-23	Sept-23	Mar-24
ICPC held in Timescale	74	72	73	%	94	95	95

What's working well?

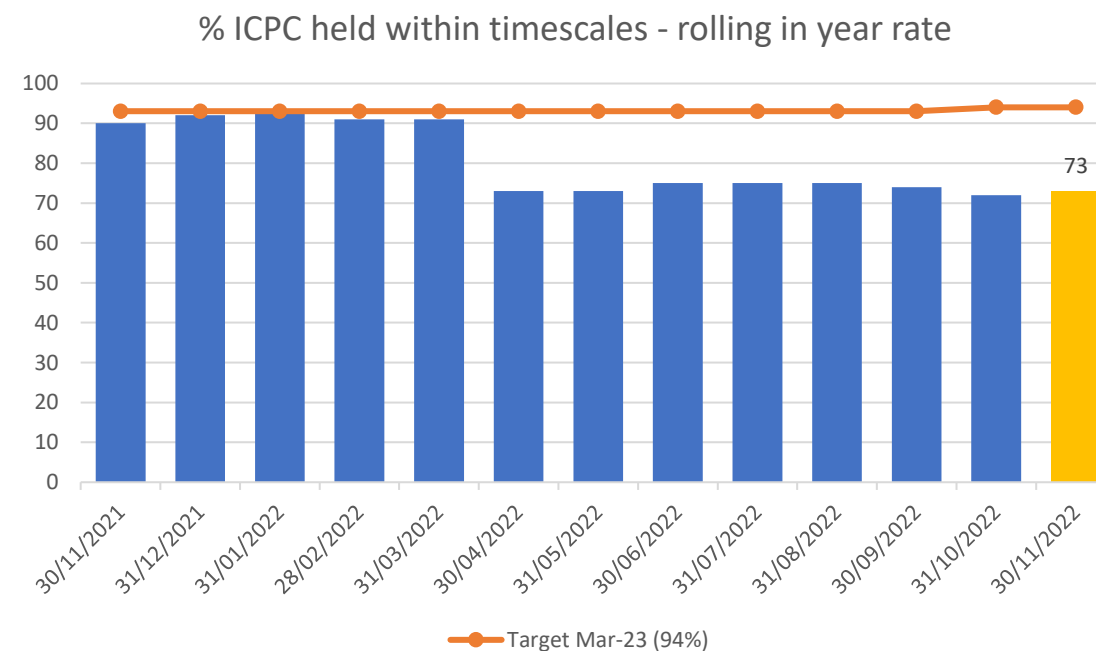
ICPC timeliness has improved during November with 79% of ICPCs being completed in timescales.

What are we worried about ?

The in-year rolling rate of 73% is lower than 91% outturn for 2021-22 and well below target. Embedding pre-conference preparation and timely invites and reports remains a priority. This can be a challenge with changes in social worker and case supervisors.

What are we doing about it?

The service continues to monitor data in relation to S47's on a weekly basis to deter late notifications and also hold monthly meetings with Service Managers to highlight any issues and discuss plan to address.



CP Visit within Timescale

Target 90%
Monthly

Tolerance
Good = Bigger is better

	Sept- 22	Oct – 22	Nov-22
% CP Visits within Timescale	81	74	67

Target	Mar-23	Sept-23	Mar-24
%	90	93	95

What's working well?

