

# Children's Services Committee

<b>Report title:</b>	<b>Performance Monitoring 2017-18</b>
<b>Date of meeting:</b>	<b>11 September 2018</b>
<b>Responsible Chief Officer:</b>	<b>Sara Tough Executive Director of Children's Services</b>
<b>Strategic impact</b> Robust performance and risk management is key to ensuring that the organisation works both efficiently and effectively to develop and deliver services that represent good value for money and which meet identified need.	

## Executive summary

Performance is reported on an exception basis, meaning that only those vital signs that are performing poorly or where performance is deteriorating are presented to committee. Those that do not meet the exception criteria will be available on the Performance section of the Norfolk County Council web site. The four measures which are currently rated as Red, Education Health Care Plan (EHCP), LAC with an up to date health assessment, Relevant and Former Relevant Care Leavers who are in EET and the rate of LAC per 10k of under 18s are discussed later in this report. Whilst the percentage of Care Leavers who are in EET is rated as red, this is because the Local Authority has high aspirations for our young people and has a target of 70%. At 55.8% the performance in this measure continues to be above statistical neighbour (53.6%) and national averages (50%).

This report focusses primarily on data as at end of July 2018 and in addition to vital signs performance. This report contains key performance information that is currently available due to the rebuild of all performance reports. Full reporting will resume in September 2018.

Locality-level performance information will also be available on the Members Insight area of the intranet from September 2018.

## Recommendation:

**Review and comment on the performance data, information and analysis presented in the vital sign report cards and determine whether the recommended actions identified are appropriate or whether another course of action is required.**

# 1. Introduction

## 1.1 Performance dashboard

1.1.1 The performance dashboard provides a quick overview of Red/Amber/Green rated performance for our vital signs over a rolling 12 month period. This then complements that exception reporting process and enables committee members to check that key performance issues are not being missed.

Norfolk County Council

### Children's Services Committee - Vital Signs Dashboard

NOTES:

Green is in line with high performing authorities; Amber within 10% (not percentage points) of high performing authorities; Red being more than 10% worse than high performing authorities.  
 'White' spaces denote that data will become available; 'grey' spaces denote that no data is currently expected, typically because the indicator is being finalised.  
 The target value is that which relates to the latest measure period result in order to allow comparison against the RAG colours. A target may also exist for the current and/or future periods.

