

CHILDREN AND LEARNING OVERVIEW AND SCRUTINY COMMITTEE

Subject Heading:

Corporate Performance Report:
Quarters 1 & 2 (2015/16)

CMT Lead:

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Policy context:

The report sets out Quarter 1 and Quarter
2 performance for indicators relevant to
the Children and Learning Overview and
Scrutiny sub-committee

SUMMARY

The Corporate Performance Report provides an overview of the Council's performance for each of the strategic goals (Clean, Safe and Proud). All of the indicators relevant to this committee contribute to the achievement of the strategic goals that the people of the borough will be safe, in their homes and in the community, and will be proud to live in Havering.

The report identifies where the Council is performing well (**Green**) and not so well (**Amber** and **Red**). The RAG ratings for 2015/16 are as follows:

- **Red** = more than the '**target tolerance**' off the quarter target and where performance has *not improved*.
- **Amber** = more than the '**target tolerance**' off the quarter target and where performance has *improved or been maintained*
- **Green** = on or within the '**target tolerance**' of the quarter target

Where performance is more than the '**target tolerance**' off the quarter target and the RAG rating is '**Red**', '**Corrective Action**' is included in the report. This highlights what action the Council will take to address poor performance.

Also included in the report are Direction of Travel (DOT) columns, which compare:

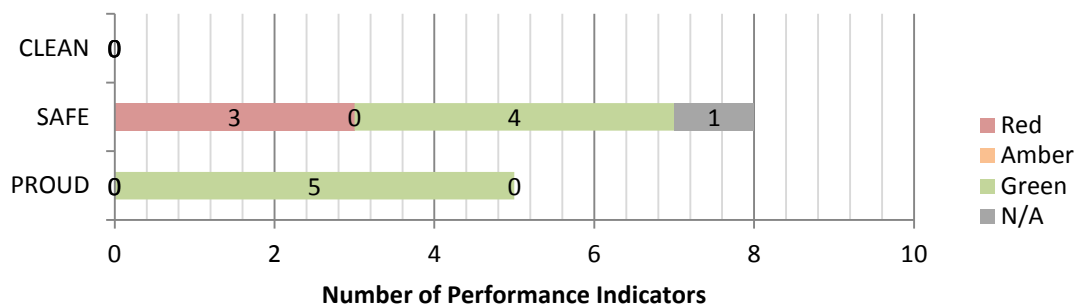
- Short-term performance – with the previous quarter
- Long-term performance – with the same quarter the previous year

A green arrow (↑) means performance is better and a red arrow (↓) means performance is worse. An amber arrow (→) means that performance is the same.

OVERVIEW OF CHILDREN AND LEARNING INDICATORS

13 Corporate Performance Indicators fall under the remit of the Children and Learning Overview & Scrutiny sub-committee. These relate to Children's Services and the Learning and Achievement service.

Q2 2015/16 RAG Summary for Children and Learning



Of the 13 indicators, 12 have been given a RAG status for Quarter 2. **9 (75%)** are **Green** and **3 (25%)** are **Red**.

The current levels of performance need to be interpreted in the context of increasing demands on services across the Council. Also attached to the report (as **Appendix 3**) is a Demand Pressure Dashboard that illustrates the growing demands on Children's Services and Learning and Achievement, and the context that the performance levels set out in this report have been achieved within.

The feasibility of being able to achieve the targets associated with the following indicators (performance against which is RAG rated as "Red" for Quarter 2) is currently being reviewed in the context of the increasing levels of demand:

- Percentage of children who wait less than 14 months between entering care and moving in with their adopting family
- Percentage of looked after children (LAC) placed in LBH foster care

The outcomes of this review will be considered as part of the Council's budget strategy, as well as the corporate and service planning processes for next financial year, as additional budget and / or other resources would need to be allocated to these in order to improve their performance. The Council's draft budget already recognises the demographic pressures illustrated at **Appendix 3** however both the budget and / or the targets will be revised as necessary in light of the review of the level of additional resources required to achieve the targets as they are currently set.

Future performance reporting arrangements

In discussion with the Overview and Scrutiny Board and some of the Overview and Scrutiny Sub-Committees, consideration has recently been given to the current performance reporting arrangements and how they might be improved going forward.

Under the current arrangements, the quarterly and annual corporate performance reports are considered by the Cabinet first, then the Overview and Scrutiny Board and finally the various Overview and Scrutiny Sub-Committees. Depending on the meetings schedule in any given quarter, the whole cycle of reporting takes between four and seven months to complete. For Quarter 1 of this year, there is a seven-month time lag between the end of the quarter and the point at which most of the overview and scrutiny sub-committees have had the opportunity to scrutinise the data (so performance during the April to June period is being scrutinised in January).

Going forward, from the new financial year onwards, Cabinet has agreed that the quarterly and annual Corporate Performance Reports will be considered first by the individual overview and scrutiny sub-committees, then the Overview and Scrutiny Board and finally the Cabinet. This will allow the Cabinet reports to reflect any actions or comments the overview and scrutiny committees may be making to improve performance in highlighted areas as well as shortening the overall performance reporting cycle.

RECOMMENDATIONS

Members are asked to review performance set out in **Appendices 1 and 2** and the corrective action that is being taken; and note the content of the Demand Pressures Dashboard attached as **Appendix 3**.

