

CABINET ITEM COVERING SHEET PROFORMA

AGENDA ITEM

REPORT TO CABINET
16 MARCH 2017

REPORT OF SENIOR
MANAGEMENT TEAM

CABINET DECISION

Children and Young People – Lead Cabinet Member – Councillor McCoy

CHILDREN'S HUB – PERFORMANCE REPORT – QUARTER 1/QUARTER 2

1. Summary

This report provides information on the first six months' Quarter 1 and Quarter 2 performance of the North of Tees Multi-Agency Children's Hub which became operational on 1 June 2016.

2. Recommendations

Cabinet is asked to:

- (1) Note the performance report.
- (2) Cabinet is requested to agree further six monthly performance reports come to Cabinet.

3. Reasons for the Recommendations/Decision(s)

Best practice indicates that a multi-agency approach is the most effective way of making decisions about how best to deal with children and their families to secure the best possible outcomes.

4. Members' Interests

Members (including co-opted Members) should consider whether they have a personal interest in any item, as defined in **paragraphs 9 and 11** of the Council's code of conduct and, if so, declare the existence and nature of that interest in accordance with and/or taking account of **paragraphs 12 - 17** of the code.

Where a Member regards him/herself as having a personal interest, as described in **paragraph 16** of the code, in any business of the Council he/she must then, **in accordance with paragraph 18** of the code, consider whether that interest is one which a member of the public, with knowledge of the relevant facts, would reasonably regard as so significant that it is likely to prejudice the Member's judgement of the public interest and the business:-

- affects the members financial position or the financial position of a person or body described in **paragraph 17** of the code, or

- relates to the determining of any approval, consent, licence, permission or registration in relation to the member or any person or body described in **paragraph 17** of the code.

A Member with a personal interest, as described in **paragraph 18** of the code, may attend the meeting but must not take part in the consideration and voting upon the relevant item of business. However, a member with such an interest may make representations, answer questions or give evidence relating to that business before the business is considered or voted on, provided the public are also allowed to attend the meeting for the same purpose whether under a statutory right or otherwise (**paragraph 19** of the code)

Members may participate in any discussion and vote on a matter in which they have an interest, as described in **paragraph 18** of the code, where that interest relates to functions of the Council detailed in **paragraph 20** of the code.

Disclosable Pecuniary Interests

It is a criminal offence for a member to participate in any discussion or vote on a matter in which he/she has a disclosable pecuniary interest (and where an appropriate dispensation has not been granted) **paragraph 21** of the code.

Members are required to comply with any procedural rule adopted by the Council which requires a member to leave the meeting room whilst the meeting is discussing a matter in which that member has a disclosable pecuniary interest (**paragraph 22** of the code)

AGENDA ITEM

**REPORT TO CABINET
16 MARCH 2017**

**REPORT OF SENIOR
MANAGEMENT TEAM**

CABINET DECISION

CHILDREN'S HUB – PERFORMANCE REPORT – QUARTER 1/QUARTER 2

SUMMARY

This report provides information on the first six months' Quarter 1 and Quarter 2 performance of the North of Tees Multi-Agency Children's Hub which became operational on 1 June 2016.

RECOMMENDATIONS

Cabinet is asked to:

- (1) Note the performance report.
- (2) Cabinet is requested to agree further six monthly performance reports come to Cabinet.

DETAIL

Hub Information

1. The Hub became operational on 1 June 2016 (the staffing structure is attached at Appendix 1).
2. During this time Stockton Local Authority had its four week Inspection of Children's Services (SIF) – it was noted by Ofsted:

“The Children's Hub provides Stockton-on-Tees, in partnership with Hartlepool Borough Council, with a new single point of entry to children's social care. This new initiative brings together key agencies across the North Tees area which deliver services jointly to both boroughs. The Children's Hub benefits from partner agencies being co-located. This is already leading to earlier and more effective identification of risk, improved information sharing and joint decision-making. While contacts remain high, the number of strategy meetings and cases transferred for assessment have been reduced in the first two weeks of implementation. Information sharing and decision-making are effective, but the new arrangements currently lack evidence of recorded management decisions.”

3. Since the Hub became operational regular Multi-Agency meetings have taken place to monitor the performance and quality of the work in the Hub.
4. The Multi-Agency Strategic Management Board (SMB), which was set up to establish the Hub, has continued to meet regularly alongside the meeting of operational partners – known as the Partner Review meetings.

