

# Children's Services Committee

<b>Report title:</b>	<b>Performance Monitoring 2017-18</b>
<b>Date of meeting:</b>	<b>22 May 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 three measures which are currently rated as Red (CP Child Seen in 10 days, CiN with an up to plan and initial LAC Health Assessments), are discussed later in this report. Children in need with no up to date CiN plan are made up in the main of children and young people currently undergoing social work assessment in assessment teams. Performance in this area is not rated as red once assessment team performance is removed and this is an entirely acceptable action to take as it is unknown at the point of assessment whether a child will indeed become subject to any future planning arrangements.

This report focusses primarily on data as at end of March 2017 and in addition to vital signs performance, this report and its appendices contain other key performance information via the (MI) Report (Appendix 1).

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.**

# 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.



### 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	Mar 17	Apr 17	May 17	Jun 17	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Target
{ChS} Percentage of Referrals into Early Help Services who have had a referral to EH in the previous 12 months	Smaller	13.7%	14.7%	18.4%	16.8%	21.7%	11.3%	11.2%	6.8%	9.4%	10.2%	6.5%	3.0%	6.3%	20.0%
			24 / 163	36 / 196	31 / 184	31 / 143	14 / 124	12 / 107	9 / 133	15 / 160	13 / 127	11 / 168	4 / 132	9 / 144	
{ChS} Percentage of Referrals into Section 17 CIN Services who have had a referral to S.17 CIN in the previous 12 months	Smaller	25.1%	25.0%	24.9%	22.8%	24.0%	24.2%	23.7%	23.7%	23.5%	23.8%	23.9%	24.2%	24.1%	<20%
		2075 / 8257	2024 / 8110	1973 / 7920	1963 / 8039	1976 / 8110	2071 / 8575	2101 / 8881	2156 / 9109	2189 / 9320	2252 / 9482	2233 / 9341	2240 / 9245	2173 / 9001	
{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	7.6%	5.5%	5.7%	16.2%	8.4%	9.8%	8.6%	8.4%	8.3%	8.1%	8.1%	8.2%	8.2%	<15%
		96 / 906	96 / 906	87 / 912	88 / 896	87 / 893	83 / 848	70 / 810	69 / 821	67 / 809	66 / 814	70 / 859	71 / 869	69 / 844	
{ChS} Child in Need (CIN) with up to date CIN Plan	Bigger	81.9%	78.3%	82.1%	79.9%	84.0%	80.0%	75.1%	71.5%	64.7%	62.4%	58.9%	59.1%	65.8%	100%
		997 / 1218	950 / 1213	958 / 1167	1057 / 1323	1052 / 1253	890 / 1112	1022 / 1361	999 / 1397	973 / 1505	979 / 1570	909 / 1544	850 / 1439	917 / 1393	
{ChS} Child Protection (CP) - % children seen	Bigger	93.3%	90.5%	90.0%	83.6%	70.4%	74.8%	88.8%	90.6%	80.9%	84.7%	82.7%	67.5%	72.0%	100%
		458 / 491	466 / 515	441 / 490	298 / 511	359 / 523	272 / 599	336 / 499	338 / 501	295 / 508	354 / 504	323 / 532	395 / 585	419 / 582	
{ChS} LAC with up to date Care Plan	Bigger	97.3%	97.1%	96.5%	96.6%	96.7%	96.1%	96.8%	97.0%	95.3%	95.6%	94.3%	96.0%	95.7%	100%
		1075 / 1105	1058 / 1090	1051 / 1089	1060 / 1097	1061 / 1097	1065 / 1108	1076 / 1111	1082 / 1115	1078 / 1131	1076 / 1125	1085 / 1151	1118 / 1164	1127 / 1178	
{ChS} LAC with up to date Health Assessment (HA)	Bigger	86.5%	85.4%	80.3%	78.3%	79.4%	79.9%	79.6%	79.1%	78.0%	76.2%	75.1%	76.5%	74.2%	100%
		641 / 741	622 / 728	590 / 735	579 / 739	602 / 758	614 / 768	611 / 768	613 / 775	610 / 782	604 / 793	604 / 804	613 / 801	596 / 803	
{ChS} Eligible Care Leavers with up to date Pathway Plan	Bigger	82.6%	84.1%	85.9%	83.7%	84.5%	83.6%	84.8%	84.9%	83.5%	82.3%	83.1%		75.6%	
		181 / 219	180 / 214	177 / 206	175 / 209	175 / 207	181 / 215	179 / 211	180 / 212	177 / 212	181 / 220	187 / 225		183 / 242	
Quarterly / Termly	Bigger or Smaller is better	Mar 15	Jun 15	Sep 15	Dec 15	Mar 16	Jun 16	Sep 16	Dec 16	Mar 17	Jun 17	Sep 17	Dec 17	Mar 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 / 493	

