



## CHILDREN AND LEARNING OVERVIEW AND SCRUTINY COMMITTEE

<b>Subject Heading:</b>	Corporate Performance Report: Quarter 3 (2015/16)
<b>CMT Lead:</b>	Isobel Cattermole, Deputy Chief Executive (Children, Adults and Housing)
<b>Report Author and contact details:</b>	Craig Benning, Policy and Performance Business Partner (Children, Adults and Housing)
<b>Policy context:</b>	The report sets out the Quarter 3 (2015/16) 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:

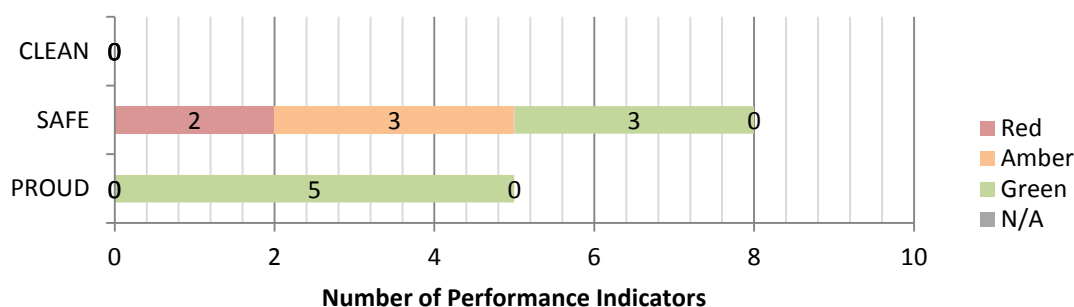
- Short-term performance – with the previous quarter
- Long-term performance – with the same quarter the previous year

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.

### **Q3 2015/16 RAG Summary for Children and Learning**



Of the 13 indicators, all have been given a RAG status for Quarter 3. 8 **(61.5%)** are **Green** and 5 **(38.5%)** are **Red** or **Amber**.

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 2**) 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.

As stated in the Quarter 2 Children and Learning Overview and Scrutiny report, the feasibility of being able to achieve the targets associated with the following indicators (performance against which is RAG rated as "Amber" for Quarter 3) has been 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 have been considered as part of the Council's budget strategy, as well as the corporate and service planning processes for the current financial year, as additional budget and / or other resources would need to be allocated to these areas in order to improve their performance.

It is also important to note that, whilst performance against a number of indicators that are the responsibility of Children's Services were RAG rated as "Red" or "Amber" during Quarter 3 of 2015/16, the Council's performance targets for 2015/16 were set predominantly within the context of the Council's historic performance levels. Given the recent significant changes in the demographic composition of the borough and the financial and other resource challenges faced by Children's Services, it is now more appropriate to evaluate the Council's performance in this area in comparison

with statistically similar authorities and the national averages, as opposed to its own historic performance. When evaluated against these measures, the Council's performance is much more in line with where we would expect it to be. This has been reflected within the service planning and target setting processes for 2016/17.

### **Future performance reporting arrangements**

As approved by the Cabinet through the Quarter 2 Corporate Performance Report, from the new financial year onwards 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 Overview and Scrutiny Board to maintain oversight of the value the individual committees are adding in monitoring and influencing performance and would also allow the Cabinet reports to reflect any actions the overview and scrutiny committees may be taking to improve performance in highlighted areas. Work has been undertaken with Committee Services when setting the annual corporate calendar to ensure that the Overview and Scrutiny Board and the Cabinet would still receive the reports within the same timescale as currently, but with the added benefit that the individual scrutiny committees would already have had the opportunity to scrutinise the data and commission relevant pieces of work in response. The time taken to complete the entire reporting cycle will therefore be shortened.

## **RECOMMENDATIONS**

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

## **REPORT DETAIL**

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

During 2015/16 there were eight indicators relevant to Children and Learning under the SAFE goal, of which three (37.5%) had a green RAG status at the end of Quarter 3 2015/16:

- Percentage of looked after children (LAC) placements lasting at least 2 years;
- Percentage of Child Protection (CP) Plans lasting more than 24 months, and
- Percentage of children and families reporting that Early Help services made a positive and quantifiable difference to assessed needs;

Five (62.5%) indicators had a red or amber RAG status at the end of Quarter 3:

## **Children and Learning Overview & Scrutiny Committee, 10<sup>th</sup> May 2016**

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

### **Highlights:**

- The percentage of child protection plans lasting more than two years continues to perform well with none of Havering's children and young people falling into this category during the first three quarters of the year.
- The percentage of children and families reporting that Early Help services made a positive and quantifiable difference to assessed needs is higher than target.

### **Improvements required:**

- The percentage of referrals to Children's Social Care progressing to assessment, at 73%, is worse than during Quarter 2 of 2015/16 and Quarter 3 of 2014/15. However it should be noted that, due to an increase in the proportion of contacts progressing to referral during 2015/16 compared with 2014/15, this represents an increased level of activity for the service, with 1,500 assessments having been completed up to the end of December 2015, compared with 782 during the same period the previous year. Regular meetings take place between the Multi-Agency Safeguarding Hub (MASH) and Assessment Team to ensure that thresholds are being accurately applied, which has resulted in the Early Help service experiencing increased activity. A LEAN review of the MASH service in December has given indications of improvements in Quarter 4.
- 6.1% of children on a Child Protection (CP) Plan during Quarter 3 had been on a previous CP Plan within the last two years. This is exceeding target (where lower is better) and is worse than during Quarter 2 of 2015/16 and Quarter 3 of the previous year. The overall rise in the number of Child Protection Plans is impacting negatively on performance against this indicator. However the figure for Havering still compares favourably with the latest nationally available data for this performance indicator, with the average for the Council's nearest statistical comparators being 13% and the England average at 15.8%. All cases that fall within this category are forwarded to the service management team for auditing and to consider if the decision to cease the original plan was appropriate and if the decision to commence the subsequent plan was the correct course of action. Further work is also taking place to look at the

increase in Child Protection Plans generally, including further scrutiny of cases sent for an Initial Child Protection Conference (ICPC).

**OUR RESIDENTS WILL BE PROUD TO LIVE IN HAVERING.**

During 2015/16 there were five indicators relevant to Children and Learning under the PROUD goal, of which all had a green RAG status at the end of Quarter 3 2015/16:

- 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:**

- Apprenticeships remain on the increase as an attractive post-16 option amongst young people who want to secure employment rather than continue on with A Levels or go to university. Apprenticeship options are well supported by local schools and the local apprenticeship offer provides flexible entry points for starters.
- 12 in-house foster carers were recruited during the first nine months of the financial year. This is a significant improvement on the same time the previous year, when only nine new carers had been approved, and equals the number of new in-house foster carers recruited during the whole of the previous year.

<b>IMPLICATIONS AND RISKS</b>
-------------------------------

**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 and throughout 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
- Percentage of referrals to Children's Social Care progressing to assessment
- Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time within two years

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>