

Committee: Children and Young People Overview and Scrutiny Panel

Date: 9th October 2018

Wards: All wards

Subject: Performance Report October 2018

Lead officer: Rachael Wardell, Director of Children, Schools and Families Department

Lead member: Cllr Kelly Braund, Cabinet Member for Children Services
Cllr Caroline Cooper-Marbiah, Cabinet Member for Education

Contact officer: Mark Gwynne, Interim Head of Policy, Planning and Performance

Recommendations:

- A. Members of the panel note the contents of the performance report and discuss current performance and the changes proposed to the scrutiny performance framework by the panel's performance leads.
 - B. To agree the proposed changes to the performance report to come into effect from the November 2018 meeting.
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1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 The report provides members of the panel with performance information to the end of August 2018 along with quarterly performance measures as at the end of quarter 1.
- 1.2 The report also presents a number of proposed changes to the performance framework for the panel which have been proposed to come into effect from the November meeting, if agreed by the panel.

2 DETAILS

2.1 Performance Highlights

- 2.2 Following implementation of the Mosaic case management system in May 2017 there were a number of challenges that got in the way of effective performance management and reporting. This meant that local reporting within social work teams was retained outside of the system in order to continue to provide assurance that our children and young people are being effectively safeguarded.

- 2.3 Extensive work has been undertaken in recent months to enable normal reporting to be resumed. The performance report attached demonstrates progress made in this regard and the few areas which remain a challenge. The areas in which we are currently unable to report performance are highlighted within the report and summarised below:

- 1: Common and Shared Assessments – this indicator is not currently captured within Mosaic and has a revised approach for which new performance measurement processes need to be established.

- 6: Number of family groups subject to child protection plans – this is not currently captured within Mosaic, but is due to be incorporated early in 2019 with the introduction of group working upgrades within the system. At this point, reports will be developed to enable reporting through Mosaic.

- 2.4 Performance indicators currently performing particularly well are:
- 93% of schools Ofsted inspections rated as “Good” or “Outstanding”
 - 95% of our pupils are educated in schools rated as “Good” or better.

2.5 **Proposed Changes**

- 2.6 With the advent of a new Council and several new members on the Scrutiny Panel, it presented a good opportunity to review the current performance framework for the Panel and ensure that it is fit for purpose moving forward. It is proposed that the changes are implemented from November and are in effect for the duration of this Council, subject to annual review in conjunction with the Panel’s performance leads to ensure that it remains fit for purpose and meets changing priorities.

- 2.7 At a meeting in September with Cllr Eleanor Stringer and Cllr Hayley Ormrod, the two performance leads for the panel, a number of changes were considered to the scrutiny performance framework. These changes and a brief reason for each is summarised below.

2.8 ***Performance Indicators for Removal***

- 2.9 The following indicators have been proposed for removal following review:
- 7: Percentage of children subject to a child protection plan with an allocated social worker – this indicator is always 100% and is monitored extensively within the department to ensure that there are no unallocated cases.
 - 15: Percentage of looked after children with an allocated social worker – this indicator is always 100% and is monitored extensively within the department to ensure that there are no unallocated cases.
 - 24: Percentage of Children’s Centres Ofsted inspections rated as “Good” or “Outstanding” – this is an old measure where inspection arrangements have changed, so it is no longer meaningful to report on.

2.10 ***Performance Indicators for Inclusion***

- 2.11 The following indicators have been proposed for adding into the scorecard following review:
- 7a: Child Protection Plan caseload: The average caseload for social workers in the safeguarding and child protection teams holding CP Plan cases. This is considered to be a more relevant measure for the panel than the allocated cases which has been proposed for removal.
 - 14: Unaccompanied Asylum Seeking Children (UASC): The number of UASC in the care of the council at the end of the month. This is a growing area of interest and, whilst being part of our Looked After Children cohort, is worthy for separation so that members are aware of the current numbers within the borough.
 - 15a: Looked After Children caseload: The average caseload for social workers in the permanency, looked after children and care planning teams holding LAC cases. This is considered to be a more relevant measure for the panel than the allocated cases which has been proposed for removal.

- 39: Social Care Workforce: Percentage of agency social workers. Recognising the importance of a stable and permanent workforce the leads wanted to ensure that the panel is sighted on the levels of agency social workers within the council.

2.12 **Performance Targets**

- 2.13 Within the report, a number of performance indicators have targets, whilst others are shown as “not a target measure”. These indicators are largely those which are provided for context or where it is not desirable to set a target (e.g. we would not aim to have a certain number of children subject of a child protection plan, or not to visit some children within the required period).
- 2.14 For some measures we would hope that performance would be within a range rather than an absolute number (e.g. we would expect within the region of 10-20% of children to be subject to a child protection plan for a second or subsequent time: below this would cause concern whilst too far above this could indicate that we are not addressing their needs sufficiently during their first plan).
- 2.15 In discussion with the performance leads it is proposed that we take a more informative approach to target setting to emphasise the second point above and reflect performance within a desirable band, changing to amber as it moves to the edge of the acceptable band and red if outside of the band agreed.
- 2.16 This is pertinent to the indicators listed below:
- Percentage of children that become the subject of a child protection plan for the second or subsequent time. It is proposed that this should be in the range of 12-18% which will be confirmed by the management team.
 - Stability of placement moves of Looked After Children – children with 3 or more moves in the year. It is proposed that this should be in the range of 10-16%, which is also subject to confirmation with the management team.
 - Percentage of reception year surplus places. It is proposed that this should be in the range of 5-9%, which allows new people moving into the borough to be accommodated in schools, whilst enabling a high degree of occupancy in classes.
 - Percentage of secondary school (Year 7) surplus places. It is proposed that this should be in the range of 5-9%, which allows new people moving into the borough to be accommodated in schools, whilst enabling a high degree of occupancy in classes.

3. **FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS**

- 3.1 No specific implications from this report.

4. **LEGAL AND STATUTORY IMPLICATIONS**

- 4.1 No specific implications from this report.

5. **HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS**

- 5.1 No specific implications from this report

6. **CRIME AND DISORDER IMPLICATIONS**

- 6.1 No specific implications from this report.

7. **RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS**

- 7.1 No specific implications from this report.

- 8. APPENDICES – THE FOLLOWING DOCUMENTS ARE TO BE PUBLISHED WITH THIS REPORT AND FORM PART OF THE REPORT**
- 8.1 Appendix 1 – Performance Report

- 9. BACKGROUND PAPERS**
- 9.1 None