5. The membership of the two meetings is attached at Appendices 2 and 3.
6. A key set of performance indicators has been agreed by the SMB, and Quarter 1 and Quarter 2 performance is attached at Appendix 4. The performance indicators where possible are measured against baseline performance information for 2015/2016. The key areas to highlight in Q1 and Q2 performance are as follows:
 - The percentage of enquiries passed to the Assessment Team that were closed as No Further Action prior to assessment has reduced from baseline of 10.2% to 4.77%.
 - The percentage of Social Care Assessments resulting in No Further Action has reduced from a baseline of 21.83% in 2015/16 to 8.77% up to Q2.
 - Percentage of dashboard cases resulting in No Further Action is 27.82%.
 - Percentage of cases leading to Pathway to Early Help 13.77% – this has reduced from 2015/16 figure, and needs to be considered alongside number of cases referred direct to Early Help.
 - Percentage of cases resulting in Pathway to Single Agency is 4.45%.
 - Percentage of Re-referrals within 12 months of the previous referral is 19.8%.
 - Percentage of all Referrals, including Early Help with an outcome/decision within one working day is 72%. A piece of work is to be undertaken to ensure all Social Care cases are responded to in one day.
 - Police Chub attendance at Strategy discussions/meetings is 96%.
 - Health Chub attendance at Strategy discussions/meetings is 88%.
7. A number of Qualitative Audits have also been undertaken over the first 6 months of the Hub becoming operational.
8. The first Audit which was undertaken by Stockton Borough Council staff was in response to the recommendation in the Ofsted SIF report regarding the lack of evidence of management decision making on the Hub referrals.
9. As a result of this recommendation new processes were put in place and an audit of cases in November 2016 confirmed that management oversight was now evident in all of the Hub cases that went to the Social Work Assessment Teams.
10. This was not the case however of all cases that went to Early Help. A further more recent audit of referrals to the Hub to the Early Help Team did identify that in all cases there was now management oversight evident.
11. During the month of September 2016, all agencies undertook a 20% dip sample of cases to ensure that the referrals and action that had also been identified were completed.
12. In Stockton's case this sample included 37 children where the cases then went to the Assessment Teams (Social Work Teams) and 23 cases where the cases went from the Hub to the Early Help Team (cases which did not meet the threshold for Children's Social Care).

13. In relation to the 37 cases which were referred to the Assessment Teams, the Service Manager for the Teams confirmed the following:
 - All children sampled were appropriate to transfer to the Assessment Teams.
 - All thresholds were agreed by both the Hub and Assessment Team Managers.
 - All referrals were responded to in a timely manner.
 - There was written evidence of management decision making in relation to all children.
14. In relation to the 23 cases referred to Early Help, the Service Manager for Early Help confirmed the following:
 - In 16 of the 23 cases it was appropriate for cases to go to Early Help, in the 8 cases where this was not felt to be appropriate, the view in these cases was that 5 cases could have gone from the referring agency straight to Early Help and did not need to go via the Hub, the remaining 3 should have been considered on the dashboard for social care assessment.
 - In 21 of 23 referrals the Hub referral was clear, and the reasons for the referral clearly outlined.
 - There was limited reference to the threshold document in the referral with only 4 of the 23 evidencing that.
 - Only 4 of the 23 also had dashboard information currently (this is due to partner agencies' capacity to check their systems and records). The CHUB Team Manager rates the referral on initial information only higher levels go on the on the dashboard the partners do not give information or support decision making on these referrals.
 - In 20 of the 23 cases 86% the referral was appropriate to be passed from the Hub to Early Help Team. The remaining 3 should have been considered for social care assessment
15. Since the Hub was established a dispute resolution process has been introduced – there have only been a small number of cases where agreement has not been reached on cases. Future performance reports will provide exact numbers.
16. The Hub also asked all partner agencies to confirm that when the Hub had referred to single agency partners that actions had taken place on the cases as recommended.
17. The following findings came from this Audit:
 - In 100% of the referrals to CAMHS actions had taken place.
 - In 80% of the referrals to NTHFT actions had taken place.
 - In 100% of the referrals to Schools actions had taken place.
 - In 15 out of 62 (24%) actions had taken place with Harbour. Noted this was not because Harbour did not make contact with families, it was because families would not engage – this information has been passed to Harbour and a more detailed piece of work is taking place to understand why families have not engaged.
 - Police – 100% of Police referrals action was taken.