Monthly	Bigger or Smaller is better	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	Jul 18	Target
{ChS} Percentage of Referrals into Early Help Services who have had a referral to EH in the previous 12 months	Smaller	21.7%	11.3%	11.2%	6.8%	9.4%	10.2%	6.5%	3.0%	6.3%	5.4%	6.1%	7.6%	3.6%	20.0%
		31 / 143	14 / 124	12 / 107	9 / 133	15 / 160	13 / 127	11 / 168	4 / 132	9 / 144	8 / 147	7 / 114			
{ChS} Percentage of Referrals into Section 17 CIN Services who have had a referral to S.17 CIN in the previous 12 months	Smaller	24.0%	24.2%	23.7%	23.7%	23.5%	23.8%	23.9%	24.2%	24.1%	24.2%	23.9%		21.7%	<20%
		1976 / 8110	2071 / 8575	2101 / 8861	2156 / 9100	2189 / 9320	2252 / 9482	2233 / 9341	2240 / 9245	2173 / 9001	2173 / 8963	2182 / 9030			
{ChS} Percentage of Children Starting a Child Protection Plan who have previously been subject to a Child Protection Plan (in the last 2 years)	Smaller	8.4%	9.8%	8.6%	8.4%	8.3%	8.1%	8.1%	8.2%	8.2%	7.5%	7.5%		7.9%	<15%
		87 / 893	83 / 848	70 / 810	86 / 821	67 / 809	66 / 814	70 / 859	71 / 869	69 / 844	66 / 875	67 / 868			
{ChS} Child in Need (CIN) with up to date CIN Plan	Bigger	84.0%	80.0%	75.1%	71.5%	64.7%	62.4%	58.8%	59.1%	65.8%	81.7%				100%
		1052 / 1253	890 / 1112	1022 / 1361	999 / 1397	973 / 1505	979 / 1570	909 / 1544	850 / 1439	917 / 1393	785 / 961				
{ChS} Child Protection (CP) - % children seen	Bigger	70.4%	74.8%	88.8%	90.6%	80.9%	84.7%	82.7%	89.1%	87.3%	83.6%			81.0%	
		359 / 523	272 / 599	336 / 499	338 / 501	295 / 598	354 / 504	440 / 532	521 / 585	598 / 582	498 / 598				
{ChS} LAC with up to date Care Plan	Bigger	96.7%	96.1%	96.8%	97.0%	95.3%	95.6%	94.3%	96.0%	95.7%	94.0%	79.1%		94.9%	
		1061 / 1097	1065 / 1108	1076 / 1111	1082 / 1115	1078 / 1131	1076 / 1125	1085 / 1151	1118 / 1164	1127 / 1178	1108 / 1179	936 / 1184			
{ChS} LAC with up to date Health Assessment (HA)	Bigger	79.4%	79.9%	79.8%	79.1%	78.0%	78.2%	75.1%	78.5%	74.2%	77.4%			80.8%	100%
		602 / 758	614 / 768	611 / 768	613 / 775	610 / 782	604 / 793	604 / 804	613 / 801	596 / 803	827 / 810				
{ChS} Eligible Care Leavers with up to date Pathway Plan	Bigger	84.5%	83.6%	84.8%	84.9%	83.5%	82.3%	83.1%	79.7%	75.6%	76.3%				100%
		175 / 207	181 / 215	179 / 211	180 / 212	177 / 212	181 / 220	187 / 225	189 / 237	183 / 242	183 / 240				
{ChS} Percentage of all young people in EET	Bigger	89.8%	88.6%	84.8%	88.1%	91.6%	91.5%	91.1%	91.0%	90.8%	90.4%		93.9%	92.5%	92%
{ChS} Percentage of Relevant and Former Relevant Care Leavers in EET	Bigger	60.4%	60.3%	62.9%	62.8%	62.6%	61.2%	59.2%	58.2%	58.3%	58.4%			55.8%	70%
Quarterly / Termly	Bigger or Smaller is better	Jun 15	Sep 15	Dec 15	Mar 16	Jun 16	Sep 16	Dec 16	Mar 17	Jun 17	Sep 17	Dec 17	Mar 18	Jun 18	Target

{ChS} Percentage of Children Starting to be looked-after who have previously been looked-after	Smaller					17.6%	10.0%	9.0%	8.3%	7.0%	8.0%	5.3%	6.7%	<15%	
														33 / 403	
{ChS} LAC with up to date Personal Education Plan (PEP)	Bigger	76.7%	63.5%		73.5%	88.1%	76.0%	83.2%	84.2%	89.2%	89.4%	88.5%	88.7%	100%	
					627 / 717	597 / 678	641 / 712	570 / 685	591 / 702	610 / 684	599 / 670	577 / 662	564 / 636		
{ChS} Rate of Looked-After Children per 10,000 of the overall 0-17 population	Smaller	64.0	63.6	63.1	62.5	62.6	62.8	65.5	65.8	65.7	66.2	66.5	66.7	71.0	63.2
{ChS} Increase the percentage of education establishments judged good or outstanding by Ofsted	Bigger			80.0%			87.0%	88.0%	88.0%	89.0%	89.0%	89.0%	89.0%	83.0%	>86%
{ChS} Number of children subject to a Permanent Exclusion	Smaller				116.0	94.0		84.0	132.0	65.0		66.0	71.0	94.0	
{ChS} Percentage of Education, Health & Care Plans completed within timescale	Bigger										7.0%	9.0%	14.0%	12.0%	
<b>Annual (financial / academic)</b>	<b>Bigger or Smaller is better</b>	<b>2005/06</b>	<b>2006/07</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>Target</b>
{ChS} Percentage of children working at or exceeding the expected standard in Reading, Writing & Maths at KS2	Bigger											50%	57%	59%	64%
{ChS} GCSE attainment	Bigger														Under Development

## **1.2 Report cards (Appendix 1)**

1.2.1 Report cards are currently being produced for vital signs which are below optimal performance. They provide a succinct overview of performance and outlines what actions are being taken to maintain or improve performance. The report card follows a standard format that is common to all committees.

