



Financial Intelligence Toolkit

2018/19 Subscription

Children's Social Care Report

Potential Savings, Unit Costs,
Performance and Value for Money Analysis

Newtimber

Contents

Summary of Key Points	3
1. Methodology	4
2. Comparator Groups	5
3. Expenditure Overview	6
4. Change in Unit Costs	7
5. Potential Savings	8
6. Value for Money Analysis	9
■ Overall Value for Money	9
■ Relative Expenditure	11
■ Relative Performance	13
7. Workforce statistics	15
Annex A - Denominators and performance indicators	17

Summary of Key Points

Overview

- This report examines Newtimber's Children's Social Care in 2018/19, identifying its relative performance, expenditure, and overall Value for Money (VfM). It includes an estimate of notional savings that could theoretically be realised by setting its unit costs to benchmark levels.

Annual change in unit costs

- In 2018/19, your authority's estimated unit costs increased by 18.9%. This compares to an average increase among its nearest neighbours of 5.6%, and an average England increase of 6.1%.

Change in unit costs in 2018/19		
Your authority	▲	+18.9%
Nearest neighbours	▲	+5.6%
England	▲	+6.1%

Notional savings

- Estimated budget implications of setting your authority's unit costs to the following benchmarks:
 - Equal to the **median** for all authorities in England: ▲ additional expenditure of £31.8m
 - Equal to the **bottom 20%** of authorities in England: ▲ additional expenditure of £7.0m

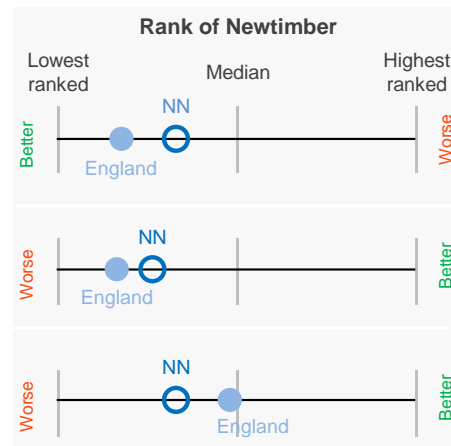
Relative expenditure

- In 2018/19, Newtimber's unit costs were 8.4% lower than the nearest neighbour average, and 19.1% lower than the England average.

Unit costs (£ per child in need)	Your authority	Nearest neighbours	England
	£9,597	£10,477	£11,861

Value for Money

- Value for Money was estimated by comparing your authority's expenditure and performance ranks:
- Its **unit costs** were ranked:
 - 11th highest of 16 nearest neighbours
 - 123rd highest out of 150 authorities in England
- Its **performance** was ranked:
 - 12th highest out of 16 nearest neighbours
 - 125th highest out of 150 authorities in England
- Its **Value for Money** was ranked:
 - 11th highest out of 16 nearest neighbours
 - 78th highest out of 150 authorities in England



Workforce statistics*

- The following are key statistics for the children's social care workforce (as of 30 September 2017):

	Social care workers per 1,000 children in need**	Vacancy rate (%)	Absence rate (%)
Your authority	39.8	25.0	2.6
Nearest neighbours	49.6	24.9	2.2
England	50.2	16.5	3.0

* Based on 'experimental statistics' published by DfE. ** FTE staff, including agency workers.

1. Methodology

Estimating unit costs

- Unit costs are based on budgeted expenditure for 2018/19, taken from the Revenue Account publication.
- Expenditure is deflated by MHCLG's Area Cost Adjustment (ACA) for social services. In general terms, this controls for differences in local authorities' expenditure that are due to geographical variations in wage and salary costs. The ACA is published by MHCLG as part of the calculation of the Relative Needs Formula.
- Expenditure is then divided by the number of 'clients' for each service, where clients include children in need (CIN), looked after children (LAC), or the projected population within the relevant age band. The client group applied to each service is specified in relevant tables of the report.
- The latest available CIN and LAC figures relate to 2017/18, so these have been projected forward one year in line with population growth (ages 0-17), so that they align with budgeted expenditure in 2018/19.

Expenditure scores

- To meaningfully compare relative expenditure and relative performance, and to enable like-for-like comparisons of different performance indicators, this report uses **rank-based scores**.
- Expenditure scores range from 0 to 100. They can be interpreted as the percentage of other authorities in England whose unit costs are lower than your authority's unit costs. For example, if your authority has an expenditure score of 40, this means its unit costs are higher than 40% of other local authorities. This means *lower* expenditure scores are better than higher ones.