18. Alongside this work all referrals received into the Hub that were No Further Action (NFA) or where advice and guidance was offered were sent back to the referring agency to consider if the referrals had been appropriate.
19. The following was found (note these are single children, some will be families):
 - A & E – only 15 out of 30 were felt to be appropriate
 - CAMHS – 4 out of 8 (50%)
 - Education – 8 out of 35 (23%)
 - Health – 5 out of 15 (33%)
 - Probation – 100% = 10/10
 - GPs – 4 out of 5 (80%)
 - Police – 57 out of 76 (75%)
 - Adult Mental Health – 3 out of 8 (38%)
 - Harbour – 6 out of 6 (100%)
20. Since the Hub was established regular meetings have taken place with the Hub staff and school representatives, including attendance at the termly Safeguarding Schools Forum. The Designated Education Officer role in the Hub (DEO) also has been contacted on a regular basis to give advice on cases and guidance on when to refer cases into the Hub. Further work will continue in order that schools understand thresholds more fully and also referrals to Early Help Service.
21. A further piece of work is also being undertaken by the previous DCS, looking at a sample of the Education No Further Action referrals and the outcomes. The outcome of this work will be reported in next performance report.
22. Stockton Borough Council also undertook an audit of all referrals received into the Hub by North East Ambulance Service (NEAS). There were 12 in total:
 - On 9 out of 12 the referral was clear
 - In 11 out of 12 the reason for referral was clear
 - In 7 out of 12 this was an appropriate referral to
23. Another piece of work undertaken was the analysis of school referrals and time that these arrived into the Hub.
24. Hartlepool Borough Council and Stockton Borough Council together checked 22 referrals of which:
 - 46% arrived into the Hub after 3.00pm
 - 41% arrived into the Hub after 3.30pm
 - 27% arrived into the Hub after 4.00pm
 - 23% arrived into the Hub after 4.30pm
 - 18% arrived into the Hub after 5.00pm and not referred by school to EDT

and a number of referrals arrived after 4.30/5.00pm – as a result of this piece of work, further work is taking place with schools to ensure they refer any concerns into the Hub promptly and that they are aware of the need to contact EDT if it is after normal working hours.
25. During the first six months of the Hub, one complaint was received in relation to the Hub – this is currently being adjudicated on at the Independent Investigation stage.

26. The Hub has also requested an External review of the Hub arrangements and colleagues from North Yorkshire Local Authority have agreed to undertake a review in early March with a view to making any recommendations which will improve the processes within the Hub and with partners.

COMMUNITY IMPACT IMPLICATIONS

27. No implications.

FINANCIAL IMPLICATIONS

28. None.

LEGAL IMPLICATIONS

29. None.

RISK ASSESSMENT

30. Low risk.

COUNCIL PLAN POLICY PRINCIPLES AND PRIORITIES

31. - Protecting the vulnerable through targeted intervention.
- Support families through effective Early Help.
- Ensure children and young people in need of help and protection get the help and support they need.

CORPORATE PARENTING IMPLICATIONS

32. None.

CONSULTATION INCLUDING WARD/COUNCILLORS

33. Consultation with Lead Cabinet Member.

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Education related?