1.2.2 Each vital sign will have a lead officer, who is directly accountable for performance, and a data owner, who is responsible for collating and analysing the data on a monthly basis. The names and positions of these people will be clearly specified on the report cards. They will be agreed in advance of Committee at the Performance Information Group. This meeting is an integral part of the Children's Services performance framework.

1.2.3 Vital signs are reported to committee on an exceptions basis. The exception reporting criteria are as follows:

- Performance is off-target (Red RAG rating or variance of 5% or more)
- Performance has deteriorated for three consecutive months/quarters/years
- Performance is adversely affecting the council's ability to achieve its budget
- Performance is adversely affecting one of the council's corporate risks.

1.2.4 Vital Signs performance is reported on an exception basis using a report card format, meaning that only those vital signs that are performing poorly or where performance is deteriorating are presented to committee. To enable Members to have oversight of performance across all vital signs, all report cards will be made available to view through Members Insight. To give further transparency to information on performance, for future meetings it is intended to make these available in the public domain through the Council's website.

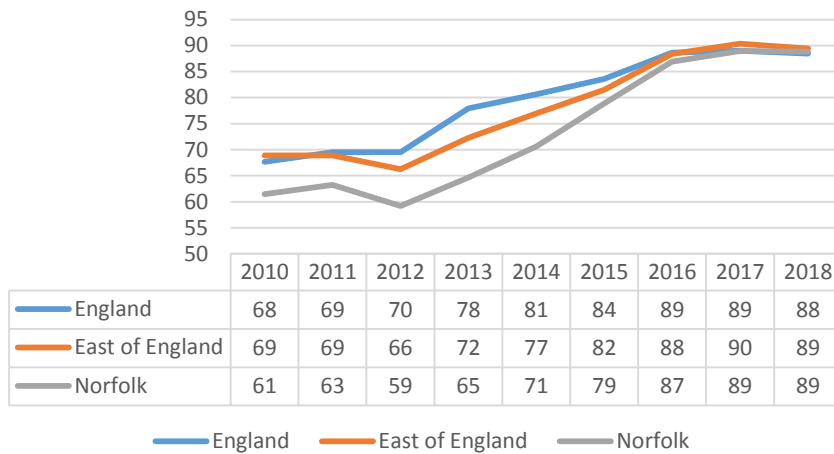
## **2. Impact of Support for Education Improvement**

### **2.1 Ofsted Outcomes**

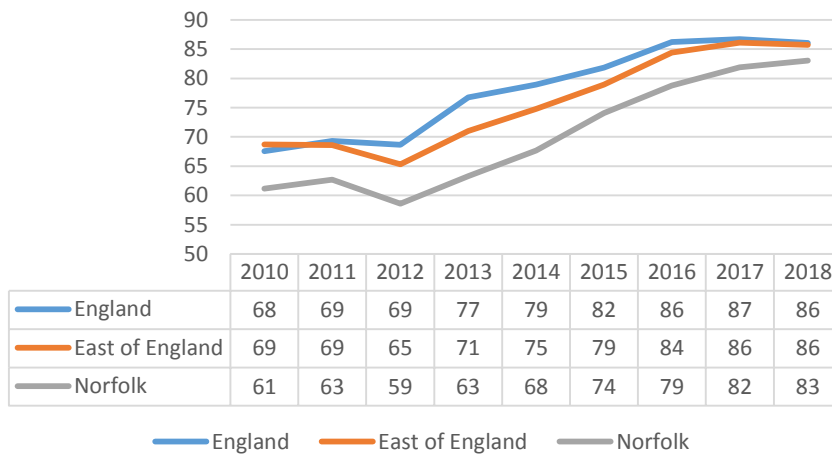
#### **2.1.1 Schools:**

Ofsted have changed their methodology for reporting school inspection at LA and national level and now include the previous Ofsted judgement for schools that have been sponsored or re-brokered as an academy in statistical releases. The percentage of Norfolk schools judged Good or Outstanding under this methodology is 83% compared to a national average of 86%. As Norfolk has a higher proportion of schools without an Ofsted designation, waiting to be inspected, Norfolk's average is below that of the national.