Performance scores

- Performance scores also range from 0 to 100, and have a similar interpretation to expenditure scores. The performance score represents the percentage of authorities in England whose performance is lower than your own authority's. Higher performance scores are therefore better than lower ones.
- Performance is measured using 22 indicators. We have sought to include the widest range of indicators that are relevant to children's services, which are comparable across local authorities, and which local authorities could be expected to have some degree of control over. Please note that in some cases performance data may be missing for your authority, e.g. if suppressed for privacy reasons.
- Overall performance is based on your authority's average rank across various performance indicators. Performance indicators belong to groups which are weighted based on past expenditure shares. These groups are Children Looked After (50% weighting), Safeguarding, Social Work & Strategy (37%), Sure Start & Early Years (6%), Young People's Services (5%) and Youth Justice (2%).

Value for money

- Value for money (VfM) is estimated as the difference between your authority's performance score and its expenditure score, i.e.:

$$\text{VfM Score} = \text{Performance Score} - \text{Expenditure Score}$$

- This means that the higher your authority's VfM score, the higher is its performance ranking relative to its expenditure ranking. The VfM score allows us to rank your authority's estimated VfM relative to those of other authorities.

2. Comparator Groups

This report compares Newtimber's expenditure and performance in Children's Services to two groups of authorities: it's CIPFA nearest neighbour group, and all comparable authorities across England.

Nearest Neighbours

To enable a like-for-like comparison, this analysis makes use of CIPFA's statistical Nearest Neighbour (NN) groups. These identify councils with similar economic and social characteristics and groups them on a statistical basis.

For Newtimber, the Nearest Neighbour group is as follows:

- **Newtimber**
- Authority A
- Authority B
- Authority C
- Authority D
- Authority E
- Authority F
- Authority G
- Authority H
- Authority I
- Authority J
- Authority K
- Authority L
- Authority M
- Authority N
- Authority O

England Authorities

Your authority is also compared with all authorities in England that provide personal social services, of which there are 150. This includes unitaries, London boroughs, metropolitan districts, and county councils (but excluding City of London and Isles of Scilly).

3. Expenditure Overview

This section provides an overview of your authority's budgeted expenditure on Children's Social Care, identifying the most significant areas of spending and how this compares with its comparator groups.

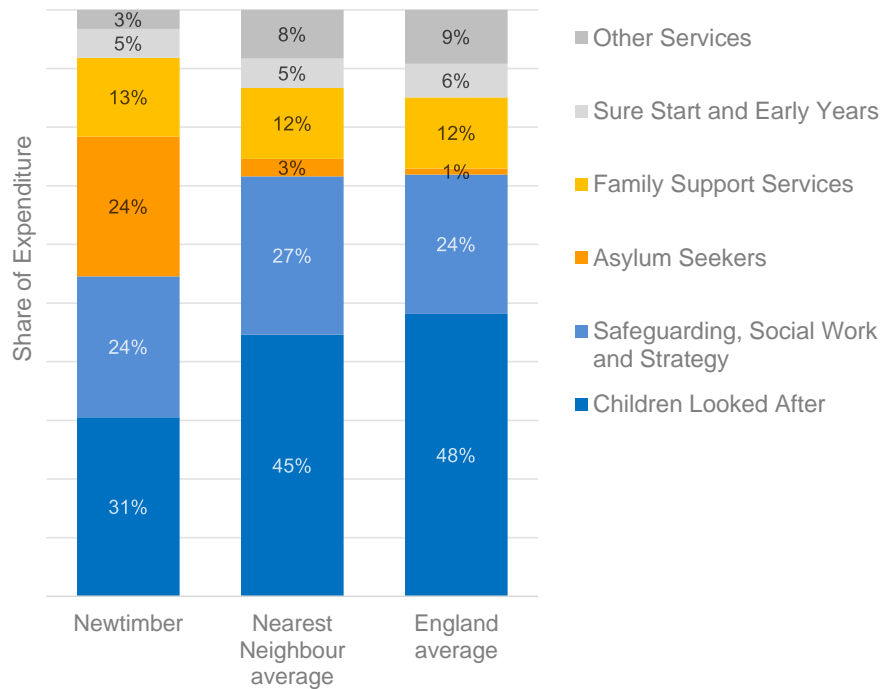
The table below provides a breakdown of Newtimber's expenditure in 2018/19.