No

Background Papers

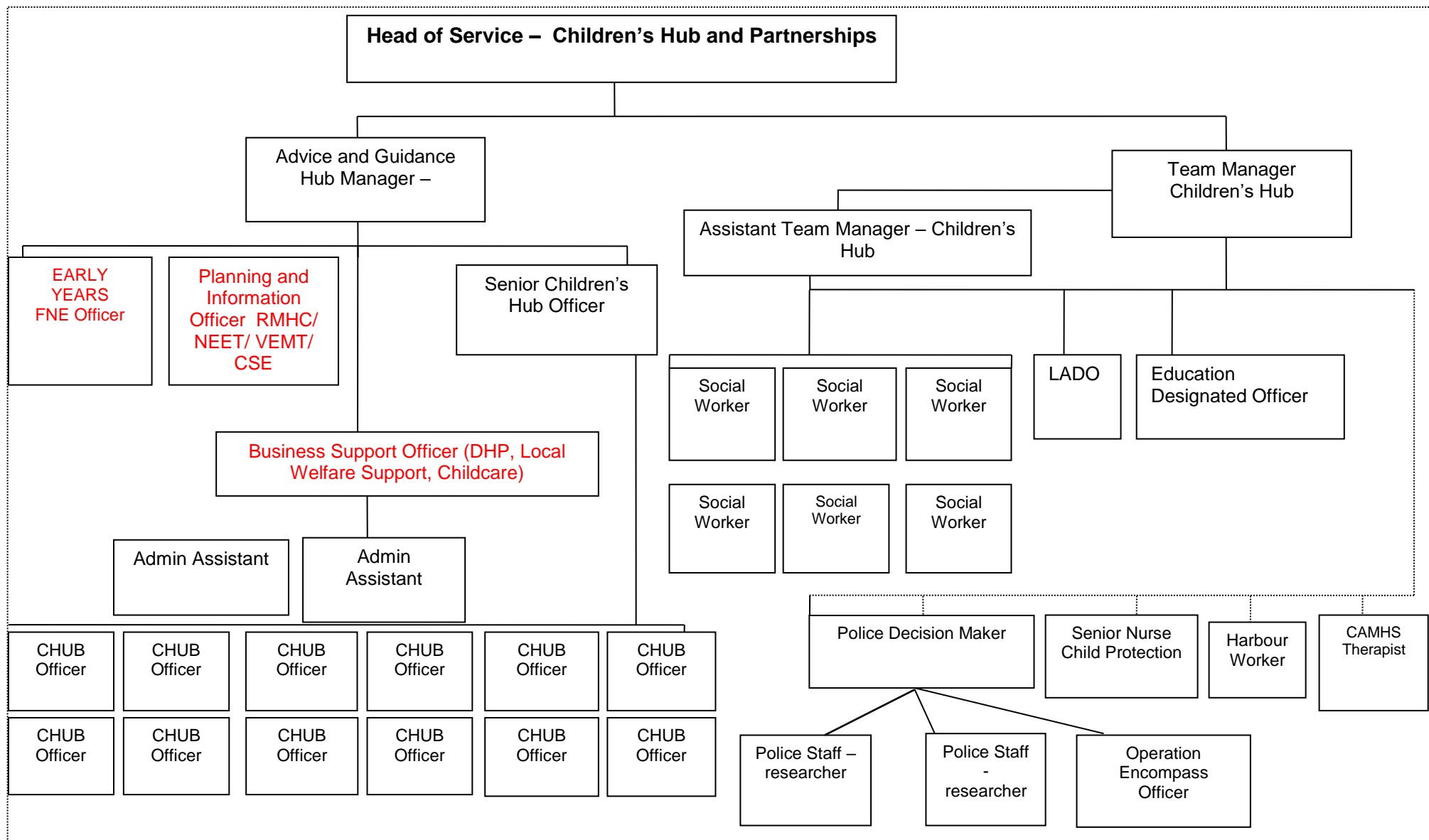
Cabinet Report dated 14 January 2016 – Multi-Agency Children’s Hub

Ward(s) and Ward Councillors:

Consultation will take place with relevant Cabinet Member

Property

No



Posts marked red are in the Hub team but are not safeguarding posts. Only those posts in black are actual Hub posts.

STRATEGIC MANAGEMENT BOARD – REPRESENTATIVES

Jane Humphreys – Director – SBC

Sally Robinson - Director, Child and Adult Services – HBC

Danielle Swainston – Assistant Director, Children's Services– HBC

Penny Thompson – Head of Service – Children's Hub and Partnerships– HBC

Trina Holcroft – Designated Nurse Safeguarding Children and LAC – CCG

Lindsey Robertson – General Manager Nursing and Professional Standards – NT NHS Foundation Trust

Louise Wallace – HBC Public Health

Alistair Simpson – Detective Superintendent – Cleveland Police

Jean Golightly – Executive Nurse – HAST/ CCG

Karen Agar – Associate Director of Nursing (Safeguarding) – TEWV

Jane Smith – Early Interventions Manager – SBC Public Health

Observers – Alison Brown (Middlesbrough) and Wendy Medd (Redcar)