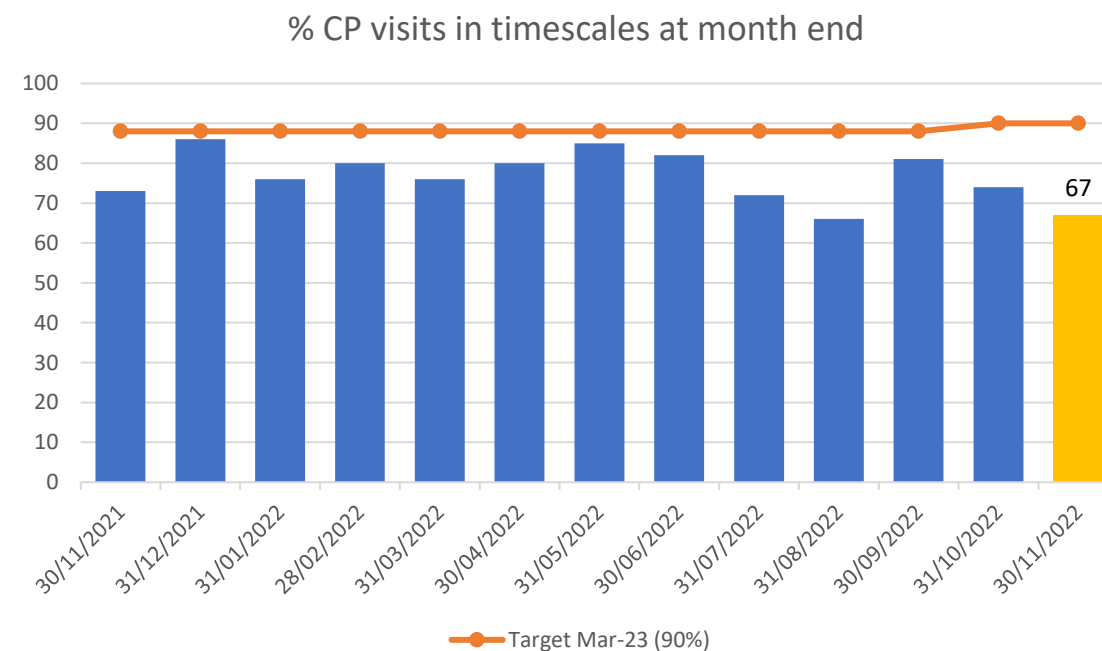
Quality of recording of CP visits is improving

What are we worried about ?

CP timeliness has further decreased since October with 67% of CP visits in timescales at end of November. This remains related to the churn of social work staff.

What are we doing about it?

The new CASS structure was launched towards the end of November which should strengthen the teams. Visit timeliness is being monitored and addressed through weekly performance meetings.



CP Review within Timescale

Target 96%
Monthly

Tolerance
Good = Bigger is better

	Sept-22	Oct-22	Nov-22
% CP Review within Timescale	98	97	97

Target	Mar-23	Sept-23	Mar-24
%	96	96	97

What's working well?

CP reviews continue to be timely

What are we worried about ?

Some children remain on plans for too long

What are we doing about it?

CP reviews are planned ahead to ensure timeliness is maintained and further exploration around effectiveness of core groups with partners is required to address the length of time children remain on plans.

% CP reviews held in timescale - rolling in year rate



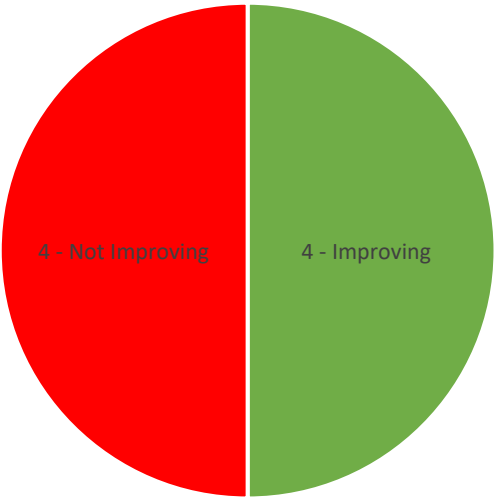
Priority B – Child’s journey through the system (Workflow)

Measure	Actual	Performance	DoT
Cases open to Early Help	722	-	↓
All open cases	2180	Amber	↓
Number of Contacts to IFD	1127	Red	↑
Number of Referrals	191	Green	↓
Rate of Referrals	1080	Red	↓
% Contacts to Early Help	12%	Red	↔
Re-referrals within 12 months	32%	Amber	↑
Timeliness of assessments	68%	Amber	↑

Performance



Direction of Travel – from previous month



Cases open to Early Help

Target - not set
Monthly

	Sept- 22	Oct - 22	Nov-22	Target	Mar-23	Sept-23	Mar-24
Cases open to Early Help	1004	894	722	Number			

What's working well?

