Implementation evaluation of Slough Children's Services Trust

Appendices

July 2018
Kantar Public

Contents

Appendix A: Reference List

DfE, *Recommendations from Cabinet: Children's Services Contract Appendices A-C*

DfE, *Statistics: Children's social work workforce*, 30 November 2017

Ofsted Inspection, April 2011

Ofsted Inspection, Feb 2013

Ofsted Inspection, Feb 2016

Ofsted Monitoring Visit Report, Jan 2018

SCST, *Annual Report Summary*, 2015-2016

SCST, *Our First Year: An executive summary of our achievements*, Oct 2016

SCST, *Multi-Agency Safeguarding Hub: Communication strategy and plan.*

SCST, *Behaviour Framework: 'Bringing our Values to Life'*

SCST, *Voice of the child - A report on Children Looked After and Care Leavers' participation*, January – December 2018

SCST, Ou*r Second Year: A summary of our achievements*, October 2016 – October 2017

SBC *Report to Overview and Scrutiny Committee*, 12th Nov 2015

SBC, '*The Slough Story'*, March 2016

SCST, *Performance Summary Report*, December 2017

SCST, *Slough MASH Performance Report*, January 2018

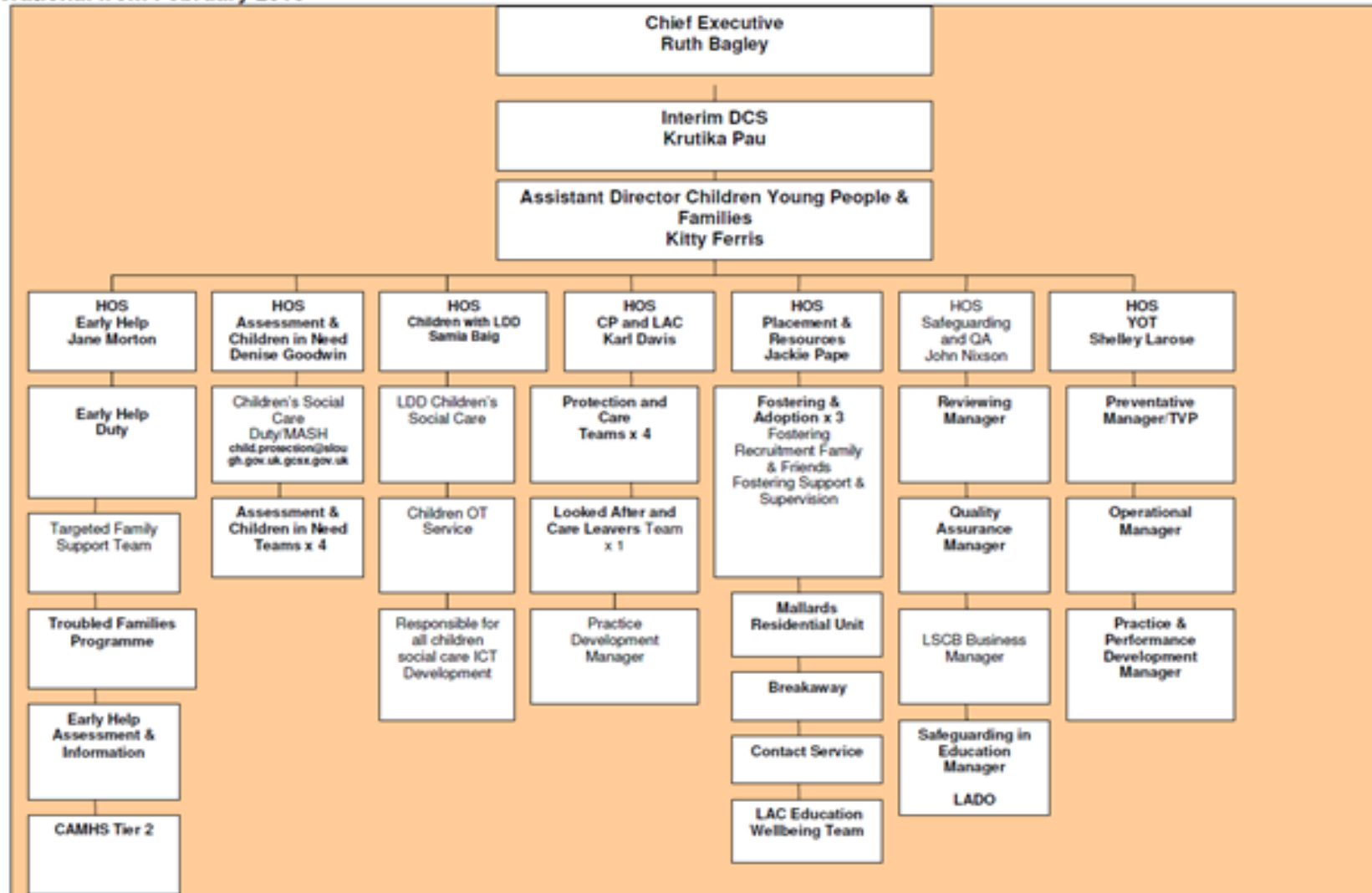SCST, *Hub Structure*, 8th January 2018

Slough Children's Social Care Services: *Report to Department for Education*, June 2014
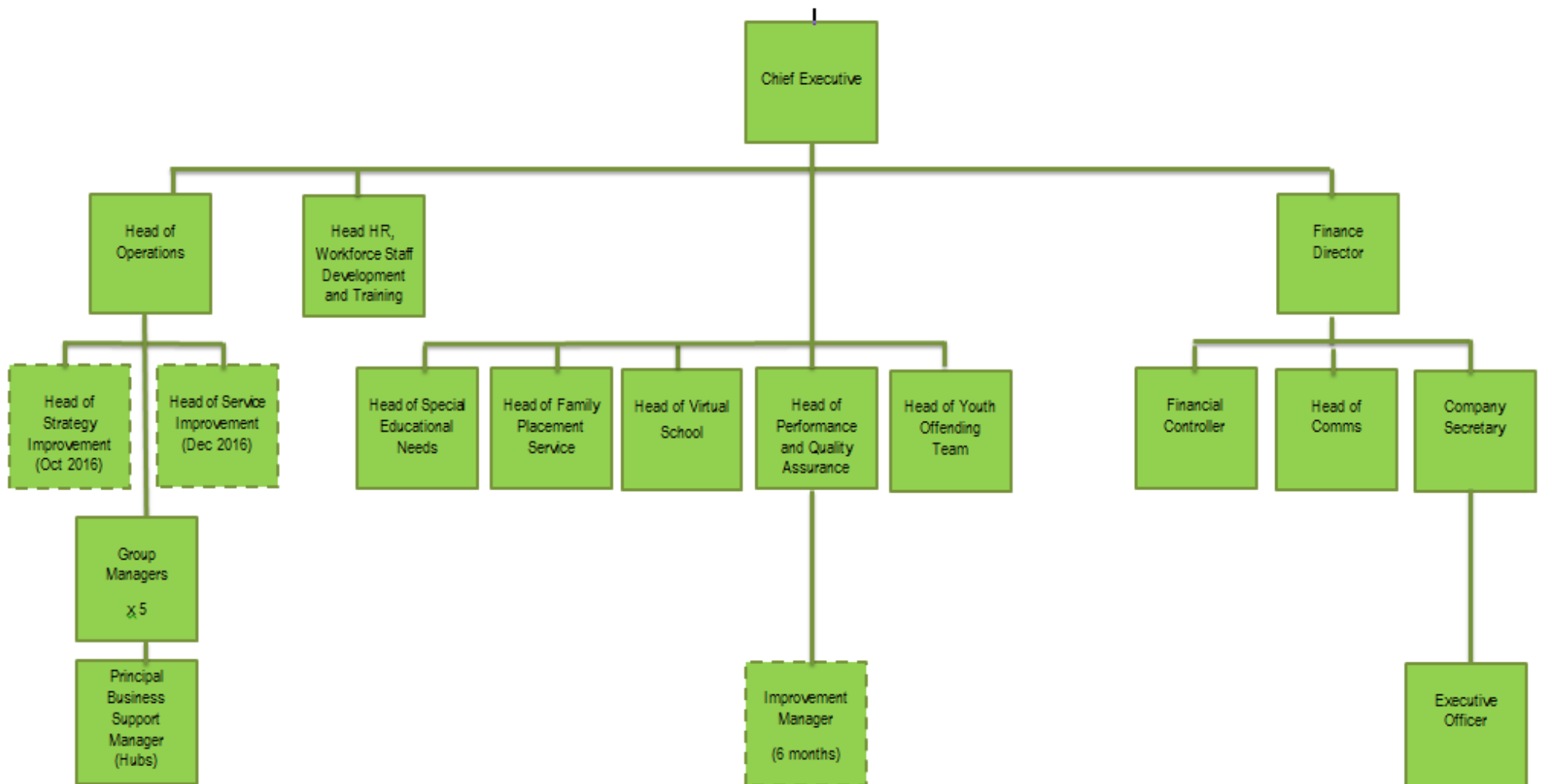
Appendix B: Organigrams