Table 1 - Breakdown of Expenditure on Children's Social Care, 2018/19

Service Group	Newtimber	
	(£m)	(%)
Children Looked After	24.683	30.5%
Safeguarding, Social Work and Strategy	19.442	24.0%
Asylum Seekers	19.254	23.8%
Family Support Services	10.879	13.5%
Sure Start and Early Years	3.957	4.9%
Youth Justice	2.033	2.5%
Young People's Services	0.603	0.7%
Other Children's and Families Services	0.000	0.0%
Total Children's Social Care	80.851	100.0%

A comparison of spending shares, relative to the NN and England averages, is illustrated below. Relative to its nearest neighbours, the biggest difference in Newtimber's expenditure was in Asylum Seekers (20.8% higher than the group average).

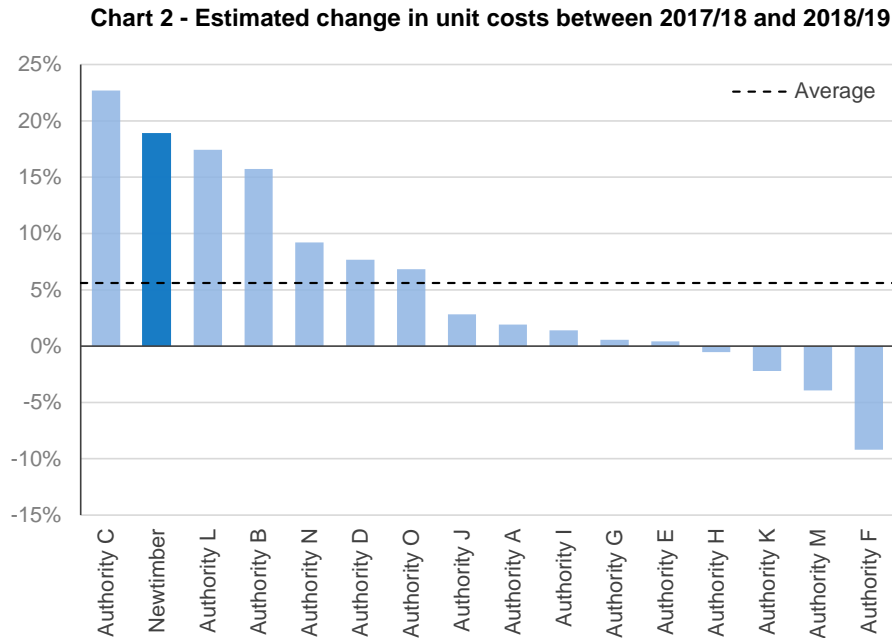
Chart 1 - Breakdown of Expenditure on Children's Social Care, 2018/19



4. Change in Unit Costs

It is estimated that Newtimber's unit costs increased by 18.9% in 2018/19. This compares to an average nearest neighbour increase of 5.6%, and an average England increase of 6.1%.

Newtimber's change relative to its nearest neighbour group is illustrated below.



The estimated change in Newtimber's unit costs reflects:

- an increase in budgeted expenditure of 20.1%; and
- an increase in projected children in need of 1.0%.

As described in the Methodology section, the number of children in need is based on reported figures for 2017/18, projected forward a year in line with population growth (for residents ages 0 to 17).

5. Potential Savings

This section considers the notional savings that could theoretically be achieved by setting your authority's Children's Social Care unit costs to certain benchmark levels. For example, what would be the impact on your authority's expenditure if its unit costs were within the bottom 20% of local authorities?

Benchmark unit costs are defined as the cut-off points for the bottom 20% of authorities, the bottom 40% of authorities, the median, the top 40% of authorities, and the top 20% of authorities.

Benchmarks are set relative to **all authorities in England** that provide children's services.

It is estimated that setting Newtimber's unit costs to the bottom 20% of all authorities in England would result in additional expenditure of £7.0m. This is shown in the table below. Setting its unit costs to the median would result in additional expenditure of £31.8m.

Table 2 - Notional savings based on England benchmarks

Notional savings  Additional expenditure

Service	Benchmark Unit Cost				
	Bottom 20%	Bottom 40%	Median	Top 40%	Top 20%
Family Support Services	£3.4m	£0.6m	£-1.0m	£-2.4m	£-5.1m
Sure Start and Early Years	£2.6m	£1.1m	£0.1m	£-0.5m	£-2.4m
Safeguarding, Social Work and Strategy	£1.9m	£-1.7m	£-4.5m	£-6.3m	£-11.5m
Youth Justice	£1.2m	£0.8m	£0.6m	£0.4m	£-0.3m
Other Children's and Families Services	£0.0m	£-0.4m	£-0.6m	£-0.9m	£-3.0m
Young People's Services	£-0.2m	£-1.2m	£-1.7m	£-2.3m	£-3.9m
Children Looked After	£-15.9m	£-22.3m	£-24.6m	£-27.7m	£-34.8m
Total notional savings	£-7.0m	£-23.1m	£-31.8m	£-39.7m	£-61.1m

Negative figures indicate increased expenditure. This will be the case if your authority has unit costs that are currently below the benchmark level.