Case numbers are dropping as cases are being reviewed. This is due to partners embracing a Team around the Family approach without the need for social care early help intervention. Created additional capacity to support social care to prevent multiple hand off points in CiN and CP. Funding secured for Family Hubs.

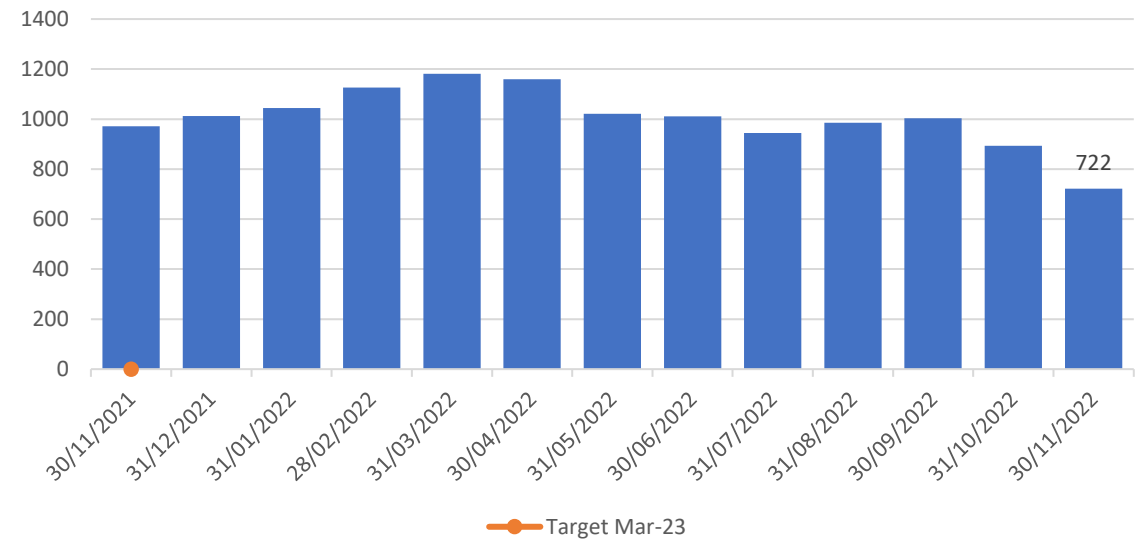
What are we worried about?

Currently there is not an up to date strategy and process for Team around the Family to support partners id delivering early help intervention. An over complicated early help assessment.

What are we doing about it?

Team around Family steering group created, task and finish groups to create Team around the Child process, strategy and review the EHA.

Cases open to Early Help at month end



All open cases

Target 1948
Monthly

Tolerance
Good = within Target range

	Sept- 22	Oct - 22	Nov-22
All open cases	2466	2352	2180

Targets	Mar-23	Sept-23	Mar-24
Number	1948	1811	1705

What's working well?

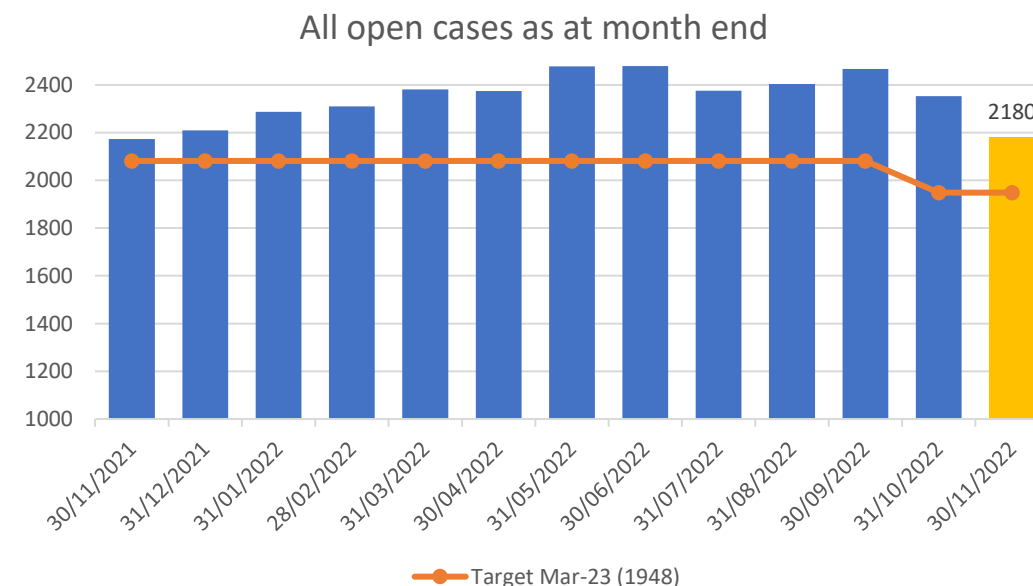
The number of open cases is dropping since October 22 largely due to reduction in CIN numbers.