SBC organigram (2015) – at the point of transfer for Children's Services

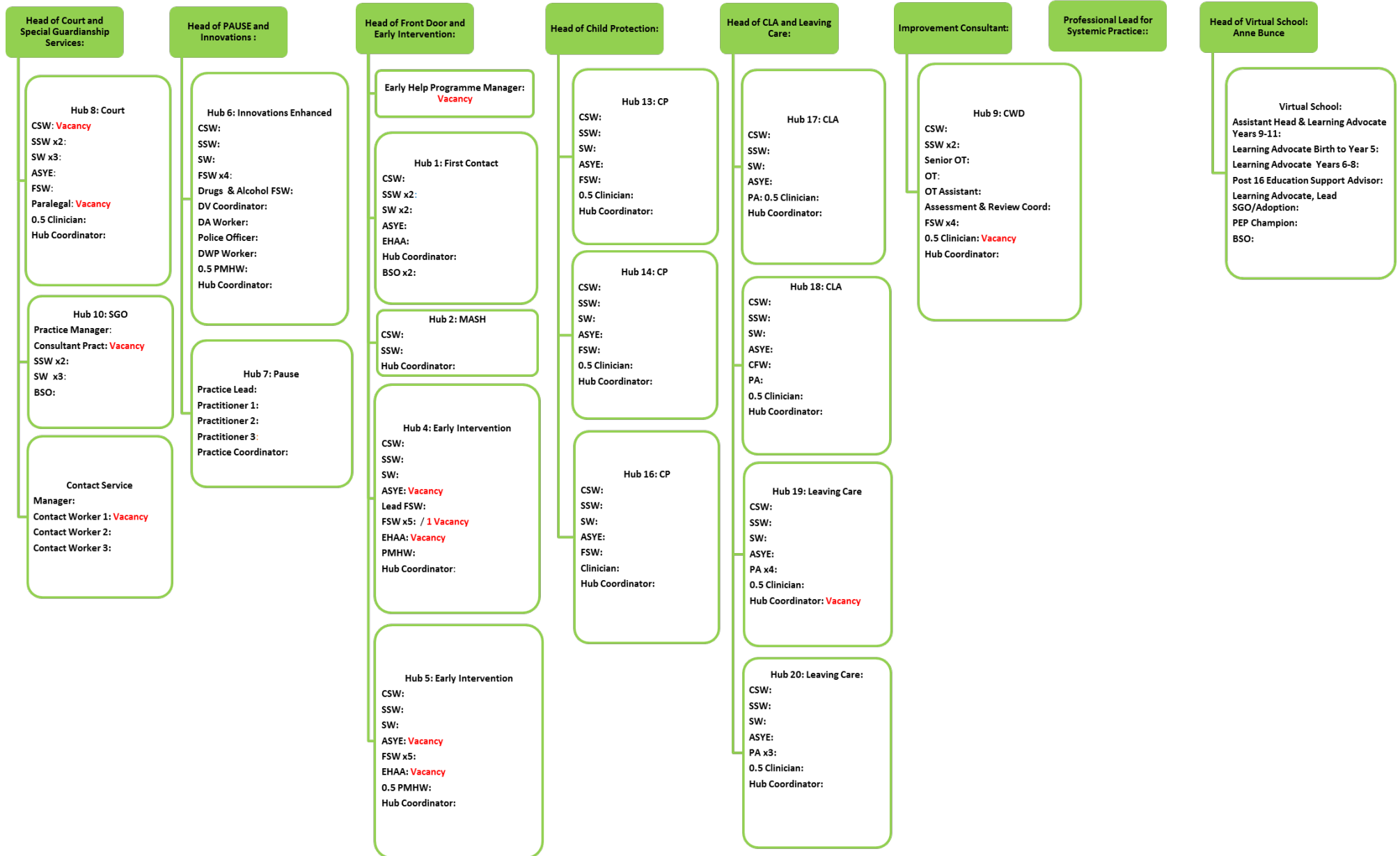### CHILDREN, YOUNG PEOPLE & FAMILIES STRUCTURE CHART

Operational from February 2015

Chief Executive
Ruth Bagley

Interim DCS
Krutika Pau

Assistant Director Children Young People & Families
Kitty Ferris

HOS Early Help Jane Morton	HOS Assessment & Children in Need Denise Goodwin	HOS Children with LDD Samia Baig	HOS CP and LAC Karl Davis	HOS Placement & Resources Jackie Pape	HOS Safeguarding and QA John Nixson	HOS YOT Shelley Larose
Early Help Duty	Children's Social Care Duty/MASH child.protection@slough.gov.uk.gcsx.gov.uk	LDD Children's Social Care	Protection and Care Teams x 4	Fostering & Adoption x 3 Fostering Recruitment Family & Friends Fostering Support & Supervision	Reviewing Manager	Preventative Manager/TVP
Targeted Family Support Team	Assessment & Children in Need Teams x 4	Children OT Service	Looked After and Care Leavers Team x 1		Quality Assurance Manager	Operational Manager
Troubled Families Programme		Responsible for all children social care ICT Development	Practice Development Manager	Mallards Residential Unit	LSCB Business Manager	Practice & Performance Development Manager
Early Help Assessment & Information				Breakaway	Safeguarding in Education Manager	
CAMHS Tier 2				Contact Service	LADO	
				LAC Education Wellbeing Team		

Trust Organigram (2018)

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                                    Chief Executive

        ┌──────────────┬──────────────────────────────┬──────────────────┐
  Head of          Head HR,                                          Finance
  Operations       Workforce Staff                                   Director
                   Development
                   and Training

   ┌────────┬────────┐      ┌─────────┬─────────┬─────────┬─────────┬─────────┐   ┌─────────┬─────────┬─────────┐
Head of    Head of Service   Head of    Head of    Head of    Head of    Head of    Financial   Head of    Company
Strategy   Improvement       Special    Family     Virtual    Performance Youth     Controller  Comms      Secretary
Improvement (Dec 2016)       Educational Placement  School     and Quality Offending
(Oct 2016)                   Needs      Service                Assurance  Team

  Group Managers                                               Improvement                                Executive
  x 5                                                          Manager                                    Officer

  Principal                                                    (6 months)
  Business
  Support
  Manager
  (Hubs)
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Hub model organigram (2018)

Head of Court and Special Guardianship Services:

Hub 8: Court
CSW: Vacancy
SSW x2:
SW x3:
ASYE:
FSW:
Paralegal: Vacancy
0.5 Clinician:
Hub Coordinator:

Hub 10: SGO
Practice Manager:
Consultant Pract: Vacancy
SSW x2:
SW x3:
BSO:

Contact Service Manager:
Contact Worker 1: Vacancy
Contact Worker 2:
Contact Worker 3:

Head of PAUSE and Innovations :

Hub 6: Innovations Enhanced
CSW:
SSW:
SW:
FSW x4:
Drugs & Alcohol FSW:
DV Coordinator:
DA Worker:
Police Officer:
DWP Worker:
0.5 PMHW:
Hub Coordinator:

Hub 7: Pause
Practice Lead:
Practitioner 1:
Practitioner 2:
Practitioner 3:
Practice Coordinator:

Head of Front Door and Early Intervention:

Early Help Programme Manager:
Vacancy

Hub 1: First Contact
CSW:
SSW x2:
SW x2:
ASYE:
EHAA:
Hub Coordinator:
BSO x2:

Hub 2: MASH
CSW:
SSW:
Hub Coordinator:

Hub 4: Early Intervention
CSW:
SSW:
SW:
ASYE: Vacancy
Lead FSW:
FSW x5: / 1 Vacancy
EHAA: Vacancy
PMHW:
Hub Coordinator:

Hub 5: Early Intervention
CSW:
SSW:
SW:
ASYE: Vacancy
FSW x5:
EHAA: Vacancy
0.5 PMHW:
Hub Coordinator:

Head of Child Protection:

Hub 13: CP
CSW:
SSW:
SW:
ASYE:
FSW:
0.5 Clinician:
Hub Coordinator:

Hub 14: CP
CSW:
SSW:
SW:
ASYE:
FSW:
0.5 Clinician:
Hub Coordinator:

Hub 16: CP
CSW:
SSW:
SW:
ASYE:
FSW:
Clinician:
Hub Coordinator:

Head of CLA and Leaving Care:

Hub 17: CLA
CSW:
SSW:
SW:
ASYE:
PA: 0.5 Clinician:
Hub Coordinator:

Hub 18: CLA
CSW:
SSW:
SW:
ASYE:
CFW:
PA:
0.5 Clinician:
Hub Coordinator:

Hub 19: Leaving Care
CSW:
SSW:
SW:
ASYE:
PA x4:
0.5 Clinician:
Hub Coordinator: Vacancy

Hub 20: Leaving Care:
CSW:
SSW:
SW:
ASYE:
PA x3:
0.5 Clinician:
Hub Coordinator:

Improvement Consultant:

Hub 9: CWD
CSW:
SSW x2:
Senior OT:
OT:
OT Assistant:
Assessment & Review Coord:
FSW x4:
0.5 Clinician: Vacancy
Hub Coordinator:

Professional Lead for Systemic Practice::

Head of Virtual School:
Anne Bunce

Virtual School:
Assistant Head & Learning Advocate Years 9-11:
Learning Advocate Birth to Year 5:
Learning Advocate Years 6-8:
Post 16 Education Support Advisor:
Learning Advocate, Lead SGO/Adoption:
PEP Champion:
BSO:

Appendix C: Performance Indicators

Summary of indicator

In addition to qualitative and staff survey evidence, the evaluation draws on a range of reviewed measures. The following list of measures were developed in collaboration with the DfE and the Trust following Wave 1. The measures reviewed were reported by the Trust and have grown following additional evidence provided by the Trust. Due to issues with data quality and availability, there was limited ability to consistently evidence change pre- and post-Trust, and as a result different time points within and across measures are used. We would expect some of the indicators to vary between those which might reasonably be expected to show a change quickly after a change in practice and those which need time to emerge (for example, children being subject to CPP for a second time, and length of placement). The following is a brief commentary on the indicators reviewed, which are summarised in detail in Table 1 overleaf. There is considerable room for interpretation with any indicator and so the below section describes the indicators and the above report contextualises these indicators.

Measure type	Performance measure	2015	2017	Source	Commentary
Contacts, referrals and early intervention					
	Number of referrals in the year ending March 31	2,282	5,688	Department for Education. "Statistics: children in need and child protection." 30 November 2017. https://www.gov.uk/government/collections/statistics-children-in-need	This year Slough included all contacts the Trust received in the year irrespective of whether or not they led to a referral being opened. This has significantly increased their number of referrals.
	Rate of referrals per 10,000 of children aged under 18 in the year ending March 31	572.4	1,373.7	Department for Education. "Statistics: children in need and child protection." 30 November 2017. https://www.gov.uk/government/collections/statistics-children-in-need	In 2017 Slough included all contacts the Trust received in the year irrespective of whether or not they led to a referral being opened. This has significantly increased their number of referrals.
	Timeliness of responding to referrals[1]	83.2% (Sept)	95.7% (Sept)	Internal	Timeliness of responding to referrals has improved.
	Time to undertake assessment in month of September[2]	42.5 (Sept)	48.4 (Sept)	Internal	The Trust reports it was clearing a large backlog of assessments in Sep 2017, so the average duration was longer than usual at this time.
	Proportion of referrals in month that were repeat referrals (within 12 months of previous referral)[3]	21% (March)	29% (March)	Department for Education. "Statistics: children in need and child protection." 17 May 2018.	Repeat referrals has increased between time points.

[1] Proportion of referrals received in month where the decision was made and authorised within 1 working day.
[2] The average time taken, from task start to authorisation, for all assessments completed during the month (regardless of when they started).
[3] Proportion of referrals in month that were repeat referrals (within 12 months of previous referral).

Early intervention and children in need					
	Children in need episodes at 31 March[4]	1,450	1,212	Department for Education. "Statistics: children in need and child protection." 30 November 2017. https://www.gov.uk/government/collections/statistics-children-in-need	Children in need episodes has reduced between time points.
	Rate of children in need at 31 March per 10,000 children	363.7	292.7	Department for Education. "Statistics: children in need and child protection." 30 November 2017. https://www.gov.uk/government/collections/statistics-children-in-need	Rate of children in need per 10,000 children has reduced between time points.
	Children subject to a child in need plan for over 12 months[5]	154 (Sept)	114 (Sept)	Internal	The number of children subject to a child in need plan for over 12 months as reduced between the time points.
Safeguarding and child protection					
	Children who were the subject of a child protection plan at 31 March[6]	112	153	Department for Education. "Statistics: children in need and child protection." 30 November 2017. https://www.gov.uk/government/collections/statistics-children-in-need	The number of children subject to a child protection plan increased between the time points.
	Rate of children who were the subject of a child protection plan at 31 March 2015 per 10,000 children	28.1	37.0	Department for Education. "Statistics: children in need and child protection." 17 May 2018.	
	Child protection Plans started that were repeat plans within 2 years[7]	11.0% (Sept)	13.8% (Sept)	Internal	The figures were reported by the Trust as varying by month due to small numbers – there has been a small increase in the rate of child protection plans started that were repeat plans within 2 years.
	Number of children who became the subject of a child protection plan during the year ending 31 March who became	25	66	Department for Education. "Statistics: children in need and child protection." 30 November 2017. https://www.gov.uk/government/collections/statistics-children-in-need	