The unit costs from which these notional savings were derived are presented in the next section.

6. Value for Money Analysis

This section describes Newtimber's estimated Value for Money (VfM) relative to its nearest neighbours and all authorities in England. It goes on to describe the two components that were used to estimate VfM: first, its relative expenditure, and second, its relative performance.

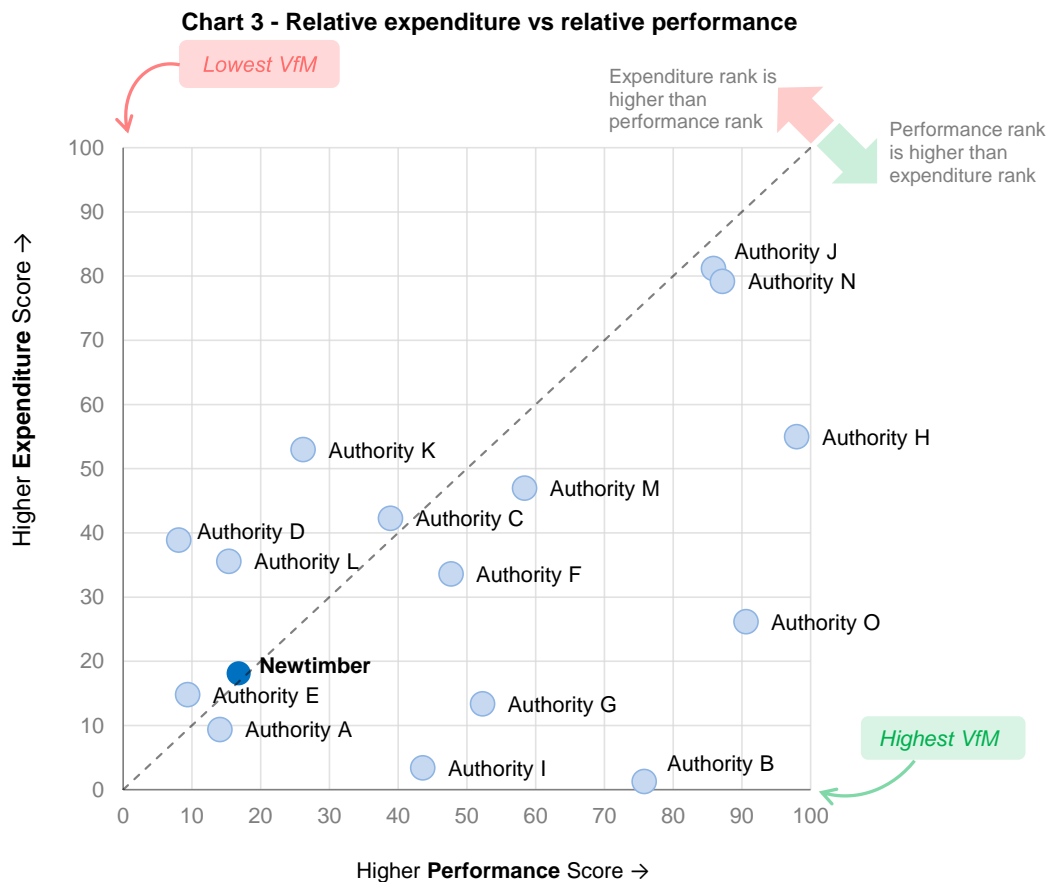
VfM is quantified by comparing each authority's performance rank to its expenditure rank. The ranks are relative to **all authorities in England**. The ranks are expressed as a scale that ranges from a low of 0 to a high of 100. Expenditure and performance scores can be interpreted as the percentage of all authorities whose units costs or performance (respectively) are lower than your authority.

Overall Value for Money

The chart below illustrates your authority's relative performance and expenditure, along with those of its nearest neighbours.