What are we worried about ?

Rate of open cases continues to be significantly higher than stat neighbours and England average.

What are we doing about it?

Work in the front door to reduce referrals, combined with a review of open cases has resulted in a substantial drop in case numbers.



Number of contacts to the IFD

Target 760
Monthly

Tolerance

Good = within Target range

	Sept- 22	Oct - 22	Nov-22
Number of contacts to IFD	1121	1087	1127

Targets	Mar-23	Sept-23	Mar-24
Number	760	680	600

What's working well?

Practice has changed in the IFD to recording all contacts that come in so cases are better tracked. It is easier to identify any potential issues around repeated concerns for a child. This has however, resulted in more contacts being recorded so figures are higher.

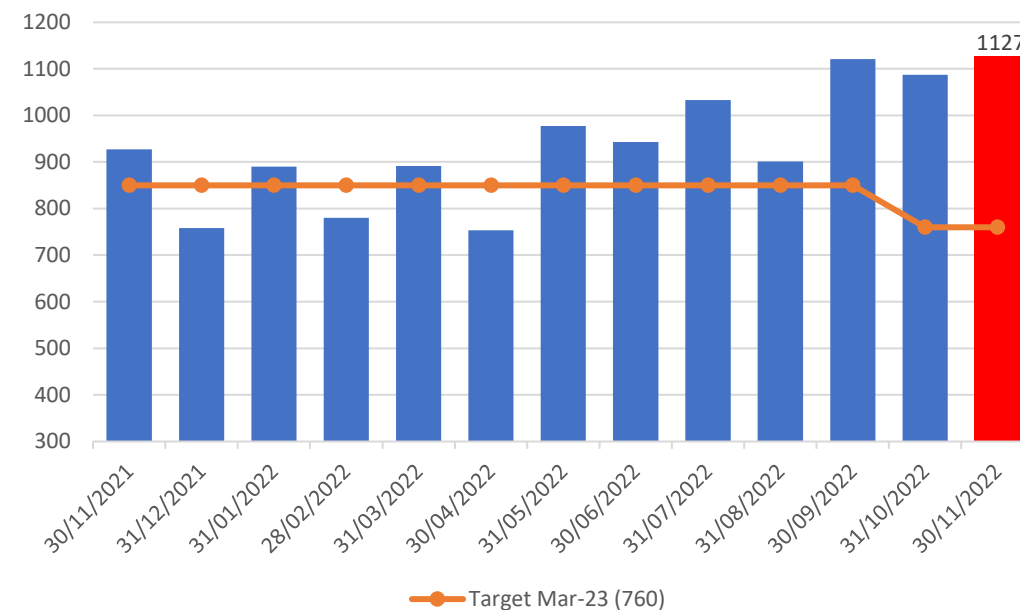
What are we worried about ?

Demand for recording of contacts outstripping capacity.

What are we doing about it?

Work with partners to develop a better and more meaningful understanding of threshold, so that the right children are being discussed, at the right time. Additional capacity has been created in Early Help which will work with school clusters to embed a Team around the Family approach, supporting children at the earliest opportunity

Number of Contacts to IFD per month



Number of Referrals Rate of Referrals

Target 210
Target 731
Monthly

Tolerance
Good = within Target range

	Sept-22	Oct-22	Nov-22
Number of Referrals	377	315	191
Rate of Referrals	1146	1139	1080

Targets	Mar-23	Sept-23	Mar-24
Number	210	185	167
Rate	731	644	582

What's working well?