### % Good Schools, out of all schools with an Ofsted Judgement



### % of Good Schools - including predecessor grades of schools sponsored as academies



However, the percentage of Norfolk schools judged Good or Outstanding, as a percentage of schools with a judgement, remains unchanged at the national average of 89%.

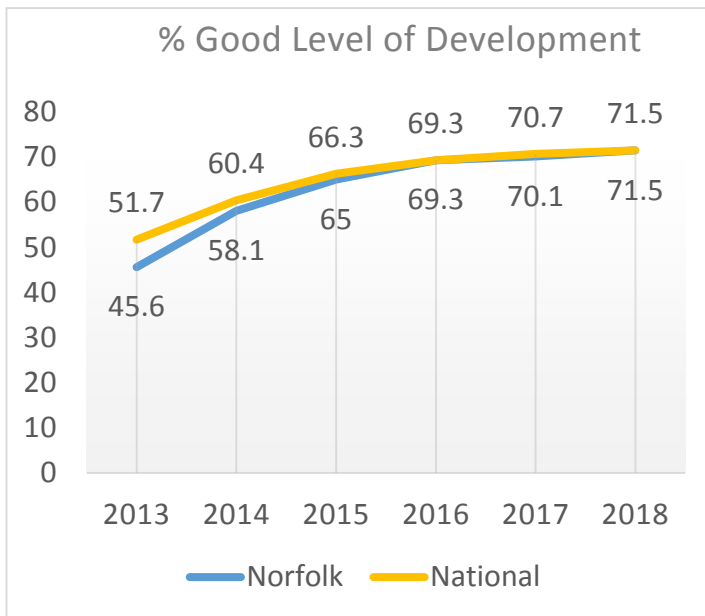
### 2.1.2 Early Years Providers:

The percentage of early years providers judged good or outstanding continues to be above national averages at 97% of Early Years settings (national 95%) and 98% of childminders (national 94%).

### 2.1.3 Education Outcomes:

Early Years Foundation Stage Profile (Age 5)

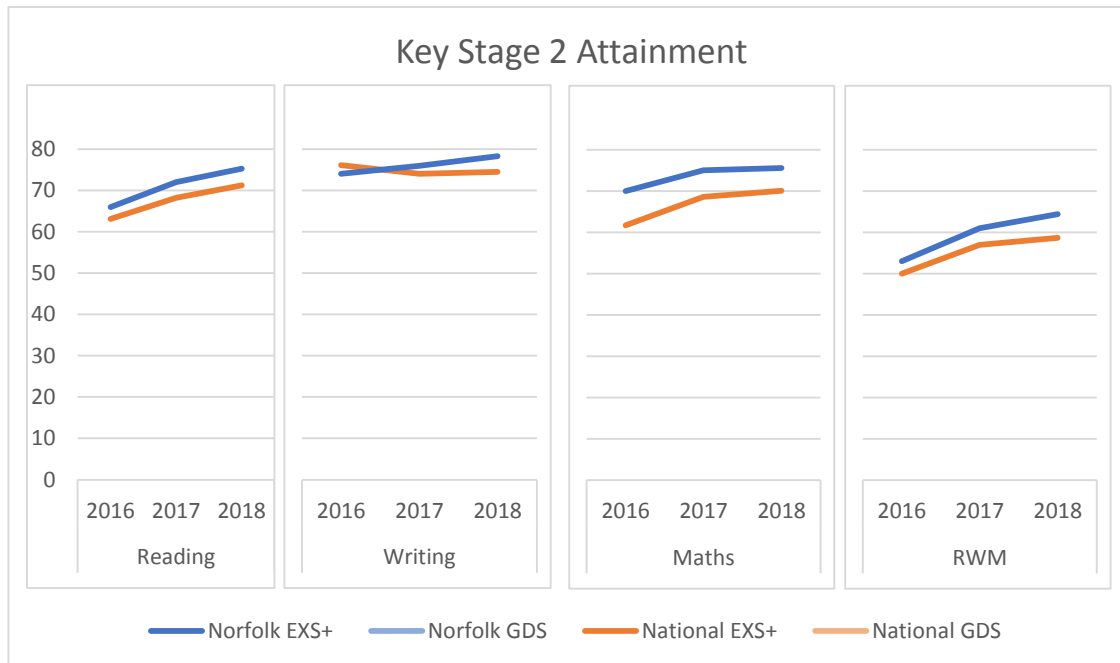
Outcomes at age 5 in school reception classes continue to improve. 71.5% of children in 2018 reached the expected Good Level of Development. This is the same as the NCER calculated national average for 2018.