Based on the methodology used in this report:

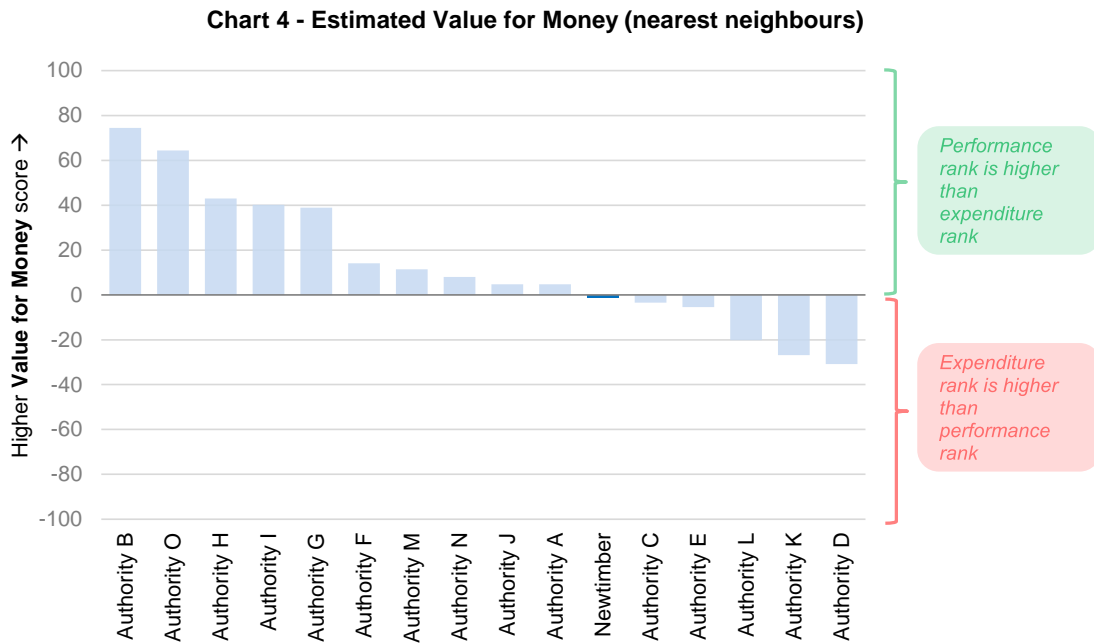
- Your authority's expenditure score was 18 (i.e. its unit costs were higher than 18% of all other authorities); and
- Your authority's performance score was 17 (i.e. higher than 17% of all other authorities)



On the basis of this relative performance and expenditure, Newtimber's VfM was ranked:

- 11th highest in the nearest neighbour group (out of 16 authorities); and
- 78th highest in England (out of 150 authorities)

The chart below illustrates the relative VfM for each member of your authority's nearest neighbour group.



Relative Expenditure

Newtimber's unit costs were ranked:

- 11th highest in the nearest neighbour group (out of 16 authorities); and
- 123rd highest in England (out of 150 authorities)

Newtimber's unit costs were 8.4% lower than the nearest neighbour average, and 19.1% lower than the England average. Its unit costs for each sub-service are presented in the table below, along with a comparison with the nearest neighbour and England averages.

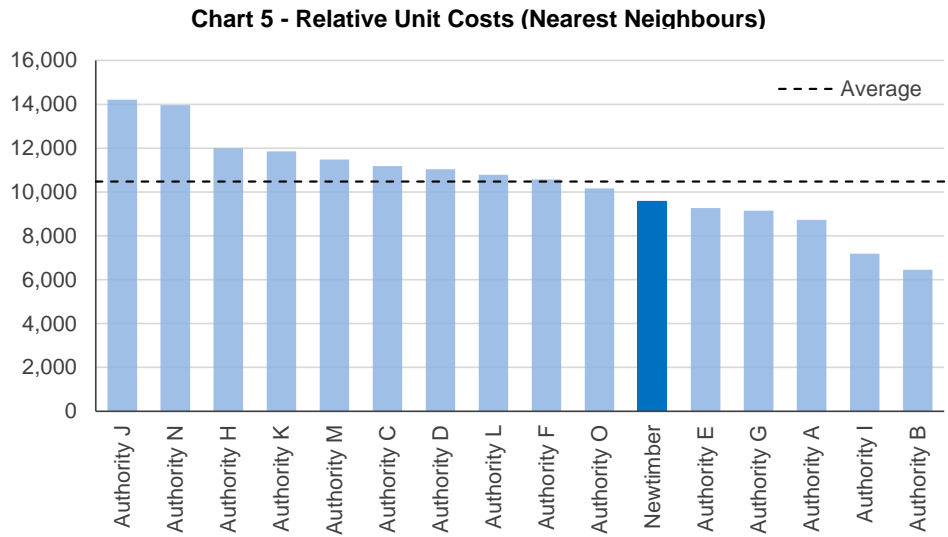
Table 3 - Unit Costs Relative to Nearest Neighbours