The work in the front door has resulted in a significant drop in contacts converting to referrals seen in November to below our March 2023 target of 210.

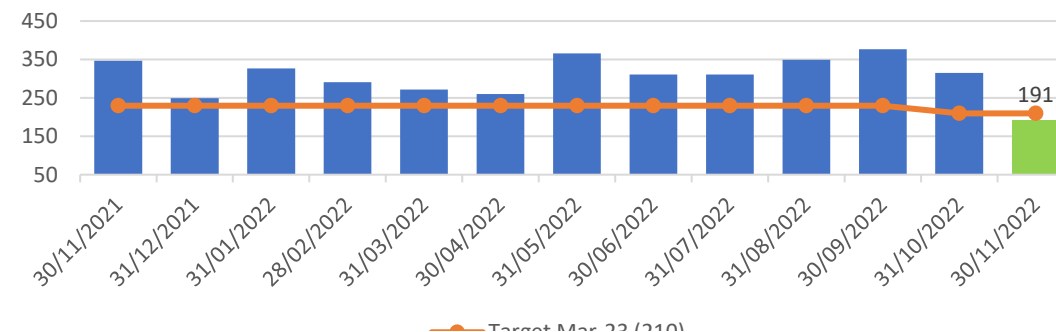
What are we worried about ?

Annualised rate of referrals received in year to date is still well above target but we hoping that we will see this gradually reduce over the next 4 months of the year.

What are we doing about it?

SLIP partners are providing continuing support around threshold application and partners are working to support this change in practice.

Number of Referrals per month



Rate of Referrals (annualised)



% of contacts to early help

Target 26%
Monthly

Tolerance

Good = within Target range

	Sept- 22	Oct - 22	Nov-22
% of contacts to EH	18	12	12

Targets	Mar-23	Sept-23	Mar-24
%	26	28	30

What's working well?

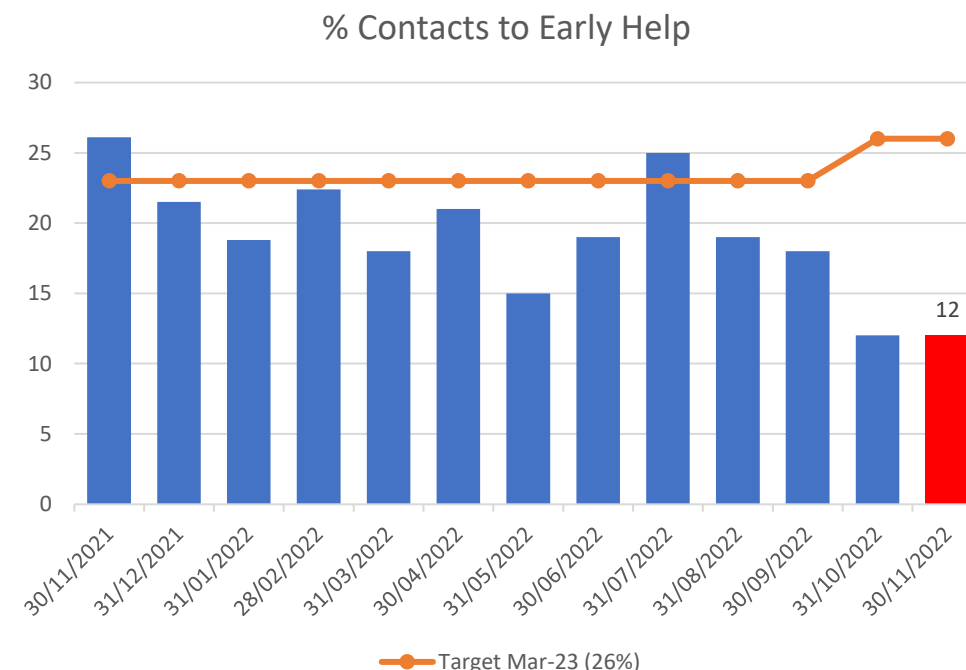
The % of contacts progressing to EH has remained low due to an increased understanding of thresholds from partners .

