

# Children's Services Committee

<b>Report title:</b>	<b>Performance Monitoring 2017-18</b>
<b>Date of meeting:</b>	<b>13 November 2018</b>
<b>Responsible Chief Officer:</b>	<b>Sara Tough Executive Director 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 measure which are currently rated as Red (the rate of LAC per 10k of under 18s), is discussed later in this report.

This report focusses primarily on data as at end of September 2018.

Locality-level performance information is available on the Members Insight area of the intranet.

## **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.**



Quarterly / Termly		Bigger or Smaller is better	Sep 15	Dec 15	Mar 16	Jun 16	Sep 16	Dec 16	Mar 17	Jun 17	Sep 17	Dec 17	Mar 18	Jun 18	Sep 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%	5.4%	4.6%	<15%	
													33 / 493	5 / 93	6 / 131		
{ChS} LAC with up to date Personal Education Plan (PEP)	Bigger	63.5%		73.5%	88.1%	76.0%	83.2%	84.2%	89.2%	89.4%	88.5%	88.7%		91.0%		100%	
				527 / 717	597 / 678	541 / 712	570 / 685	591 / 702	610 / 684	599 / 670	577 / 652	564 / 636					
{ChS} Rate of Looked-After Children per 10,000 of the overall 0-17 population	Smaller	63.6	63.1	62.5	62.6	62.8	65.5	65.8	65.7	66.2	66.5	69.7	69.8	70.3		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%	84.0%		
{ChS} Number of children subject to a Permanent Exclusion	Smaller		113.0	93.0	84.0	131.0		65.0	64.0			97.0					
{ChS} Percentage of Education, Health & Care Plans completed within timescale	Bigger										7.0%	14.2%	14.4%	9.9%	13.4%		
Annual (financial / academic)		Bigger or Smaller is better	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	Target	
{ChS} Percentage of children working at or exceeding the expected standard in Reading, Writing & Maths at KS2	Bigger													50%	57%	59%	64%
{ChS} Percentage of children achieving Grade 4 and above in GCSE English and Maths at KS4	Bigger												61%	63%	62%	Under Development	

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

1.2.1 A report card has been produced for each vital sign. It provides a succinct overview of performance and outlines what actions are being taken to maintain or improvement performance. The report card follows a standard format that is common to all committees.

1.2.2 Each vital sign has 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 are clearly specified on the report cards.

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 statistics now include the previous Ofsted judgement for schools that have been sponsored or re-brokered as an academy. The percentage of Norfolk schools judged Good or Outstanding continues to improve under this methodology as more academies are inspected and is now 84% compared to a national average which remains at 86%.

#### **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%).

### **2.2 Education Outcomes**

#### **2.2.1 Early Years Foundation Stage Profile (Age 5)**

Official DfE figures have now been published which show that outcomes at age 5 in school reception classes are slightly better than the national average. 71.6% of children in 2018 reached the expected Good Level of Development, compared to a national average of 71.5%

#### **2.2.2 Provisional GCSE Results (age 16)**

DfE have published provisional 2018 GCSE results. Last year, pupils took reformed GCSEs graded 1 to 9 in English and Mathematics. In 2018 most popular GCSE subjects were reformed. A grade 4 or above represents the equivalent of the old grade C.

Achievement is broadly in line with national averages, and is very similar to last year.

Unvalidated 2017 and 2018 results comparison:

		<b>Progress 8</b>	<b>Attainment 8</b>	<b>%English and Mathematics (9 – 4)</b>
2018	National	-0.02	46.4	63.9
	Norfolk	-0.01	44.9	62.0
	LA ranking	64 out of 151	97 out of 151	89 out of 149
2017	National	-0.03	46.0	63.3
	Norfolk	-0.05	44.7	62.1
	LA ranking	77 out of 151	97 out of 151	86 out of 151

Provisional GCSE results show that pupils in Norfolk made slightly better progress on average (progress 8) than pupils nationally. Average attainment (attainment 8) and the percentage of pupils achieving a standard pass in English and Mathematics remains slightly below national averages.

### 2.2.3 Provisional A Level Results (age 18)

DfE have published provisional A Level results for 2018. Norfolk average point scores have improved and are closer to the national average than in 2017.