Expenditure category	Your authority		Nearest neighbours			All authorities			Units
	Budget (£m)	Unit cost (£)	Average unit cost (£)	Difference	Rank (of 16)	Average unit cost (£)	Difference	Rank (of 150)	
Children Looked After	24.683	18,950	40,573	-53.3%	16th	38,634	-51.0%	148th ●	Children looked after
Safeguarding, Social Work and Strategy	19.442	2,308	2,856	-19.2%	11th	2,826	-18.3%	107th ●	Children in Need
Sure Start and Early Years	3.957	130	104	25.2%	7th	148	-11.9%	72nd ●	Residents (aged 0-4)
Young People's Services	0.603	18	82	-78.6%	16th	87	-79.8%	128th ●	Residents (aged 13-19)
Family Support Services	10.879	1,291	1,268	1.9%	8th	1,457	-11.4%	84th ●	Children in Need
Youth Justice	2.033	48	39	21.1%	5th	39	20.9%	43rd ●	Residents (aged 10-17)
Other Children's and Families Services	0.000	0	133	-100.0%	10th=	282	-100.0%	107th= ●	Children in Need
Asylum Seekers	19.254								
Total Children's Social Care	80.851	9,597	10,477	-8.4%	11th	11,861	-19.1%	123rd ●	Children in Need

Key:

Unit costs: bottom 20% of authorities in England ●●●● top 20% of authorities in England

Your authority's unit costs, relative to its nearest neighbours, is illustrated in the table below.



Based on its ranking, Newtimber's overall unit costs for Children's Social Care were higher than 18% of authorities in England. This was used to estimate its Value for Money score, described in the previous section.

Relative Performance

Newtimber's overall performance was ranked:

- 12th highest in the nearest neighbour group (out of 16 authorities); and
- 125th highest in England (out of 150 authorities)

The following table (over two pages) provides details of the individual performance indicators that were used to estimate Newtimber's relative performance.

Table 4 - Performance for Children Looked After

A rank of '1st' denotes best performance

	Nature	Your authority Value	Nearest Neighbour comparison		England comparison		
			Value	Rank	Value	Rank	
Children looked after							
Stability of placements - children in the same placement for 2 or more years (percent)	▲	74.0	67.1	5th / 16	69.1	27th= / 150	●
Stability of placements - children with 3 or more placements in the past year (percent)	▼	9.0	11.7	1st= / 16	10.6	36th= / 149	●
Children placed outside LA boundary and more than 20 miles from where they used to live (percent)	▼	8.0	17.5	1st / 16	14.5	18th= / 150	●
Average time between a child entering care and moving in with its adoptive family (days)	▼	696.0	564.1	15th / 16	524.0	144th / 149	●
Average time between LA receiving court authority to place a child and deciding on a match to an adoptive family (days)	▼	230.0	224.9	8th / 16	216.0	90th / 148	●
Looked after children with at least one fixed term exclusion from school (percent)	▼	14.6	12.2	11th / 13	11.8	115th / 137	●
School sessions missed due to absences for children looked after (percent)	▼	5.8	4.7	14th / 16	4.3	137th= / 150	●
Care leavers in education, employment or training (percent)	▲	50.0	53.1	9th= / 16	52.7	81st= / 138	●
Care leavers in suitable accommodation (percent)	▲	75.0	82.0	15th / 15	84.3	115th= / 131	●

Continued over page

Key:

Performance: top 20% of authorities in England ●●●●● bottom 20% of authorities in England