[4] Number of children subject to a child in need plan at month end.
[5] Number of children subject to a child in need plan at month end where that plan had been ongoing for 12 months or more.
[6] Number of children subject to a child protection plan at month end.
[7] Proportion of child protection plans starting in month that were repeat plans within 2 years.

	the subject of a plan for a second or subsequent time				
	Percentage of children who became the subject of a child protection plan during the year ending 31 March who became the subject of a plan for a second or subsequent time	14.5%	22.6%	Department for Education. "Statistics: children in need and child protection." 30 November 2017. https://www.gov.uk/government/collections/statistics-children-in-need	The rate has increased between the two time points.
	Percentage of children subject to a CP Plan visited in the last 2 weeks[8]	90.2% (Sept)	83.3% (Sept)	Internal	The rate has reduced between the two time points.
Children looked after					
	Children looked after at 31 March	195	190	Department for Education. "Statistics: Children looked after in England including adoption." 30 November 2017. https://www.gov.uk/government/statistics/children-looked-after-in-england-including-adoption-2014-to-2015	The rate has slightly reduced between the two time points.
	Rate of children looked after per 10,000 at 31 March under 18 years	49	46	Department for Education. "Statistics: Children looked after in England including adoption." 30 November 2017. https://www.gov.uk/government/statistics/children-looked-after-in-england-including-adoption-2014-to-2015	The rate has slightly reduced between the two time points.
	Children looked after (CLA) at month end[9]	197 (Sept)	213 (Sept)	Internal	The number has increased between time points.
	Locality of CLA[10]	25.9% (Sept)	26.9% (Sept)	Internal	Slough is a very small local authority, so measuring distance is deemed more useful than simply using the borough boundary. The

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[8] Child protection plans, active for 2 weeks or more at month end, where child was visited and seen in last 10 working days of month

[9] Number of children in full-time care at month end. Measure excludes young people in respite care

[10] Proportion of full-time CLA placed 20 miles or more from their previous home address

				rate is similar across time points.
Proportion of children returning home in the last 2 years who have been admitted to care again subsequently[11]	5.6% (Sept)	4.3% (Sept)	Internal	The rate has reduced.
% of CLA with 3 or more placements in the last year[12]	15.2% (Sept)	10.3% (Sept)	Internal	This measure is affected by the cohort of CLA; in particular, how long they have been in care. Regardless, the rate has reduced.
Children looked after who participated in their CLA review[13]	93.9% (Sept)	97.1% (Sept)	Internal	The rate has increased between the two time points.
Children looked after with a completed personal education plan (PEP)[14]	Not available	82.3% (Sept)	Internal	This information is not available for Sep 2015; recording systems in the virtual school were not properly in place then. 30th September is an awkward time to measure this as it is close to the beginning of the academic year, so the definition of a completed PEP includes those completed in the previous academic year. The indicator will not reach 100% due to admissions shortly before 30th Sept.
Children looked after immunised by end of year[15]	69.1% (Sept)	68.1% (Sept)	Internal	The Trust reports that figures are vulnerable to delays in writing up and

[11] Proportion of children who left care in the 2 years to month end and were readmitted to care prior to month end
[12] Proportion of CLA who have had 3 or more placements in the last 12 months
[13] % of CLA who participated in their CLA review, where that review was held in the month
[14] Proportion of CLA who were aged 1-17 (and, in the early years only, attending a setting), and who had a completed PEP at month end (including a PEP completed in the previous academic year). A PEP is considered completed for these purposes even if not yet written up on 30th September, or if the PEP meeting had not yet taken place by 30th Sep but would take place prior to the statutory deadline
[15] Proportion of CLA, in care for 12 months or more, for whom all immunisations were up to date at month end. Note that where records are not available, child has not counted as fully immunised even if parent or carer states that this is the case.

	Children looked after with a dental check by end of year[16]	96.3% (Sept)	85.5% (Sept)	Internal	uploading records so these rates should be cautiously interpreted. Reported rates for these health checks have reduced across the two time points.
	Children looked after with a health check by end of year[17]	97.3% (Sept)	84.8% (Sept)	Internal	
Fostering, adoption and permanence					
	Number of looked after children adopted during the year	25	10	Department for Education. "Statistics: Children looked after in England including adoption." 30 November 2017. https://www.gov.uk/government/statistics/children-looked-after-in-england-including-adoption	The number has significantly reduced between time points.
	Percentage of looked after children adopted during the year[18]	20	10	Department for Education. "Statistics: Children looked after in England including adoption." 30 November 2017. https://www.gov.uk/government/statistics/children-looked-after-in-england-including-adoption	The number has significantly reduced between time points.
	Days taken from entering care to adoption[19]	670 (2012/15)	576 (2014/17)	. "Adoption Scorecards" https://www.gov.uk/government/publications/adoption-scorecards	Between the time points, the number of days has reduced significantly.
	Number of out of area placements[20]	141 (Sept)	131 (Sept)	Internal	The number of out of area placements has reduced though remains high. The Trust reports adoptive placements with restricted addresses are not included. If these were included in the number of out of area placements, these would rise to 145 in Sep 2015 and 136 in Sep 2017.

[16] Proportion of CLA, in care for 12 months or more, for whom all dental checks were up to date at month end

[17] Proportion of CLA, in care for 12 months or more, for whom all health checks were up to date at month end

[18] Percentages based on the number of children that ceased to be looked after during the year.

