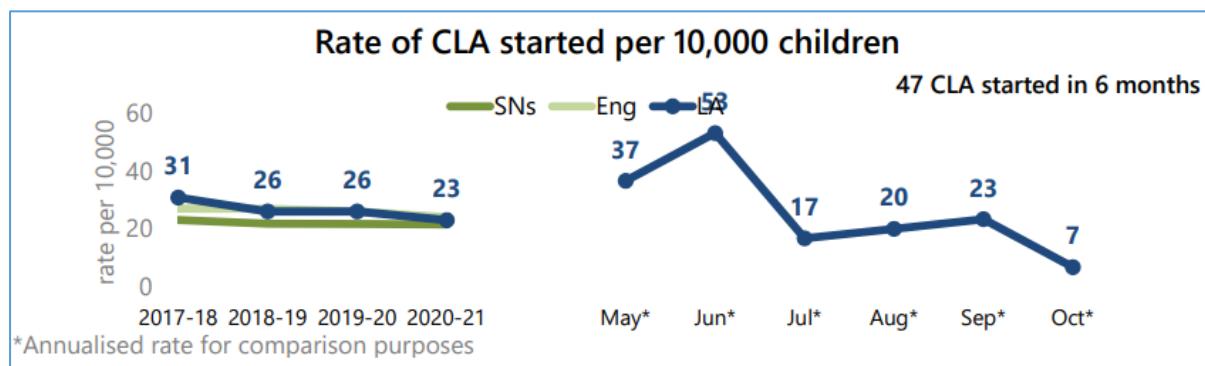


## Appendix B

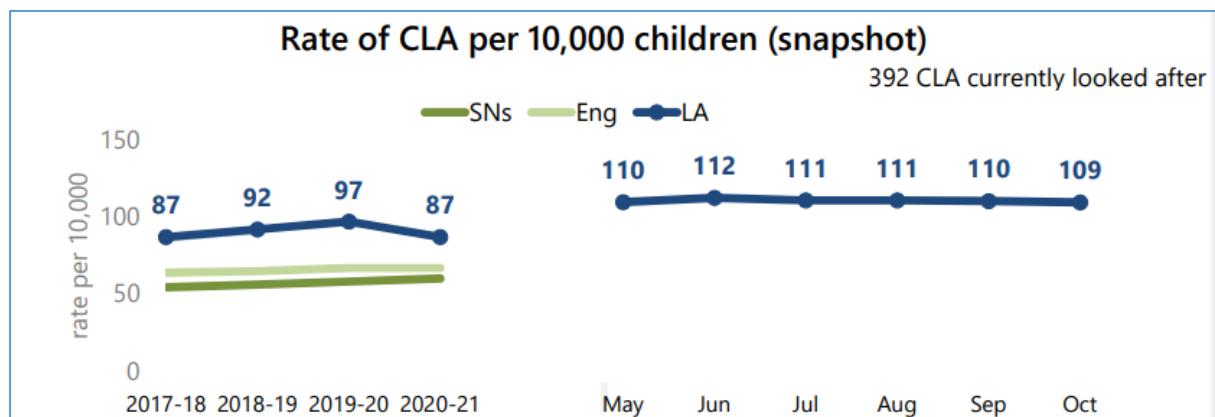
### Summary of Transformational Improvement activity and impact (1 April 2022 – 31 October 2022)

1. During this period, transformation funding (tranche 1) has supported the following improvements:
2. The rate at which children have come into our care (as a result of either voluntary agreement with families, or as a result of a Court Order) has significantly reduced from a high point of 53 children per 10,000 in June to the lowest rate in several years (7 children per 10,000) in October 2022. Notwithstanding the rise in the rate in late 2021 and early 2022, the rate has been reduced through increased management oversight, reducing caseloads, and improving practice.