▲ Higher values indicate better performance

▼ Lower values indicate better performance

NA Missing data

Continued from previous page

	Nature	Your authority	Nearest Neighbour comparison		England comparison	
			Value	Rank	Value	Rank
Safeguarding, Social Work and Strategy						
Assessment of children referred to social care services carried out within 45 days (percent)	▲	73.2	86.5	14th / 16	82.4	120th / 150 ●
Child protection conferences held within 15 days of initial enquiry (percent)	▲	52.0	76.6	16th / 16	78.8	142nd / 150 ●
Children becoming the subject of a child protection plan for a second or subsequent time (percent)	▼	16.7	15.5	11th / 16	19.7	39th= / 148 ●
Children with child protection plans that were reviewed within required timescales (percent)	▲	98.9	91.7	4th / 16	91.6	33rd= / 149 ●
Child protection plans coming to an end which lasted more than two years (percent)	▼	4.4	4.2	7th / 11	3.8	80th= / 124 ●
Children in Need who are persistently absent from school (percent)	▼	32.3	29.4	13th= / 16	29.8	111th= / 150 ●
Children in Need progress between Key Stages 2 and 4 (no. of grades above/below the England average)	▲	-1.4	-1.3	8th / 16	-1.4	74th= / 150 ●
Sure Start & Early Years						
Children achieving a good level of development (percent)	▲	73.8	73.6	8th / 16	71.5	36th= / 150 ●
Achievement gap between the lowest attaining 20% of children and the mean (percent)	▼	33.3	31.7	13th / 16	32.3	94th= / 150 ●
Young People's Services						
Young people not in education, employment or training (percent)	▼	2.2	1.7	14th= / 16	2.8	49th= / 150 ●
Under-18 conceptions (per 1,000 females aged 15-17)	▼	25.0	17.1	16th / 16	19.6	117th / 150 ●
Youth Justice						
First-time entrants to the youth justice system (per 100,000 residents ages 10-17)	▼	597.1	351.1	16th / 16	317.4	147th / 150 ●
Rates of juvenile reoffending (percent)	▼	50.5	43.4	14th / 16	41.5	131st / 149 ●
Overall performance (weighted)*				12th / 16		125th / 150 ●

Key:

Performance: top 20% of authorities in England ●●●●● bottom 20% of authorities in England

▲ Higher values indicate better performance

▼ Lower values indicate better performance

NA Missing data

Overall, Newtimber's performance is estimated as being higher than 17% of other authorities in England. This was used to estimate its Value for Money score, as presented above.

* The overall performance rank is based on the average for each group of indicators in the table above, weighted by their share of expenditure. The groups are Children Looked After (50% weighting), Safeguarding, Social Work and Strategy (37%), Sure Start and Early Years (6%), Young People's Services (5%) and Youth Justice (2%).

7. Workforce statistics

This section presents statistics on Newtimber's children's social care workforce, for the year ending 30 September 2017. Note that these are currently designated as 'experimental statistics' by the Department for Education.

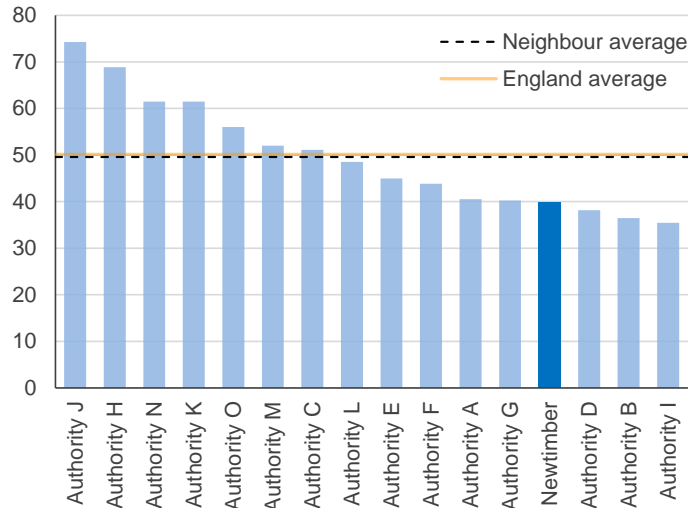
Workforce size

In 2017, your authority had 39.8 social workers (FTE) per 1,000 children in need, including agency staff. This was lower than the nearest neighbour average of 49.6 social workers. It was ranked 13th highest in the nearest neighbour group, as is illustrated in the accompanying chart.

Compared nationally, your authority's ratio was lower than the national average of 50.2 workers. It was ranked 126th highest out of 150 authorities.

Note that this measure of the social care workforce includes managerial positions, even if they do not directly manage cases.

Chart 6 - Social workers (FTE) per 1,000 children in need

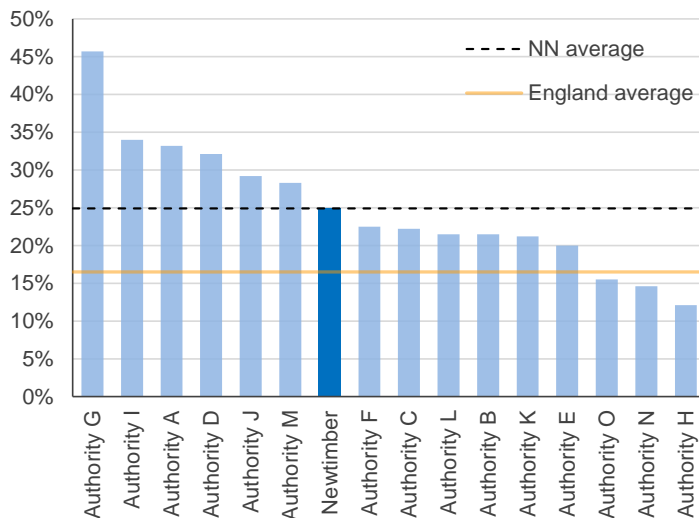


Vacancy rate

Your authority's vacancy rate for children's social care workers was 25.0%, higher than the nearest neighbour average of 24.9%. It was ranked 7th highest in the group.