[19] Average time in days between a child entering care and moving in with their adoptive family, for children adopted in the previous 12 months

[20] Number of current placements that were located outside of Slough at month end

				Internal	
	Proportion of in-house fostering placements [21]	34.3% (Sept)	32.4% (Sept)	Internal	The rate of in-house fostering placements is relatively unchanged between time points. The Trust notes that if family and friends were included, this proportion would increase to 42.1% in Sep 2015 and 43.7% in Sep 2017.
	Annual costs for out of area placements [22]	Not available	£6.4m (Sept)	Internal	This information is not available for Sep 2015; SBC was unable to provide this information when services transitioned into the Trust.
Care leavers					
	Care leavers, including eligible, relevant and former relevant young people [23]	174 (Sept)	158 (Sept)	Internal	The number has reduced between time points.
	Care leavers over age 18 [24]	116 (Sept)	107 (Sept)	Internal	The number has reduced between time points.
	% of care leavers in education, employment or training [25]	40.7% (Sept)	44.2% (Sept)	Internal	The rate has increased slightly between time points. The Trust notes this is based on a cohort defined at the start of each financial year, which is designed to simulate later statistical release information.

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[21] Proportion of current fostering placements that were with an in-house carer at month end
[22] Cost of placements outside Slough between 1st Oct 2016 and 30th Sep 2017
[23] Number of care leavers, including eligible, relevant and former relevant but excluding qualifying young people, at month end
[24] Number of care leavers, including eligible, relevant and former relevant but excluding qualifying young people, at month end who were aged 18 or above
[25] Proportion of care leavers (excluding qualifying) who were in education, employment or training at month end (according to their most recent keeping in touch contact)

	% of care leavers with a current Pathway Plan[26]	56.0% (Sept)	76.6% (Sept)	Internal	The rate has increased between time points.
	Care leavers in suitable accommodation[27]	63.0% (Sept)	77.9% (Sept)	Internal	The rate has increased between time points.
Workforce and caseload					
	Number of permanent and fixed-term staff occupying establishment posts at month end [28]	Not available	291 (Sept)	Internal	No establishment list existed when the Trust came into being, and HR records from that period are reportedly unreliable.
	FTE number of children's social workers at 30 September	77.3*	unavailable	* Department for Education. "Statistics: Children's social work workforce." 30 November 2017. https://www.gov.uk/government/statistics/childrens-social-work-workforce-2015	
	Turnover rate of FTE children's social worker during year ending 30 September	14*	15.6 (Sept)	* Department for Education. "Statistics: Children's social work workforce." 17 May 2018.	
	FTE number of agency workers at 30 September	54*	unavailable	* Department for Education. "Statistics: Children's social work workforce." 30 November 2017. https://www.gov.uk/government/statistics/childrens-social-work-workforce-2015	
	Agency worker rate at 30 September	41*	31.9 (Sept)	* Department for Education. "Statistics: Children's social work workforce." 17 May 2018. **Internal	Agency worker rate nearly halved.
	Average number of cases per qualified social worker at month end	8.5 (Sept)	15% (Dec)	Department for Education. "Statistics: Children's social work workforce." 17 May 2018.	While the rate appears to have increased, the number of social workers with a disproportionality high number of cases has reduced overall.

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[26] Proportion of care leavers (excluding qualifying) whose Pathway Plan was reviewed within the last 6 months at month end
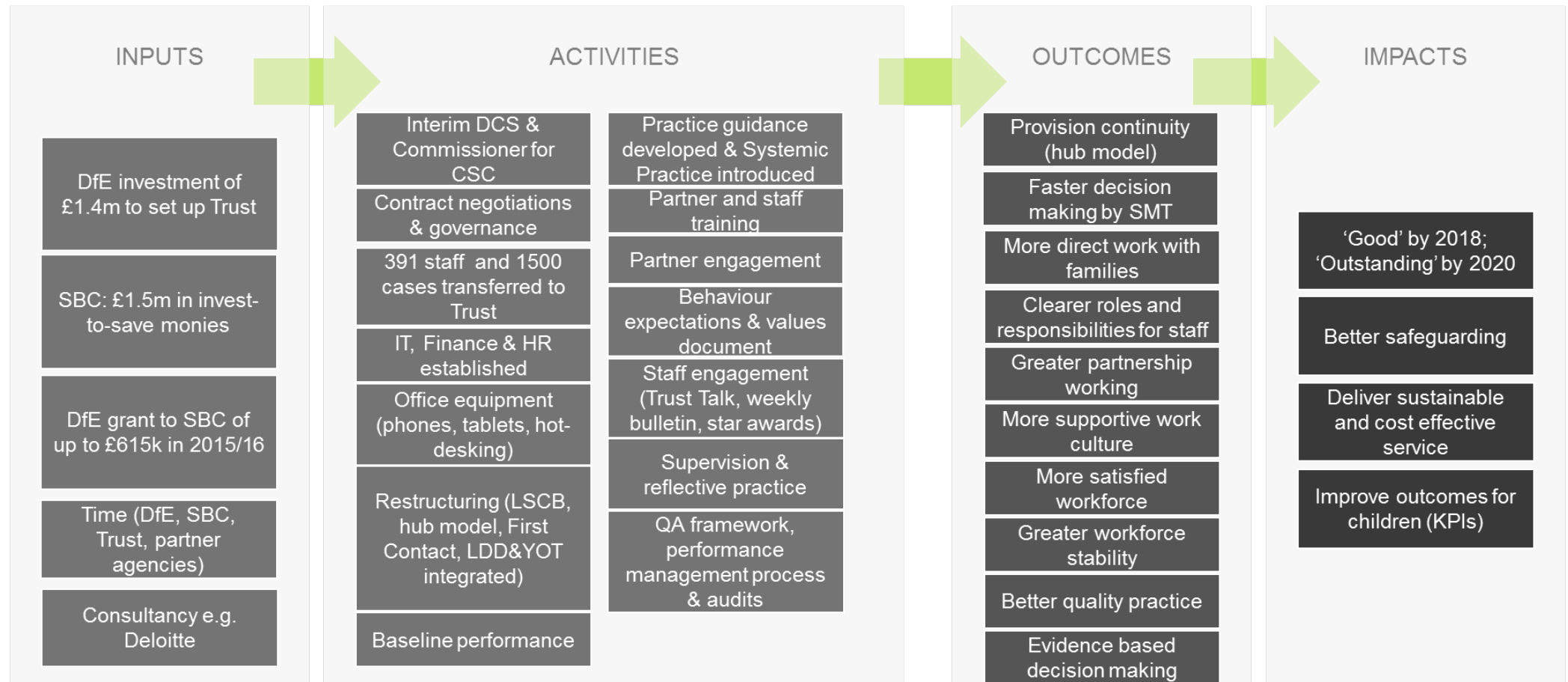[27] Proportion of care leavers (excluding qualifying) who were in suitable accommodation at month end (according to their most recent keeping in touch contact)
[28] Number of permanent and fixed-term staff occupying establishment posts at month end