REPORT DETAIL

PEOPLE WILL BE SAFE, IN THEIR HOMES AND IN THE COMMUNITY.

Currently there are eight indicators relative to Children and Learning under the SAFE goal, of which four are currently shown as having a green RAG status:

- Percentage of looked after children (LAC) placements lasting at least 2 years;
- Percentage of Child Protection (CP) Plans lasting more than 24 months;
- Percentage of Referrals to Children's Social Care progressing to assessment, and
- Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years.

Three indicators are currently shown as having a red RAG status:

- Percentage of children who wait less than 14 months between entering care and moving in with their adoptive family;
- Percentage of young people leaving care who are in education, employment or training at the age 19 and at age 21, and

- Percentage of looked after children (LAC) placed in LBH foster care.

One indicator does not currently have a RAG status as this is a new measure that will not start to be collected until December 2015.

Highlights:

- Percentage of looked after children (LAC) placements lasting at least 2 years – Looked after children's placement stability continues to be very strong for quarters one and two and has exceeded our target.
- Percentage of Child Protection (CP) Plans lasting more than 24 months – By the end of September, 127 children had come off a CP Plan, none of whom had remained on their Plan for more than 24 months. At this point last year there had been 3 cases ongoing for over 24 months. When considering the increase in children protection cases we have seen this year compared with last year, this is particularly good news.

Improvements required:

- Percentage of children who wait less than 14 months between entering care and moving in with their adopting family – The Council is currently performing below target against this indicator. However it is important to note that this measure deals with a very small cohort (of 9 children) and so even very small fluctuations can greatly affect the percentage outturns. Similarly, this measure (in terms of the number of months), has been reducing year on year and was 16 months for 2014/15. So, whilst the Council's performance is moving in the right direction, the target is becoming increasingly difficult to achieve. Some delays within the measure are attributable to factors beyond the Council's control, most notably the courts. Children's Services endeavour to ensure that Family Group Conferences are arranged at an early stage in order to hasten timescales. A review of permanency tracking processes is also underway.
- Percentage of young people leaving care who are in education, employment or training at age 19 and at age 21 – Whilst this measure has not met our target of 80%, Havering's performance still exceeds both the national and statistical neighbour averages. It is also important to note that, of the 36 care leavers who are not in education, employment or training, two have illnesses or disabilities and nine are currently pregnant or parenting. In addition, for the purposes of reporting against this indicator, if the local authority is not in touch with a care leaver, they are presumed not to be in education, employment or training. This accounts for a further seven of the 36 cases.
- Percentage of looked after children (LAC) placed in LBH foster care – Although this measure has not met the target, it is linked to a performance measure within the PROUD goal (Number of new in-house foster carers) which is performing well. It is anticipated that the increase in the number of in-house foster carers will improve performance in this area as the year

progresses. A new panel process has also been put in place to review the cases of young people who are currently placed in residential settings, with a view to transferring them to in-house carers where appropriate.

OUR RESIDENTS WILL BE PROUD TO LIVE IN HAVERING.

Currently there are five indicators relative to Children and Learning under the PROUD goal, of which all are currently shown as having a green RAG status:

- Number of apprentices (aged 16-18) recruited in the borough;
- Percentage of Early Years providers judged Good or Outstanding by Ofsted;
- Percentage of 16 to 19 year olds (school years 12-14) who are not in education, employment or training (NEET);
- Percentage of schools judged to be Good or Outstanding, and
- Number of new in-house foster carers.

Highlights:

- Number of apprentices (aged 16-18) recruited in the borough – Continued good performance against this measure means that Havering's quarter 2 figure (560) is just 100 away from the 2015/16 target.
- Percentage of 16 to 19 year olds (school years 12-14) who are not in education, employment or training (NEET) – Havering's quarter 2 performance was 20% better than that of the East London comparator group (0.4 percentage points).
- Number of new in-house foster carers – Current performance for this measure (which exceeded the Quarter 2 target) means that Havering's annual target should be well within reach.

IMPLICATIONS AND RISKS

Financial implications and risks:

Adverse performance against some Corporate Performance Indicators may have financial implications for the Council. Whilst it is expected that targets will be delivered within existing resources, officers regularly review the level and prioritisation of resources required to achieve the targets agreed by Cabinet at the start of the year.

Human Resources implications and risks:

There are no direct HR implications or risks, for the Council or its workforce, that can be identified from the recommendations made in this report.

Legal implications and risks:

Whilst reporting on performance is not a statutory requirement, it is considered best practice to review the Council's progress against the Corporate Plan and Service Plans on a regular basis.

Equalities implications and risks:

The following Corporate Performance Indicators rated as 'Red' or 'Amber' could potentially have equality and social inclusion implications for a number of different social groups if performance does not improve:

- Percentage of looked after children (LAC) placed in LBH foster care
- Percentage of children who wait less than 14 months between entering care and moving in with their adopting family
- Percentage of young people leaving care who are in education, employment or training at age 19 and at age 21.

The commentary for each indicator provides further detail on steps that will be taken to improve performance and mitigate these potential inequalities.

BACKGROUND PAPERS

The Corporate Plan 2015/16 is available on the website at <http://www.havering.gov.uk/Documents/Council-democracy-elections/Corporate-Plan-on-a-page-2015-16.pdf>