PARTNER REVIEW MEETINGS – REPRESENTATIVES

Head of Service – Children’s Hub (Chair)
HBC CHub Team Manager
HBC CHub Ass Team Manager
HBC Head of Service – Early Help and Assessment
CAMHS Therapist
Harbour Worker
Police Decision Maker
Senior Nurse Child Protection
Designated Education Officer / LADO (where appropriate)
SBC Assessment Team Manager
SBC Early Help Team Manager
SBC Service Lead – Early Help
SBC Service Lead – Assessment

Classification: INTERNAL USE ONLY

Children's Hub Performance Management Dataset (PROVISIONAL FURTHER MEETING 13 FEBRUARY 2017 TO CONFIRM)

	Ref	Indicator	LA	Preferred direction of travel	Baseline 2015/16	Quarter 1*	Quarter 2	Quarter 3	Quarter 4	Year to date	Annual Outturn
1. Reduction of inappropriate referrals	1a	Percentage of social care assessments resulting in No Further Action (RC8)	SBC	↓	21.83%	7.55%	10.25%			8.77%	
	1b	Percentage of enquiries passed to the Assessment Team that were closed as No Further Action prior to assessment	SBC	↓	10.20%	2.35%	5.52%			4.77%	
2. Quality Decision Making	2a	Percentage of assessments that result in treatment (CAMHS)	SBC & HBC	↑	56.15%	75.64%	75.05%			75.37%	
	2b	Percentage of dashboard cases resulting in No Further Action (NFA)	SBC	↓	Not available	32.00%	27.14%			27.82%	
	2c	Percentage of dashboard cases resulting in pathway to Early Help	SBC	To monitor	Not available	26.00%	11.79%			13.77%	
	2d	Percentage of dashboard cases resulting in Advice and Guidance only	SBC	To monitor	Not available	1.00%	1.45%			1.39%	
	2e	Percentage of dashboard cases resulting in pathway to single agency	SBC	To monitor	Not available	2.00%	4.85%			4.45%	
	2f	Percentage of dashboard cases resulting in social care assessment	SBC	↑	35.55%	36.00%	47.33%			45.76%	
	2g	Percentage of contacts proceeding to strategy discussion in the CHub	SBC	↑	Not available	3.86%	3.55%			3.62%	
	2h	Percentage of CHub strategy meetings resulting in Child Protection/S47 enquiries	SBC	↑	Not available	33.3%	26.0%			27.8%	
	2i	Percentage of re-referrals within 12 months of the previous referral	SBC	↓	18.9%	20.5%	18.9%			19.8%	
	2j	Percentage of CHub process cases where partner agencies have been unable to reach a consensus	SBC	↓	Not available	0.0%	0.2%			0.1%	
	2k	Number of non CHub strategy meetings held within 5 working days of the referral start date	SBC	↓	Not available	4	63			67	
2l	Percentage of non CHub strategy meetings held within 5 working days of the referral start date that result in S47 enquiries	SBC	↓	Not available	25.0%	77.8%			74.6%		
3. Efficiency and speedy decision making	3a	Percentage of referrals with an outcome/decision within 1 working day	SBC	↑	52.0%	71.0%	73.0%			72.0%	
	3b	Percentage of referrals with an outcome/decision after 1 working day	SBC	↓	48.0%	29.0%	27.0%			28.0%	
	3c	Percentage of CHub strategy meetings held within 1 working day of contact	SBC	↑	Not available	88%	93%			92%	
4. Enquiries are dealt with appropriately	4a	Percentage of CHub process cases that have had a change in RAG status during the process	SBC	To monitor	Not available	4%	19%			19%	
	4b (a)	CHub agency attendance at CHub strategy discussion meetings - Police	SBC	↑	Not available	91.6%	97.4%			96.0%	
	4b (b)	CHub agency attendance at CHub strategy discussion meetings - Health	SBC	↑	Not available	95.8%	85.5%			88.0%	
5. Workflow	5a	Total Activity in the CHub	SBC	To monitor	Not available	749	2372			3121	
	5b	Number of contacts progressing to referral	SBC	To monitor	2705	821	543			1364	
	5c	Percentage of contacts progressing to referral	SBC	To monitor	36%	38%	26%			32%	
	5d	Percentage of contacts progressing to CHub process	SBC	To monitor	Not available	4.6%	30.1%			17.0%	

* Please note: quarter 1 only includes June