Number of days of staff sickness in the 12 months to 30th Sep	Not available	1,988	Internal	No information on staff sickness in SBC is available.
Children in Need per social worker, y/e 30th Sept	Not available (14.4 for 2016)	14.6	Pg 28 Slough Childrens Trust – Indicators 2017, CIN and SW update	
Vacancy rate of social workers (FTE) y/e 30 Sept 2017	35	29.6	Pg 29 Slough Childrens Trust – Indicators 2017, CIN and SW update	

Appendix D: Logic Model

Slough Children's Services Trust Logic Model

INPUTS

- DfE investment of £1.4m to set up Trust
- SBC: £1.5m in invest-to-save monies
- DfE grant to SBC of up to £615k in 2015/16
- Time (DfE, SBC, Trust, partner agencies)
- Consultancy e.g. Deloitte

ACTIVITIES

- Interim DCS & Commissioner for CSC
- Contract negotiations & governance
- 391 staff and 1500 cases transferred to Trust
- IT, Finance & HR established
- Office equipment (phones, tablets, hot-desking)
- Restructuring (LSCB, hub model, First Contact, LDD&YOT integrated)
- Baseline performance

- Practice guidance developed & Systemic Practice introduced
- Partner and staff training
- Partner engagement
- Behaviour expectations & values document
- Staff engagement (Trust Talk, weekly bulletin, star awards)
- Supervision & reflective practice
- QA framework, performance management process & audits

OUTCOMES

- Provision continuity (hub model)
- Faster decision making by SMT
- More direct work with families
- Clearer roles and responsibilities for staff
- Greater partnership working
- More supportive work culture
- More satisfied workforce
- Greater workforce stability
- Better quality practice
- Evidence based decision making

IMPACTS

- 'Good' by 2018; 'Outstanding' by 2020
- Better safeguarding
- Deliver sustainable and cost effective service
- Improve outcomes for children (KPIs)

Appendix E: Services transferred to the Trust

Below is a list of services that were transferred from SBC to the Trust on 1st October 2015:

- Early Help
- Assessment and Children in Need
- Child Protection and Looked After Children
- Placement and Resources
- Safeguarding and Quality Assurance (including Independent Reviewing Officer Service)
- Administrative and business support within Children's Social Care
- Learning and professional development for Children's Social Care
- IT and information systems – professional support role
- Local Safeguarding Children Board functions
- Operational commissioning for children's services
- Children with Learning Difficulties and Disabilities (LDD)
- Youth Offending Team
- Virtual School
- Performance management
- SEN Assessment Team
- Troubled Families Posts that relate to the delivery of social care

Appendix F: Case loads across the Trust

Below is data on case loads provided by the Trust in February 2018:

Caseloads (as at 27/12/2017)

Team	Grand Total	Service Total	No. of Workers	Avg. Cases per worker
Hub 01 First Contact & MASH	3	3	1	3.0
Hub 04 Early Intervention	39	69	7	5.6
Hub 05 Early Intervention	30		7	4.3
Hub 06 Enhanced Innovation	105	105	5	21.0
Hub 07 CWD	232	232	11	21.1
Hub 08 Court Hub	66	66	7	9.4
Hub 13 Child Protection	97	285	6	16.2
Hub 14 Child Protection	87		6	14.5
Hub 16 Child Protection	101		5	20.2
Hub 17 CLA	66	130	5	13.2
Hub 18 CLA	64		5	12.8
Hub 19 Leaving Care	73	135	7	10.4
Hub 20 Leaving Care	62		5	12.4
Grand Total	1026		78	13.2

Appendix G: List of KPIs

Below is a list of draft contractual performance indicators developed by SBC in 2015:

<u>**Contractual Performance Indicators**</u>
Safeguarding and child in need
1. % of re-referrals to CSC within 12 months
2. % of section 47s that led to ICPC in month
3. % of children subject to a CP for a second or subsequent time within 2 years
4. % of children subject to CP Plans for 2+ years
5. % of children subject to CP Plan visited in the last 10 working days and seen alone
6. % of referrals with decision and authorisation within 1 workday
7. Rate of Early Help open cases per 10,000 under 18 population
8. % of Early Help Assessments that resulted in a service place where outcomes were achieved
9. % of contacts to referral
10. Number of contacts
11. Number of referrals
12. Number of children subject to a CP Plan
13. Number of full time LAC at month end
14. % of children subject to child in need plans for over 12 months
15. % of child in need plans reviewed within timescales (6 months?)
16. % of ICPCs held within statutory timescale
17. % of RCPCs held within timescale