		<b>Schools</b>	<b>Schools and Colleges</b>
2018	National	32.2	31.8
	Norfolk	31.7	30.8
	LA ranking	71 out of 146	70 out of 146
2017	National	31.5	31.1
	Norfolk	30.0	29.8
	LA ranking	100 out of 150	96 out of 150

## 2.3 Participation post 16

2.3.1 At this time of year the priority is establishing the actual education, training and employment destinations of all 16 and 17 year olds (16,536) so that we can accurately identify those who are NEET and target support to them. We do this through a combination of contacting young people directly by telephone or text and by working in partnership with schools and post 16 education providers. Where we are unable to find out the destination through these methods, our staff will make a home visit. This process takes place over the period of September to December. Our advisers support, signpost and enable young people to progress into EET. Norfolk has an excellent track record of gaining accurate destination information achieving an unknown figure of between 1 and 1.5% by December over the past three years. We are currently midway through the process and are in line with previous performance. Initial figures show that participation in learning for 16 year olds is in line with last year but for 17 year olds is higher than this time last year. This is translating to slightly lower numbers of NEET young people. The Department for Education measure a combined percentage of the average NEET and unknowns for the months of December, January and February. We will have an accurate picture of NEET and participation in December

### **3 Early Help**

- 3.1 The new Children's Advice and Duty Service launched on 17<sup>th</sup> October 2018, and the transition to the new service has been smooth, with effective communication to partners about the changes. The impact on social work teams has been positive thus in terms of the right service for children, at the right time. Positive feedback from partners has been received. Volumes may increase following the return from school holidays.
- 3.2 At the end of September 2018 Early Help Family Focus had 659 open cases, with 120 cases awaiting allocation. There is considerable pressure on the service, as cases are more appropriately triaged in the new Children's Advice and Duty Service. This has resulted in fewer cases being sent for an unnecessary social work assessment but has highlighted a lack of capacity in the Early Help Family Focus teams. The new Performance Framework has enabled EHFF Managers to focus their attention on quality of work and timeliness of intervention.
- 3.3 Early Help Family Focus Teams continue to work closely with social work teams within their localities to ensure smooth transition for families with reduced hand-offs. Managers in localities are meeting regularly to discuss transfers and trends/issues and identify thematic areas for audit/scrutiny and development.
- 3.4 All localities continue to have collaboration meetings with partners. These support effective information sharing and positive relationships with partners. Locality Heads of Service and Partnership continue to work closely with District Council counterparts and Healthy Child Program colleagues. Through these relationships we are able to work on joint assessment, joint work around neglect and homeless reduction.
- 3.5 The Early Help Partner Focus teams continue to support a wide range of partners with information, advice and guidance, in addition they hold 136 open cases, whereby more intensive support for partners with Family Support assessment and planning is given. This is a very small team, with only 6 posts across the county, but with one vacancy. Partners reflect that they value the support they are offered by that team.
- 3.6 Early Help Community Focus teams have been supporting commissioning colleagues with the Early Childhood and Family Service consultation and have organised and attended these events all over the county.
- 3.7 The Community Focus element of Early Help are currently developing a tool to better capture the work they do supporting communities to be more resilient.

### **4. Social Work**

#### **4.1 Contact and Referrals**

- 4.1.1 The number of contacts becoming referrals in August (circa 600) was significantly lower compared to the same time last year (886 in August 17). This trend continued into September with circa 550 referrals compared to the 956 the same month in 2017. We are hopefully that this lower number of referrals will continue and will be sustained with the implementation of the new Children's Advice and Duty Service (CADS) in mid-October 2018. Re-referral rates also appear to have fallen, with less than 20% repeat referrals reported in September 18 compared to 28% in April 18.

#### **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 513, which is still below the National Average of 515 per 10k, but means we continue to complete more assessments per 10k population than our statistical neighbours (463.1). It is envisaged that the introduction of CADS will be impactful throughout the children's

system, particularly assessment teams and that overtime our rate of assessments per 10K under 18-year olds will fall.