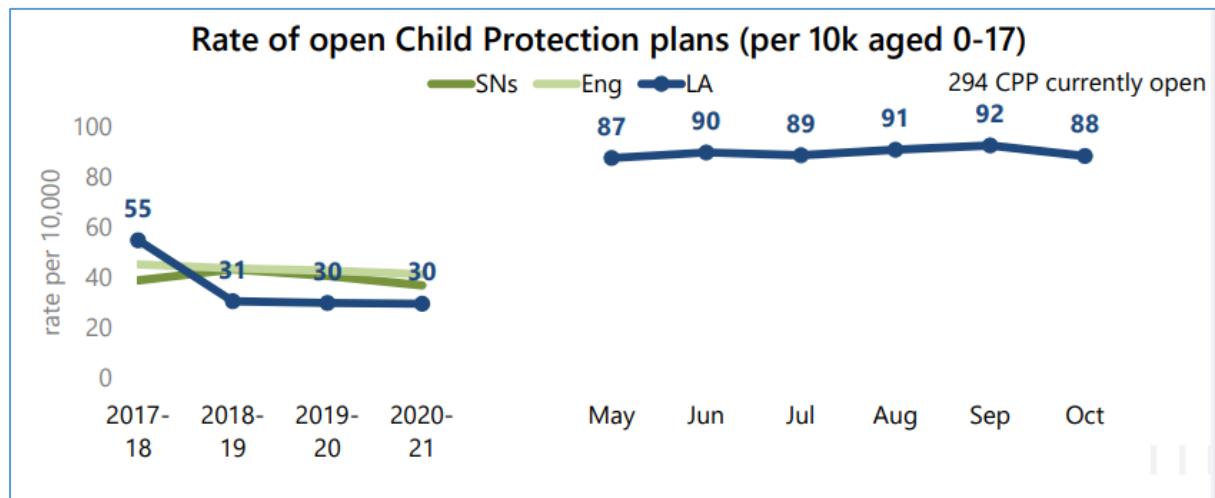
The year to date figure currently sits at a rate of 25 per 10,000.

3. The previous rise in the number of children in our care has now been stabilised, and we are starting to see a small reduction in the overall number (to 392 at the end of October 2022). This equates to a fall in the overall rate per 10,000 from 112 per 10,000 in June, to 109 per 10,000 in October. With additional management oversight and improving practice, as well as reduced caseloads, we are confident that we shall see further reductions in the period November 2022 – March 2023.



The overall rate remains higher than in previous years and having stabilised the rate at which children come into our care, the service is focused on children who might, with support, return home to their families.

4. Tranche 1 of the Transformation funding has supported the continuation of significant levels of additional social workers which has meant that average caseloads (the number of children that each social worker works with at any one point in time) have continued to reduce significantly, most notably so in the assessment teams where at the start of April 2022 the average caseload was 23 but with a small number of colleagues still with caseloads in the higher 20s and mid-30s. The average caseload at the end of October was 18, with fewer than 8 workers having a caseload higher than 25 (primarily due to assessment larger sibling groups).
5. A further example of improved practice and performance which is as a direct consequence both reduced caseloads, and increased management capacity is in the percentage of children seen within five working days of an assessment commencing. At the beginning of April 2022 the rate was 37% and by the end of October the percentage of children seen within 5 working days was 75% (58% had been seen within 3 working days). This means that workers are able to more quickly see the environment within which the child is living day-to-day and to have an opportunity to engage in direct work with the child or young person (subject to age appropriateness of other factors such as additional needs and/or a disability). This also provides an opportunity to engage earlier with the family (and extended family) to explore options for support.
6. The number of children the subject of a child protection plan, having risen sharply in 2021 has now started to fall, again attributed to increased management oversight, improving practice, and reduced caseloads.



The rate (per 10,000) and overall number remain significantly higher than was the case in the periods 2018-19, 2019-20, and 2020-21 and we anticipate further reduction in the numbers and rate during the period up until 31 March 2023 and in the year 2023-24.

7. Additional management capacity, introduced shortly before the commencement of tranche 1 of the transformation funding, and continued through the funding has allowed us to better

scrutinise key decisions and to increase management oversight, so that were there had been drift and delay, this has reduced, and is reducing. This is most evident in the revised arrangements and increased oversight of our Public Law Outline cases and in the oversight applied to Strategy meetings (now monitored continuously with weekly dip-sampling activity to check both timeliness and quality). Both of these areas of practice had been identified as concerns by Ofsted inspectors (although it was noted that changes had been made to the management of cases in proceedings, but at the time the impact was not evident).

8. Transformation funding has enabled us to significantly development our performance and management information reporting capability which means that in many respects, managers now have access to data that is updated daily, overnight. This has contributed to an increased grip on performance data, and the use of this to drive practice improvement. At the same time, the elevated levels of data scrutiny has brought up a number of legacy data anomalies, some which go back years, which the service is working through as they arise. Whilst an additional issue to address, this will mean that the quality and integrity of data in the future will be much improved.
9. Activity is progressing at pace to reduce the complexity of Mosaic customisation, improving data quality, and reducing the amount of time that managers and practitioners spend inputting information and processing authorisation steps.
10. The corporate parenting board is now operational and plans are well developed to re-establish the children in our care council. A draft Corporate Parenting Strategy has been developed and work is in progress to develop an Edge-of-Care strategy intended to further reduce the numbers of children coming into care and to increase activity ins support of reunification of families with children where this is the safe and appropriate plan.

November 2022