2013 – 2017 data from DfE SFR60/2017, 2018 data calculated by NCER

## 2.1.4 Key Stage 2 Tests and Teacher Assessment (End of Primary phase - Age 11)

Interim data from DfE shows an improvement in the percentage of pupils reaching expected standards in reading, writing and mathematics in Norfolk and nationally. Validated results, normally released late in the Autumn term, are usually slightly higher (in Norfolk and nationally). The gap between the attainment of Norfolk pupils and their peers remains similar to previous years.



	Reading			Writing			Maths			RWM		
	'16	'17	'18	'16	'17	'18	'16	'17	'18	'16	'17	'18
<b>Norfolk</b>	64%	68%	71%	77%	74%	75%	62%	69%	70%	50%	57%	59%
<b>National</b>	66%	71%	75%	74%	76%	78%	70%	75%	76%	53%	61%	64%

2016 Data from DfE SFR6/2016

2017 data from DfE SFR69/2017

2018 National data from National curriculum assessments at Key Stage 2 in England, 2018 (interim) 2018 Norfolk data calculated by NCER

## 2.1.5 Post 16 Participation

Current NEET figures are less reliable than usual due to the time it takes to establish the education, employment or training status of the young people who have recently left school or college. Once the new term gets underway, we will be able to report more accurate figures for participation than are available over the summer period. At the end of July 2018 the combined percentage of young people who were NEET and whose destination is unknown was 7.5% compared to the most recent national figure of 6.1% (from June).

Our current priority is supporting those young people leaving school who are at risk of becoming NEET. This is called the 'September Guarantee' and requires us to ensure that all year 11 and 12 leavers have a suitable offer of learning by the end of September.

## 2.1.6 Exclusion

	2015-2016			2016 - 2017			2017-2018		
	Aut	Spr	Sum	Aut	Spr	Sum	Aut	Spr	Sum
<b>Primary</b>	31	31	21	33	16	22	22	17	26
<b>Secondary</b>	81	61	63	98	49	41	75	50	68
<b>Special</b>	1	1				1			
<b>Total</b>	<b>113</b>	<b>93</b>	<b>84</b>	<b>131</b>	<b>65</b>	<b>64</b>	<b>97</b>	<b>67</b>	<b>94</b>

As can be seen from the table above, there have been an unusually high number of permanent exclusions late in the year. The Summer 2017-18 figures include many exclusions that remain in the period when governors or an independent review could overturn the exclusion, so the final figure could be lower.

A full and detailed report on permanent and fixed term exclusions, and other movement of pupils in and out of schools is being prepared for the next committee meeting.

We are piloting sharing school level data on exclusion and pupil movement between secondary schools. Our newly appointed Inclusion Challenge Partners will also use this data to support schools to develop more inclusive approaches and reduce the use of exclusion.

## 3 Early Help

- 3.1 The number of cases open to Early Help Family Focus teams across the county has risen slightly, with Family Focus teams holding 705 cases at the end of July 2018. Early Help Practitioners were supporting 1650 children and young people through these cases.
- 3.2 The implementation of the new Front Door for safeguarding worries about children and young people is going well. The Head of Services and Partnerships with responsibility for the Early Help team in the new service, has been working with the two newly appointed team managers, to recruit a team of Pathway Advisors. When the social care team have triaged a case, and there is no immediate safeguarding concern, the Pathway Advisors will talk with parents, and partner agencies, to help decide whether the case sits with a Family Focus Family Practitioner, or with one of our early help partners. All referrals will be by phone, and will be an exciting development for safeguarding children and young people in Norfolk.
- 3.3 Colleagues in Public Health are bringing together partners for a bid to Central Government for additional resources for children and young people who have witnessed or experienced domestic abuse. 29% of the families supported in Early Help Family Focus have domestic abuse as the primary reason for referral, and as a contributory factor in many more cases. The Head of Services and Partnerships with responsibility for domestic abuse support in Norfolk will be a key professional working on the bid, to create a sustainable model of support for children and young people affected.
- 3.4 As of May 2018 there were 1,637 children and young people receiving targeted early help. This is a steady increase from 1421 in October 2017. This underpins our overriding service philosophy to enable families to benefit from effective targeted family focus and community early help which is far reaching and engaging with more families.
- 3.5 To measure and evaluate the impact of the work we do we use a variety of outcome stars. The analysis from this indicates that the majority of our intervention is effective in supporting parents/carers with particular regard to managing their children's emotional and behavioural needs. Our recent analysis shows that:



- Early years average scores from 26 stars, (clients who are current clients and those who have left in the past 6 months) shows families rating improvement in all areas from the first star completed to the most recent (or last), significant improvement is seen in 'boundaries and routines', 'child development' and 'home, money and work'.
- The My star averages from 205 children and young people, shows improvements are made in all areas in similar increments, with 'feelings and behaviour' showing the most change in rating.
- The 131 'Family Star Plus' outcomes show families ratings improvements in 6 of the 10 categories, with 'Your well -being, 'meeting emotional needs' and 'boundaries and behaviour'.

Phase 2 of the Liquid Logic implementation will see the Outcome Star embedded in the EHM system for improved efficiency of use and application.

3.6 The following performance information indicates an increase month on month of requests for EHFF support and aligned to the increase in demand, the increase in numbers of cases actively worked. Pleasingly re-referrals have declined with a hypothesis that our earlier intervention has supported families to manage need independently of ongoing intervention.

Measure	Reporting Period						Target
	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	
No of Requests for Support to EHFF	208	229	182	Data Unavailable	237	279	-
Number of new cases opened to team over the last month	132	144	147		157	169	-
No of cases active to EHFF	664	720	674		687	724	-
No of children being supported within EHFF cases	1555	1637	1522		1600	1650	-
% of new EHFF cases that are re-referrals into early help	3.0%	6.3%	5.4%		7.6%	3.6%	20%
% of new EHFF cases that have stepped down from social care	28.0%	26.4%	30.6%		31.8%	29.6%	-

## **4. Social Work - Revised reports are currently being built and will be available from October 2018.**

### **4.1 Contact and Referrals**

4.1.1 At present we do not have full data regarding the number of contacts received in July 18, however we do know that 642 referrals were made to our social work teams. This is less than the number of referrals received in July 17 (717) which was the start of an unusual period of high referral rates over the summer and early autumn. We are hopeful that this lower number of referrals will continue in the coming months and be fully sustained once the changes to our front door are embedded from October 2018

### **4.2 Assessments**

4.2.1 Available data suggests that our rolling 12-month rate of assessments per 10k population under 18 is now circa the National Average of 515 per 10k population under 18, which would mean we continue to complete more assessments per 10k population than our statistical neighbours (463.1). It is envisaged that the review and redesign of our front door arrangements will be impactful throughout the children's system, particularly assessment teams.

4.2.2 The authorisation of social work assessments within 45 working days needs to continue to improve and is a KLOE in all localities. Data suggest July's performance was circa 62% which is lower than our statistical neighbour (83.8%) and national (82.9%) averages. However weekly performance monitoring by the SW Senior Leadership team is now in place and we have seen week on week reductions in the number of open Social Work Assessments that have gone over 45 working days in most localities. We therefore expect to see performance data in this measure show improvements in the coming months. Alongside this the revised performance management framework implemented whereby accountability for improvement in performance areas of concern are robustly monitored and challenged. A series of workshops for assessment teams covering performance, process and practice are also being delivered.

### **4.3 Child in Need**

4.3.1 Performance data suggests that at the end of July, most children (77%) who have been assessed as needing ongoing involvement from a social care team under section 17 (child in need) of the Children Act have an up to date plan which is reviewed in a timely way. Reporting is still being refined to ensure we have captured the true figure for this measure and as such we are hopefully that the performance is better than the data we currently have.