## 1.2 Report cards

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 Impact of Support for Education Improvement**

#### **Ofsted Outcomes**

#### **2.1.1 Schools:**

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

In the spring term 38 schools were inspected. Five were full inspections of schools not already judged Good. Four improved to Good, having previously been sponsored as an academy. One was judged as Requires Improvement.

Ofsted have changed their methodology for inspecting schools previously judged to be good. A good school will now usually receive a one-day monitoring inspection every three years. Where the inspector is convinced that the school remains good, they will confirm this in the report. Prior to January, if the inspector required more evidence to confirm that a school remained good they would convert the inspection to a full inspection and continue (with additional inspectors as required) into a second day. From January, this no longer takes place. The short inspection is concluded and the judgement does not change but the next inspection is scheduled as a full inspection.

33 of the 38 inspections in Norfolk were short one-day inspection of Good schools. Six of the 33 schools will receive a full inspection at their next inspection.

#### **2.1.2 Early Years Providers:**

The number of early years settings judged good or outstanding has improved to 96% of settings (95% nationally) and 98% of childminders (national 93%).

### **2.2 Education Testing and Assessment**

During this term, primary school's complete statutory teacher assessments for the end of Early Years Foundation Stage (age 5), Key Stage 1 (age 7) and Key Stage 2 (age 11). Under the requirements of the DfE, the local authority moderates the judgements in 25% of these schools on an annual basis to confirm their accuracy. Academies can choose a provider for moderation. All Norfolk academies (and some in Suffolk) purchase moderation and assessment training from Norfolk.

Pupils in Key Stage 1 also undertake the Phonics Screening Check and at Key Stage 2 take tests in Grammar, Punctuation and Spelling, Reading and Mathematics. The local authority observes this process in a sample of 10% of schools. Academies can choose their provider and all purchase this service from Norfolk. Last year, pupils at secondary took reformed GCSEs (graded 1 to 9) in English and Mathematics. This year most GCSEs are being reformed, and many GCSE equivalent qualifications are no longer approved to be included in performance data by DfE. The new GCSEs include more demanding content than the previous GCSEs and are almost exclusively graded by terminal examination.

### **2.3 Performance and Standards Warning Notices**

Where we have concerns about the performance of LA maintained schools, the local authority assigns a lead officer from the Education Intervention and Quality Assurance Service, who will investigate the quality of provision at the school, commissioning audits of teaching, safety and/or governance as appropriate. Where this investigation shows that outcomes for pupils are unacceptably low, leadership and governance has broken down or safety is threatened, then under section 60 of the Education and Inspections Act 2006, we issue a performance

standards and safety warning notice. A school must comply with the requirements of the warning notice or becomes eligible for intervention. See <https://www.gov.uk/government/publications/schools-causing-concern--2> for more detail.

**2.3.1** This academic year, we have issued warning notices to:

- Brancaster CE VA Primary School
- Brisley CE VA Primary School
- Caston CE VA Primary School
- Nelson Infant School
- Nightingale Infant and Nursery School
- Parkers CE VC Primary School
- Raleigh Infant School and Nursery
- Winterton Primary School

**2.4 Post 16 Participation**

Norfolk continues to have a very low number of 16 and 17 year olds whose destination is unknown compared to the national figure. This means that although there is a higher percentage of young people not in education, employment or training (NEET) than nationally, we can be confident that our data is accurate. There has been a drop-in participation at 16 from 95.6% in December to 94.4% at the end of March, and at 17 from 87.1% in December to 86.7% at the end of March. This is due to young people who have left education or training provision early, or who are no longer in employment. It remains a challenge to re-engage these young people back into provision.