What are we worried about ?

Quality of some referrals remains poor and not always referred in a timely manner

What are we doing about it?

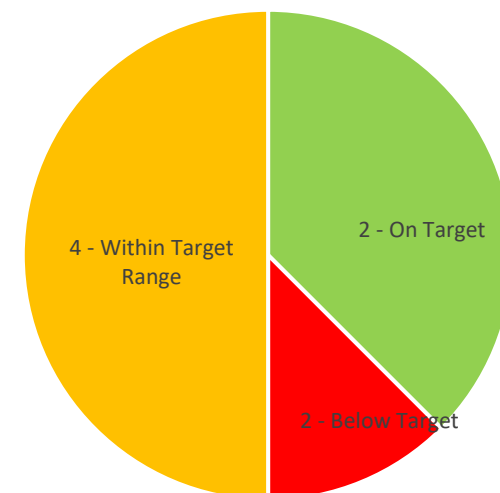
The additional capacity within the Team around the Family will support partners with better quality contacts and how they identify children who need support and who is best placed to offer this considering the wealth of universal/community services in NEL.



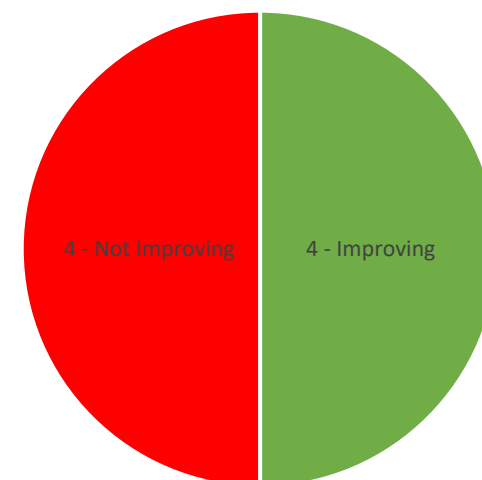
Priority C – Homes and Families for Children who are looked after

Measure	Actual	Performance	DoT
Number of CLA	629	Red	↑
Rate of CLA	183	Red	↑
Number of children entering care (cumulative in year)	125	Amber	↑
Rate of children entering care per 10,000	54	Amber	↑
Number of children ceasing to be looked after (cumulative in year)	111	Amber	↑
Rate of Children ceasing to be looked after per 10,000	48	Amber	↓
CLA visits in timescales	87%	Green	↑
CLA Reviews in timescale	98%	Green	↔

Performance



Direction of Travel – from previous month



Number of CLA Rate of CLA				Target 515 Target 149 Monthly				Tolerance Tolerance Good = within Target range			
	Sept-22	Oct-22	Nov-22	Targets	Mar-23	Sept-23	Mar-24				
Number of CLA	629	624	629	Number	515	485	450				
Rate of CLA	183	181	183	Rate	149	141	131				

What's working well?

