

CHILDREN AND LEARNING OVERVIEW AND SCRUTINY COMMITTEE

Subject Heading:

Corporate Performance Report: Annual 2015/16

SLT Lead:

Tim Aldridge, Acting Director Children's Services and Mary Phillips, Assistance Director Learning and Achievement

Report Author and contact details:

Craig Benning, Policy and Performance Business Partner (Children, Adults and Housing)

Policy context:

The report sets out the annual 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 annual target and where performance has *not improved*.
- **Amber** = more than the '**target tolerance**' off the annual target and where performance has *improved or been maintained*
- **Green** = on or within the '**target tolerance**' of the annual target

Where performance is more than the '**target tolerance**' off the annual 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:

Children and Learning Overview & Scrutiny Committee, 26th July 2016

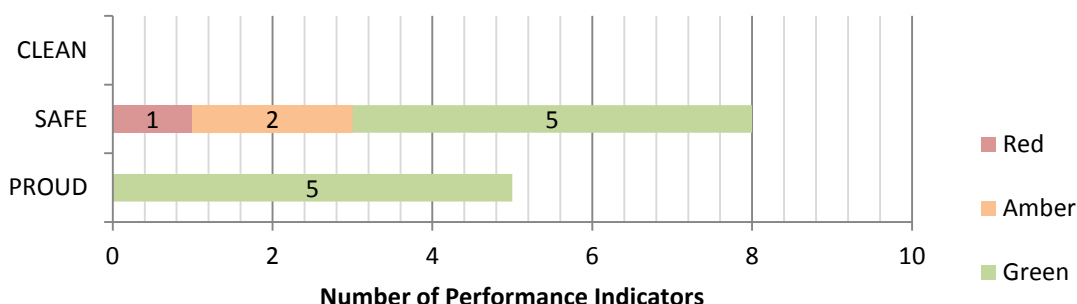
- Short-term performance – with the previous quarter (Quarter 3 2015/16)
- Long-term performance – with the same quarter the previous year (Quarter 4 2014/15)

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.

Annual 2015/16 RAG Summary for Children and Learning



Of the 13 indicators, all have been given a RAG status in the annual report. 10 (76.9%) are **Green** and 3 (23.1%) 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.

Measuring customer satisfaction

Whilst the PIs currently included in the Corporate Performance report provide both Members and officers with vital performance information that can be used to improve services, there are few PIs that focus on customer satisfaction. There are various options to address this, from undertaking small surveys on a quarterly basis, to larger surveys on an annual basis, consulting focus groups to setting up consultation panels, as well as many other options in between. So that the Council may fully understand the options available and what the benefits and resource implications of each option may be, the Communications Service is currently seeking views from an external consultant to gain expert advice on how we can gauge residents' satisfaction in the most meaningful way. This will inform any new performance indicators to be included in the Corporate Performance Report during 2016/17.

Future performance reporting arrangements

As approved by the Cabinet through the Quarter 2 Corporate Performance Report, from quarter 1 of 2016/17 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 will 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

That Members of the Children and Learning Overview and Scrutiny Committee:

1. **Review** the levels of performance set out in **Appendix 1** and the corrective action that are being taken; and
2. **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.

Currently there are eight indicators relative to Children and Learning under the SAFE goal, of which five 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 children and families reporting that Early Help services made a positive and quantifiable difference to assessed needs;
- 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 or amber 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;

Highlights:

- The percentage of child protection plans ceasing that lasted more than two years continues to perform well with none of Havering's children and young people falling into this category during 2015/16. By the end of March, 298 children had ceased their CP Plan, none of whom had remained on their Plan for more than 24 months. At this point last year there had been 7 cases lasting over 24 months. The current position also compares favourably with our statistical neighbours and the England average.
- The percentage of children and families reporting that Early Help services made a positive and quantifiable difference to assessed needs is higher than target (where bigger is better), and also higher than the previous quarter. The pilot has now ceased and moving forward this measure will be reported via the Outcomes Star which has recently been commissioned.

Improvements required:

- The percentage of children waiting less than 14 months between entering care and moving in with their adoptive family was consistently lower than target throughout the year. Performance against this element of the Adoption Scorecard is fundamentally tied to the effectiveness of a whole systems approach to permanence and adoption in particular. Following a review at the beginning of the 2016/17 financial year, changes have been applied to the tracking and monitoring processes which have strengthened oversight mechanisms in this area to ensure that potential delay is anticipated, understood and immediately addressed. There is consistent and detailed management oversight and scrutiny of each individual case to ensure that the Council is acting in the best interests of the child(ren) as opposed to "chasing targets". Sometimes the Council will intentionally take longer to place a child where it feels that additional work needs to be undertaken prior to placement to ensure the best possible outcomes for that young person. It should also be noted that the cohort of children in Havering who are adopted is relatively low, usually totalling 10 or fewer each year. This low cohort size means that delays in just one case – particularly where the case involves a sibling group of children – can significantly alter the outturns against all the Adoption Scorecard measures. Performance against this measure is also impacted by external factors over which the Council has no control, such as the courts,

which have recently tended to favour placements within a child's extended family, even where the local authority may not agree that this is in the child's best interests. Children's Services is working on a regional and pan London basis to ensure that the experiences and best practice from other agencies is regularly reviewed and applied within the service.

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:

- 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, with 2015/16's performance being 7.6% above target.
- The Council continues to perform well in relation to the proportion of 16 to 19 year olds not in education, employment or training (NEET), ending the year lower than target (where smaller is better). Havering's performance is also better than that of the East London comparator group. This has been achieved by continuing to track young learners using the targeting toolkit to identify potential people who are NEET and ensure early intervention.
- 19 in-house foster carers were recruited during 2015/16. This is a significant improvement on Havering's 2014/15 performance, when 12 were approved.

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

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>