**2.5 Exclusion**

Phase	Aut 15-16	Spr 15-16	Sum 15-16	Aut 16-17	Spr 16-17	Sum 16-17	Aut 17-18	Spr 17-18	Sum 17-18
Primary	31	31	21	33	16	22	24	18	3
Secondary	81	62	63	98	49	42	80	51	7
Special	1	1				1			
Other	4	1		3	1	2	3	2	
<b>Grand Total</b>	<b>117</b>	<b>95</b>	<b>84</b>	<b>134</b>	<b>66</b>	<b>67</b>	<b>107</b>	<b>71</b>	<b>10</b>

2.5.1 The number of permanent exclusions this academic year is lower than the previous two years. The number of confirmed permanent exclusions remains above national exclusion rates. We have submitted a DfE Strategic School Improvement Bid for £500,000 to enable further support to reduce the use of exclusions.

**3. Early Help**

3.1 From a county wide perspective the data indicates that Family Focus teams are providing a more consistent service to children, young people, families and partners, as there are fewer peaks and troughs in the data set. The number of cases open to Early Help Family Focus teams across the county continues to increase, with teams holding 720 cases at the end of March 2018. Early Help Practitioners were supporting 1637 children and young people through these cases.

3.2 After some analysis of the source of referrals into Early Help Family Focus teams, we can clearly see that the majority of the cases come from three sources:

- Children’s social care (36%)
- Early Help Hub in the Mash (23%)

- Education (16%)

- 3.3 The high percentage of cases stepping down from Children's Social care is particularly pleasing, as last February this figure stood at 3%.
- 3.4 Development of key performance indicators for Early Help Family Focus and the Early Help system are being finalised in line with liquid logic timescales, service planning and a refresh of the Norfolk Early Help Partnership Strategy. We welcome the implementation of liquid logic to enable our operational teams to have access to robust performance information for the service.
- 3.5 The Family Focus service has been looking at workforce development for its staff on a number of levels including the introduction and establishment of a competency framework for all job roles. Providing a more comprehensive induction and support for new early help family focus staff, development of the new child and family practitioner apprenticeship and producing and delivering a series of practice workshops on assessment, planning, interventions and learning from service user feedback are current priority areas.
- 3.6 The Troubled Families Annual Report has been published by the Department for Housing, Communities and Local Government, and lists all of the Local Authorities across England, and how they are progressing with their Troubled Families Programme.
- 3.7 After a comparison of Norfolk's statistical neighbours, Norfolk is mid table. The HCLG expectation is that by this stage of the programme, LA's will have claimed for 25% of the target cohort. For Norfolk this figure is 22%, which is on track. We need to bear in mind that Norfolk has the highest target for claims of our statistical neighbours, at 5680, which is challenging.

#### **4. Social Work (MI Report at Appendix 1)**

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

- 4.1.1 There was a slight increase in the number of contacts made in March 18, however it was lower than the number received in March 17. Of all contacts made 20% did not meet the threshold for referral to children's social care and this indicates that partners may need to have increased confidence in what constitutes the need for social care intervention. An initial review of Children's Services 'Front Door' has been completed by an external expert and work is continuing to have a robust redesign of our front door arrangements by this summer.

##### **4.2 Assessments**

- 4.2.1 Whilst our rolling 12 month rate of assessments of 498.3 per 10k population under 18 is still below the National Average of 515 per 10k population under 18, we do complete more assessments per 10k population than our statistical neighbours (463.1). However a low proportion of our assessments (less than 60%) result in ongoing involvement. What is clear is that at the point of transfer from MASH to an assessment teams the information provided by referrers indicate that assessment is needed. Further exploration by assessment teams result in no further social care involvement being required. 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. Performance increased slightly in March 2018. Norfolk's performance of 56% is lower than that of our statistical neighbour (83.8%) and national (82.9%) averages. Across the county there are some local differences that impact on this overall performance rate with some localities with better performance. A revised performance management framework is being development whereby accountability for improvement in performance areas of concern are robustly monitored and challenged.