### **4.4 Child Protection (CP)**

4.4.1 The number of children subject to CP plans has fallen from April 18's rate of 38.2 per 10k of under 18s, to circa 36.5 (622 children as at the end of July 18) and we remain below our statistical neighbour (43.9) and national (43.3) averages. There are localities with a larger cohort of children subject to child protection planning, however this is not unexpected across a diverse County such as Norfolk.

4.4.2 Our percentage of children who have become subject to a CP plan for a second or subsequent time continues to fall, from 8.4% in July 2017 to 7.9% in July 18. The percentage of children subject to child protection planning for over 2 years is very low, and we have seen a decrease in the number of children on CP plans for over 18 months (from 30 in April 18 to 18 in July 18). This is not a widespread concern but one that we need to keep under review.

4.4.3 As at the end of July 18, 81% of children on CP plans had been seen within 20 working days which is in line with performance seen since the start of the year and higher than in July 17. Whilst we have a best practice timescale of 10 day visiting, 20 working days is the statutory requirement and for many families making progress and sustaining change this is entirely right.

#### 4.5 Looked After Children

4.5.1 The number of Looked After Children at the end of July was 1201. Whilst we know that LAC numbers did increase nationally between 15/16 and 16/17, Norfolk's rise in rate per 10k population of under 18s is significantly higher than that seen on a national & statistical neighbour level (62 per 10k to 65 per 10k in the same period and now 71.1) and is higher than our statistical neighbours (53.4). Through detailed analysis we know that over the past year there have been very few months where LAC cease numbers are close to or exceed the number of starts for any sustainable period of time. To fully understand the story behind the number of Looked After Children there continue to be a number of activities underway. These include the weekly LAC tracker which is being further developed to allow for more robust scrutiny and challenge, and a monthly analysis of all LAC starts and ceases, age, exit routes from care and time spent in care. This work, together with the review of our front door arrangements and a transformation programme work stream, is working tirelessly to understand why numbers are increasing, in what circumstances could alternative support to a family have prevented their child coming into care, and what resources are needed to secure safe care outside of being looked after for some children who are currently in our care.

4.5.2 Performance regarding ensuring our Looked After Children have an up to date Care Plan continues to be very good with 94.9% of looked after children across the county with an up to date looked after child plan.

4.5.3 The percentage of children having an Initial Health Assessment within 20 working days of becoming LAC continues to be an area for improvement. Data held by the CS QA Hub indicates of the Looked After Children who reached 20 working days in care in month to 26/07/2018 80.8% had an Initial Health Assessment completed. We have also seen a small increase in the percentage of children who have been LAC for 12 months or more having a health assessment in the past year (from 77.4% in April to 81% in July 18)

#### 4.6 Care Leavers

4.6.1 At 60.8%, performance regarding our Care in Education, Employment or Training continues to be good and above statistical neighbour (53.6%) and national averages (50%) and we continue to support our workforce to be creative and tenacious in helping young people reach their full potential. Most (84.6%) Relevant and Former Relevant Care Leavers have a Pathway Plan.

#### 4.7 Caseloads

4.7.1 The average caseload in Norfolk is currently 15. As at the end of July 18 eight social workers had high caseloads of 30+, all of whom were in assessment teams. 33% of social workers have over the caseload policy for their team type, although this varies across localities from 13% to 45%. By definition caseloads in assessment teams are higher given flow of work through the system. The recruitment of social workers to vacant posts has improved this year and assuming current recruitment activity is maintained vacancy rates will be reduced to levels where caseloads will be within range.

\* Eligible care leavers are young people aged 16 or 17 who are currently looked after

\*\* Relevant care leavers are young people aged 16 or 17 who have been **eligible** care leavers

\*\*\* Former relevant care leavers are Young People aged 18-21 who have been **eligible** and/or **relevant** care leavers

## **5. Financial Implications**

5.1 As requested, this is now contained in a separate report.

## **6. Issues, risks and innovation**

6.1 As requested, this is now contained in a separate report.

### **Officer Contact**

If you have any questions about matters contained in this paper or want to see copies of any assessments, e.g. equality impact assessment, please get in touch with:

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