4.2.2 The authorisation of social work assessments within 45 working days continues to improve and remains a KLOE in all localities. Data suggest September's performance was circa 77% compared to 62% in April 18, which, although still lower than our statistical neighbour (83.8%) and national (82.9%) averages, is a positive trajectory of improvement. Weekly performance monitoring by the SW Senior Leadership team is continuing 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, including 2 localities that as at week beginning 22/10/18 had less than 5 open assessments over 45 working days and 1 locality that had none. Alongside improving the timeliness of social work assessments, we are working to ensure the quality of assessments is good. A series of workshops for assessment teams covering performance, process and practice have been delivered and a county-wide 'one case, one worker' audit is being undertaken, including One Assessment One Plan per manager audit to evaluate manager's decision-making and case overview.

### **4.3 Child In Need**

4.3.1 Performance data regarding Children In Need with an up to date plan is still being refined to ensure we capture the right figures for this measure. However early testing of the data suggests circa 84% of all CIN (excluding those in Assessment Teams) have an up to date plan, which if verified would be the highest performance since December 17.

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

4.4.1 As at the end of September the number of children subject to CP plans had fallen back to a rate of 38.2 per 10k of under 18s (647 children), from August's high of circa 39.2 (664 children) 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 be low, decreasing from 23% in September 2017 to circa 21% in September 18 which is only slightly higher than our statistical neighbour average of 19.7%. The percentage of children subject to child protection planning for over 2 years is very low (circa 1%), and we have seen a decrease in the number of children on CP plans for over 18 months over the last 6 months (from 30 in April 18 to 23 in September 18).

4.4.3 We are continuing to test the accuracy of data in our new reporting systems, however data that is available suggests that as at the end of September 18, circa 78% 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, although it is lower than the figure seen in September 17(88%). 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 at end of September was 1202. Norfolk's rate per 10k population of under 18s (70.3%) remains significantly higher than our statistical neighbours (53.4). The weekly LAC tracker is in use to allow for more robust scrutiny and challenge, including identifying children where reunification or care outside of the care system could be explored.

There is also regular 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 have increased, 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 over 95% of looked after children across the county having an up to date care plan.

4.5.3 Reporting currently shows a decline in the number and percentage of Eligible Care Leavers with an up to date pathway plan, falling from 76% in April 18 to 51% in September 18. It is known that this is in part due to a recording issue whereby the pathway plan element of the care plan has not been completed on the child's electronic record. The details of these children have been passed to the allocated teams to ensure recording is updated correctly.

4.5.4 The percentage of children having an Initial Health Assessment within 20 working days of becoming LAC continues to be an area of focus as improvements seen in weekly reports are not always sustained on a week by week basis. Of the 40 children who reached 20 working days in care in the month to 4<sup>th</sup> October 50% had an Initial Health Assessment within timescale.

Following a drop in weekly performance in September to circa 50%, we have more recently seen improvements in consistency regarding SW teams ensuring the request for an initial health assessment is made within timescales, with 94% of requests being passed to health in 5 working days in the month to 18<sup>th</sup> October.

The percentage of LAC having a review health assessment in the past year remains stable at Circa 87.5% over the past 2 months, which although very positive does not distract from us striving to improve this further.

## 4.6 Care Leavers

4.6.1 The EET performance regarding our Care Leavers in September is 56%. Whilst this is the County figure, we do know that we have some very highly performing Leaving Care teams however this figure is impacted by one team in particular who are currently receiving intensive support to develop both their knowledge of leaving care processes and being held to account through a robust local action plan.

We are pleased to report that the majority of our Relevant & Former Relevant Care Leavers have a Pathway Plan Need Assessment (99%) and up to date Pathway Plan (95.6%).

## 4.7 Caseloads

4.7.1 The average caseload in Norfolk is currently 15. As at the end of September 18 five social workers had high caseloads of 30+ (1 less than August), 4 of whom were in assessment teams. 92 (36%) social workers had over the caseload policy for their team type, although this varies across localities.

\* 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 This is contained in a separate report and will be presented to Committee in January 2019.

### 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:

Performance Officer Name: Andy Goff.

Telephone: 01603 223909

Email address: [andrew.goff@norfolk.gov.uk](mailto:andrew.goff@norfolk.gov.uk)



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