Its vacancy rate was higher than the England average of 16.5%. It was ranked 27th highest out of 150 authorities.

Chart 7 - Social care worker vacancies

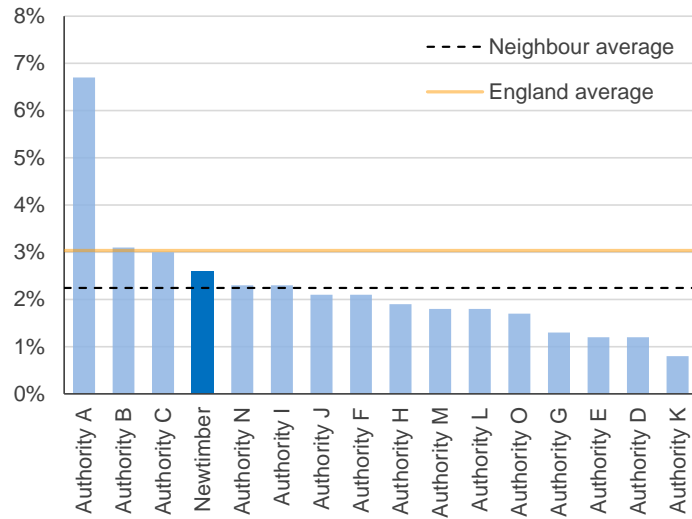


Absence rate

Your authority's absence rate for social care workers was 2.6%, higher than the nearest neighbour average of 2.2%. It was ranked 4th highest in the group.

Its absence rate was lower than the England average of 3.0%. It was ranked 86th highest out of 150 authorities.

Chart 8 - Social care worker absence rate



Annex A - Denominators and performance indicators

The table below provides information on the performance indicators used in this report. The report uses the latest data available at the time of publication.

Denominators / Units	Latest Data
Children in Need	Children with an episode of need during 2017/18, projected forward to 2018/19 in line with population growth (ages 0-17)
Children Looked After	Children Looked After any time in the year in 2017/18, projected forward to 2018/19 in line with population growth (ages 0-17)
Residents (various age bands)	Projected for June 2018

Performance Indicators	Latest Data
Stability of placements - children in the same placement for 2 or more years (percent)	As at 31 March 2018
Stability of placements - children with 3 or more placements in the past year (percent)	As at 31 March 2018
Children placed outside LA boundary and more than 20 miles from where they used to live (percent)	As at 31 March 2017
Average time between a child entering care and moving in with its adoptive family (days)	Three years to March 2017
Average time between LA receiving court authority to place a child and deciding on a match to an adoptive family (days)	Three years to March 2017
Looked after children with at least one fixed term exclusion from school (percent)	Year to 31 March 2016
School sessions missed due to absences for children looked after (percent)	Year to 31 March 2017
Care leavers in education, employment or training (percent)	As at 31 March 2018
Care leavers in suitable accommodation (percent)	As at 31 March 2018
Assessment of children referred to social care services carried out within 45 days (percent)	Year to 31 March 2018
Child protection conferences held within 15 days of initial enquiry (percent)	Year to 31 March 2018
Children becoming the subject of a child protection plan for a second or subsequent time (percent)	Year to 31 March 2018
Children with child protection plans that were reviewed within required timescales (percent)	Year to 31 March 2018
Child protection plans coming to an end which lasted more than two years (percent)	Year to 31 March 2018
Children in Need who are persistently absent from school (percent)	As at 31 March 2017
Children in Need progress between Key Stages 2 and 4 (no. of grades above/below the England average)	As at 31 March 2017
Children achieving a good level of development (percent)	Year to March 2018
Achievement gap between the lowest attaining 20% of children and the mean (percent)	Year to March 2018
Young people not in education, employment or training (percent)	Three months to February 2018
Under-18 conceptions (per 1,000 females aged 15-17)	Year to 31 December 2016
First-time entrants to the youth justice system (per 100,000 residents ages 10-17)	Year to 31 December 2017
Rates of juvenile reoffending (percent)	Year to December 2016