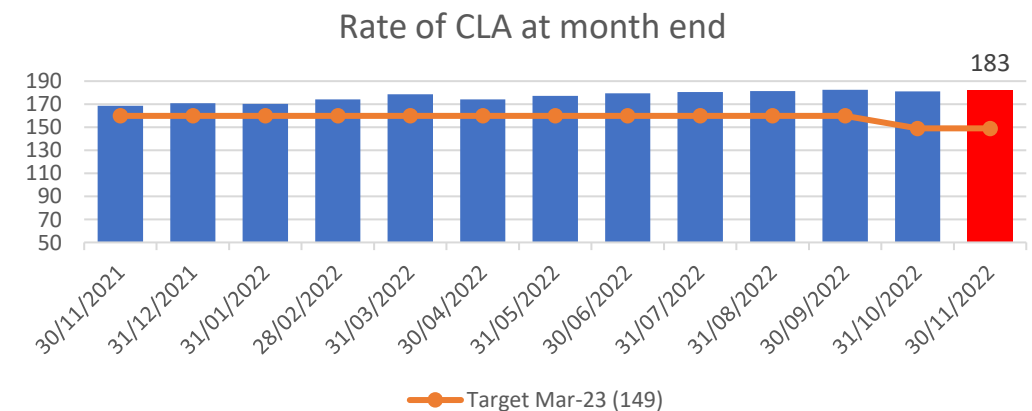
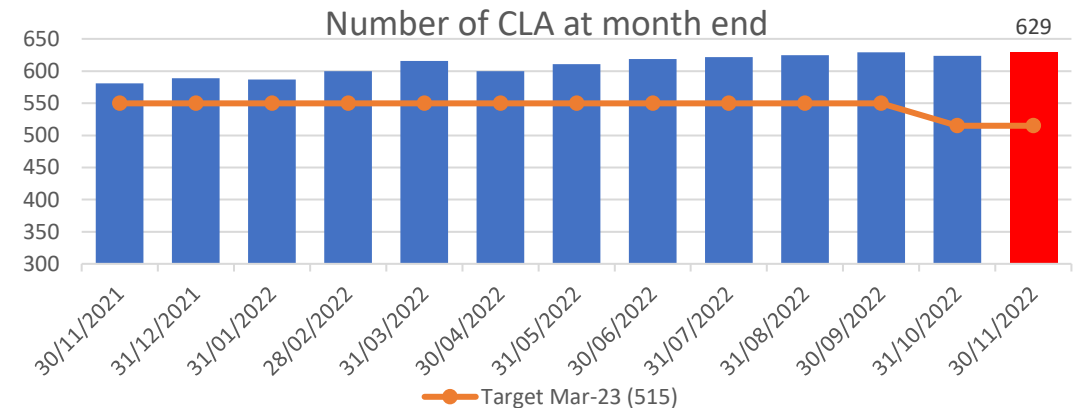
Children in Care numbers have stopped increasing at such a pace.

What are we worried about ?

Children in Care numbers are almost double stat neighbours (98 per 10,000)

What are we doing about it?

Funding has been secured for a short-term reunification project to focus on exiting children from care through legal permanence such as special guardianship orders and discharge of care orders. Children placed with parents and in connected carer placements are being reviewed to establish next steps required to support their safe discharge from care.



Number of children entering care cumulative in year

Rate of children entering care project in year

Target 169
Target 49

Tolerance
Good = within Target range

	Sept-22	Oct-22	Nov-22
Number of CLA starts	98	107	125
Rate of CLA starts	57	53	54

Targets	Mar-23	Sept-23	Mar-24
Number	169	162	155
Rate	49	47	45

What's working well?

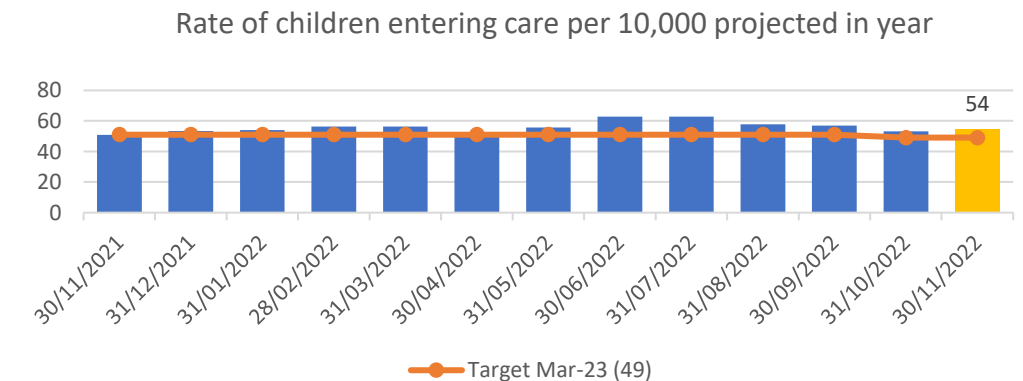
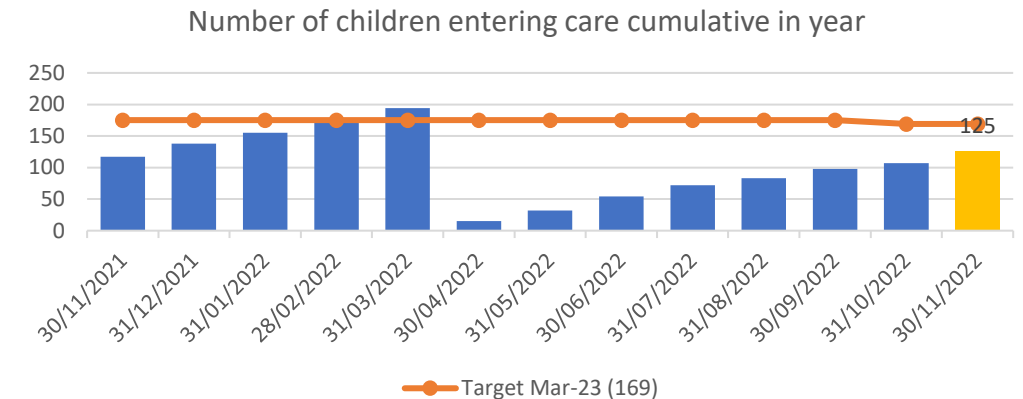
Children in Care numbers have stopped increasing at such a pace. 18 children came into in November; of which 15 stepped up from CP, 2 were UASC and 1 older child due to breakdown of family relationship.