##### **4.3 Child Protection (CP)**

- 4.3.1 Whilst the number of children subject to CP plans is higher than in March 2017, it has fallen considerably since last month and, at a rate of 36.2 per 10k of under 18s, 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. The reduction could indicate more impactful work with families at a lower level of intervention to ensure change is sustained and enduring. Conversely due regard needs to be applied when considering that 51% children becoming looked have previously been subject to CP planning.
- 4.3.2 Our number of Initial Child Protection Conferences on a 12 month rolling basis of 64.4 per 10k under 18s is in line with statistical neighbour and national averages of 63.2 and 65.3 respectively. An area for improvement is timeliness of ICP's. The majority of localities perform well however there are occasions where this is not consistent across the county.
- 4.3.3 Our percentage of children who have become subject to a CP plan for a second or subsequent time has fallen to 20.4% and is now in line with our statistical neighbour averages of 19.7%. Whilst the percentage of children subject to child protection planning for over 2 years is very low, we are seeing increasing numbers of children subject to child protection planning for over 18 months. This is not a widespread concern but one that we need to be mindful of.
- 4.3.4 The percentage of children on CP plans seen within 10 working days continues to increase with all localities improving or maintaining their performance this month. In five out of six localities 90% of children are seen within 20 days. This is the statutory requirement and for many families making progress and sustaining change this is entirely right.

#### **4.4 Looked After Children**

- 4.4.1 The number of Looked After Children at the end of March 18 was 1178. Whilst LAC numbers have increased nationally (from 60 per 10k under 18 population year on year since 2015) Norfolk has increased at a higher rate (62 per 10k to 65 per 10k in the same period and now 68.7) and is higher than our statistical neighbours. To fully understand the story behind the increase in the number of Looked After Children there are a number of activities underway. These include the introduction of the weekly LAC tracker, and a monthly analysis of all LAC starts and ceases, age, exit routes from care and time spent in care. There are 2 reviews underway to better understand our looked after children cohort. 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 and in what circumstances could alternative support to a family have prevented their child coming into care.
- 4.4.2 Performance regarding ensuring our Looked After Children have an up to date Care Plan continues to be very good. Five localities currently have at least 97% of looked after children with an up to date looked after child plan.
- 4.4.3 The stability of placements for our long term looked after children (69%) is, in line with national statistical neighbour averages (70% & 69%) as is the percentage of children with 3 or more placements in any one year (Norfolk 11%, statistical neighbours 10.5%, national 10%). There is some anecdotal reports of long term foster placements breaking down after permanency has been agreed. To better understand the validity and extent of this a dip sampling exercise is underway to be assured that the right support is offered to sustain these placements at the earliest indication of possible placement breakdown.
- 4.4.4 The percentage of children having an Initial Health Assessment within 20 working days of becoming LAC continues to be an area for improvement. Current data held by the CS QA Hub indicates that as at 29/03/18 86% of LAC starts have a request for an Initial Health Assessment within 5 days of becoming LAC, however the completion rate by health partners between days 5 to 20 is 36.8%.
- 4.4.5 We continue to see high percentages of children participating in their LAC reviews (64.5%), this is positive and means that looked after children not only have their voice heard but also play a

pivotal role in developing their care plan. Social workers and IROs value the principles of LAC reviews being the child's review. The ongoing cultural change in how LAC reviews belong to the child is key to sustaining increased attendance by children.

#### 4.5 Care Leavers

4.5.1 58% of our Care Leavers are in employment, education or training. This is higher than the statistical neighbour (53.6%) and national averages (50%). We continue to monitoring performance regarding care leavers we are in touch with as this is an area in recent months hasn't been as high as we want and it is where recent performance has indicated a drop from our previous good position.

#### 4.6 Adoption

4.6.1 Performance information shows, we have seen another increase in the percentage of adoptions being completed within 12 months of the 'should be placed for adoption' decision being made. Whilst the average number of days between placement order and being matched with an adoptive family (rolling 12 months) has increased slightly in March, this is likely to be a 'good news story' as it could indicate that family finding for a child/ren with complex needs has been successful. Our adoption teams continue to be high performing and we are proud of the outstanding work they do alongside frontline social worker to ensure children with a plan for adoption have permanence achieved at the earliest possible opportunity.

#### 4.7 Caseloads

4.7.1 The average caseload in Norfolk is currently 15. Seven social workers have high caseloads of 30+. Additional team capacity has been added to three localities which is already having a positive impact on caseloads. The percentage of children who have had a change of social worker (but not change of team) has fallen slightly which indicates the impact of more stability within staff teams.

\* 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 A revised risk report is now tabled as a separate item

### 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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