Looked after children
18. % of looked after children with 3 or more placements within 1 year
19. % of looked after children placed 20+ miles from home (excluding those placed for adoption)
20. % of looked after children who have received a statutory visit in the last 6 weeks and seen alone
21. % of children missing from care who have an independent return interview within timescale
22. % of LAC reviews where the IRO has met with the child and their views represented within the meeting
23. % of LAC with a current Care Plan that includes a permanency plan (where appropriate)

Fostering
24. Number of approved Trust foster care households

Care Leavers
25. % of care leavers in education, employment or training (age 19-21)
26. % of eligible looked after children with current Pathway Plan

LDD and SEN
27. % of statutory EHCP assessments completed within 20 weeks (including exceptions)
28. Number of Direct Payment packages and personal budgets

Workforce

29. % of permanent fieldwork staff
30. Average number of cases allocated per social worker
31. % of staff absenteeism
32. % of staff in post 2 years+
33. % of staff 2 years post qualifying

LDD and SEN
34. % of statutory EHCP assessments completed within 20 weeks (excluding exceptions)
35. Number of conversions to EHCP completed [establish timetable]
36. Number of new requests for EHCPs by age phase
37. % of new requests for EHCPs refused by age phase
38. % of new requests for EHCPs approved by age phase
39. % of children with EHCP/statement by school type and age phase
40. Number of young people (post-16) with EHCP/statement by destination
41. Number of tribunals
42. % of tribunals won
43. % of tribunals lost
44. % of tribunals conceded

Non-Contractual Performance Indicators
Financial Performance Indicators (monitored quarterly)

Fostering
1. Total cost and average cost per secure unit placement
2. Total cost and average cost per residential placement
3. Total cost and average cost per external residential placement
4. Total cost and average cost per non-Trust foster placement
5. Total cost and average cost per Trust foster care placement

Workforce
6. Total cost and average cost per fieldwork agency staff

Compliance Performance Indicators (monitored quarterly)
Other
7. % of FOI requests responded to within statutory timescales (20 working days)
8. % of SAR requests responded to within timescales (40 working days)
9. Number of formal complaints received by Trust in month
10. Outcomes of complaints
11. % of formal complaints responded to within timescales

Performance Indicators monitored through the LSCB
Safeguarding and child in need
12. % of contacts received in month that received 'no further action'

13. Section 47 enquiries completed in month
14. Rate of section 47s per 10,000 under 18 population
15. % of ICPC where CP Plan was not commenced
16. Number of children subject to a CP Plan
17. Rate of CP Plans per 10,000 under 18 population
18. % of CP Plans due to Neglect
19. % of CP Plans due to Physical abuse

20. % of CP Plans due to Sexual Abuse
21. % of CP Plans due to Emotional Abuse
22. % of CP Plans due to multiple components
23. % of children subject to CP Plan visited in the last 10 working days
24. Annual % of children consistently visited to target timescales
25. Number of CP Plans ended in year to date

Other - Domestic Violence
26. % of CSC cases involving domestic violence as parental factor (victim and perpetrator)
27. % of EH cases involving domestic violence as parental factor (victim and perpetrator)

Other - Alcohol and Substance Misuse
28. % of CSC open cases involving alcohol or substance misuse as parental factor

Other - Parental Mental Health
29. % of CSC open cases involving mental ill health as parental factor

Other - CSE
30. % of cases open to CSC with CSE identified
31. % of cases open to CSC with CSE identified with disruption strategies in place

Other - FGM
32. % of cases open to CSC with FGM identified

Other - Radicalisation
33. % of referrals where radicalisation/extremism is a factor
34. % of cases open to CSC with radicalisation/extremism an identified factor

Performance Indicators monitored through the Corporate Parenting Panel
Looked after children
35. Number of looked after children (excluding respite)
36. Rate of looked after children (excluding respite) per 10,000 under 18 population
37. % of looked after children (excluding respite) who have been in care for at least 12 months
38. % of looked after children <16 years of age who have been in care for >2.5 years and in the same placement for 2+ years
39. % of looked after children who have received a statutory visit in the last 6 weeks
40. % of looked after children who are up to date with their health and dental checks
41. Immunisation data
42. SDQ scores
43. Number of children and number of episodes per child that are looked after who went missing from placement
44. Number of children and number of episodes per child that went missing from home
45. % of looked after children statutory review held within timescale in year to date (April - March)
46. School absence levels for LAC
47. Speed at which LAC are placed in school
48. % of eligible looked after children achieving level 4 at Key Stage 2 in English
49. % of eligible looked after children achieving level 4 at Key Stage 2 in maths

50. % of eligible looked after children achieving 5 A*-C at Key Stage 4 (GCSE) including English and maths

Care Leavers
51. Number of care leavers (eligible, relevant and former relevant)
52. % of care leavers in contact with LA
53. % of care leavers in suitable accommodation (age 19-21)

Performance Indicators monitored through statutory Adoption Returns Adoption
54. Number of looked after children adopted
55. Number of looked after children issued with SGO
56. Number of potential adoptors available to LA
57. % of looked after children adopted in year to date who were placed in their adoptive placements within a year of best interests
58. % of looked after children who wait less than 18 months from entering care to moving in with adoptive family

Performance Indicators monitored through Youth Justice Board Returns YOT
59. Rate of proven re-offending by young offenders
60. Number of first time entrants into Youth Justice System aged 10-17
61. Ethnicity breakdown of young offenders

Performance Indicators monitored through the Trust's Quality Assurance Framework
Workforce
62. Number of casework audits completed
63. % of casework judged to be 'good' or better
64. % of case work judged to be 'inadequate'

Department for Education

The views expressed in this report are the authors' and do not necessarily reflect those of the Department for Education.

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