What are we worried about ?

Children in care stats are almost double that of comparators (SN 34 per 10,000)

What are we doing about it?

Current processes are being reviewed to ensure a more measured approach is given to children entering care to ensure that this is the right thing for the child.



Number of children leaving care cumulative in year	Target 206		Tolerance	
Rate of children entering care project in year	Target 60		Good = within Target range	

	Sept-22	Oct-22	Nov-22	Targets	Mar-23	Sept-23	Mar-24
Number of CLA starts	84	98	111	Number	206	190	190
Rate of CLA starts	49	49	48	Rate	60	55	55

What’s working well?

12 children ceased to be looked after in November with 6 children turning 18, 2 children granted an SGO, 2 children returning home, 1 child adopted and 1 child ceasing for other reasons not categorised.

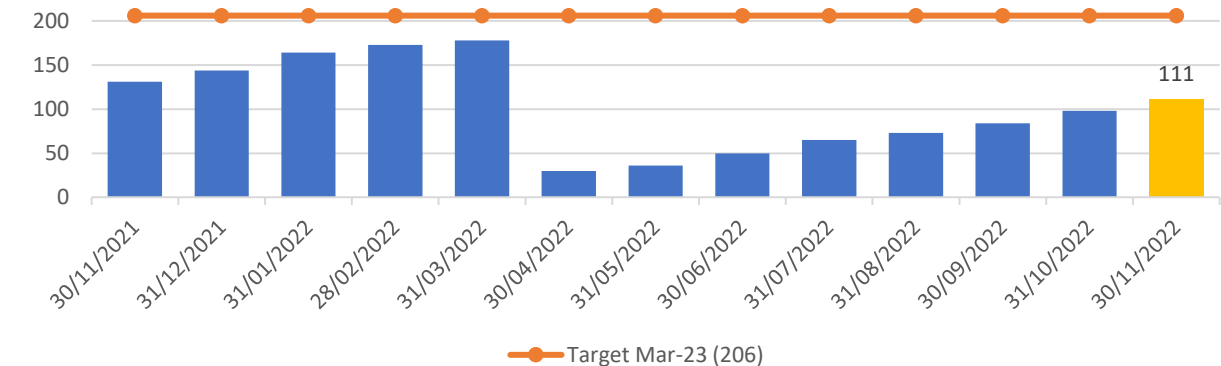
What are we worried about ?

Children in Care ceasing rates are well above that of comparators (SN 34 per 10,000) which reflect the high numbers of children looked after in NEL.

What are we doing about it?

Funding has been secured for a short-term reunification project to focus on exiting children from care through legal permanence such as special guardianship orders and discharge of care orders. Children placed with parents and in connected carer placements are being reviewed to establish next steps required to support their safe discharge from care.

Number of children ceasing to be looked after - cumulative in year



Rate of children ceasing to be looked after per 10,000 - projected in year

