

## CHILDREN, EDUCATION AND SKILLS SCRUTINY COMMITTEE

### REPORT OF DIRECTOR OF CHILDREN'S SERVICES TOGETHER FOR CHILDREN PERFORMANCE UPDATE

#### 1. Purpose of the Report

- 1.1 To provide performance information in relation to Together for Children and the commissioning arrangements in the Council, offer assurance over progress and any issues that arise, in the context of the scope of service and performance indicators set out in the service contract.
- 1.2 To provide performance information in relation to the retained services within the Council relating to children and education.

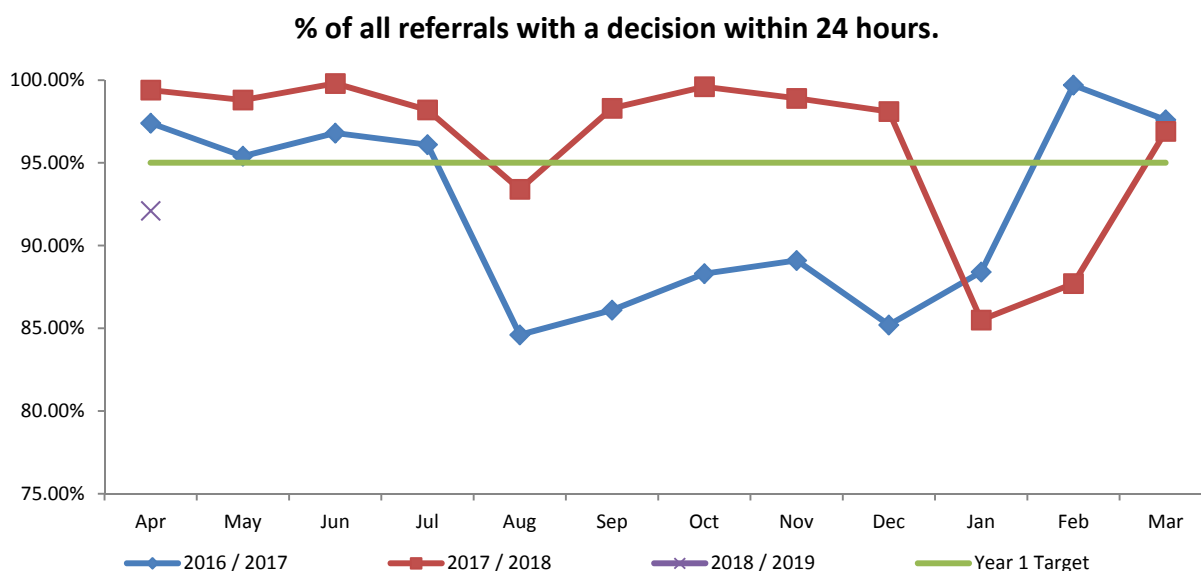
#### 2. Background

- 2.1 The contractual and performance of Together for Children is monitored on a monthly basis through the Operational Commissioning Group and the Chief Executives Performance Clinic.
- 2.2 The performance information relating to retained functions is also monitored on a monthly basis subject to the information being available due to the termly and annual nature of the information through DMT and the Chief Executives Performance Clinic.

#### 3. Current Position

- 3.1 The Operational Commissioning Group, People DMT and Chief Executives Clinic are meeting on a monthly basis to consider information and progress made.
- 3.2 Information contained within this report will include all 9 of the Key Performance Indicators for Together for Children those supporting measures that are not meeting target and some areas of management information. The tolerance levels for each of the measures will be included within the report.
- 3.3 Information on retained services will include key areas of performance for consideration.

#### 3.7 Key Performance Indicator 1 - % of referrals with a decision within 24 hours Tolerance 85 – 100%



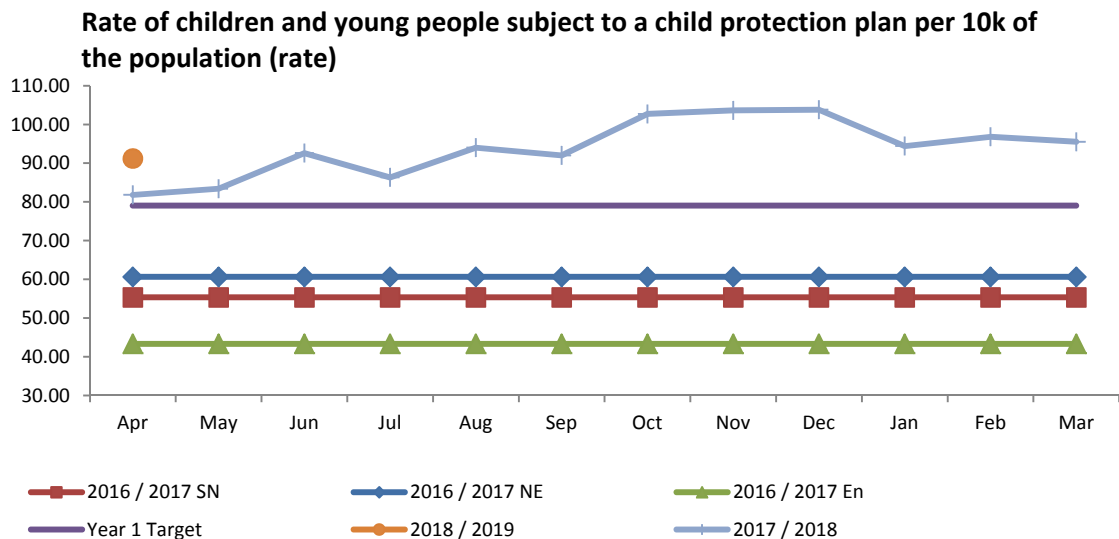
The timeliness of decision making within 24 hours had been maintained above the target of 95% until March 2018, however, this has decreased in April 2018 to 92.1%, below target but within tolerance. There were 29 referrals in April that did not have a decision within 24 hours; delays were attributed to data entry errors, system use errors and referrers not responding to requests for information in a timely way.

This measure is not achieving target at the end of April 2018 of 95%.

### 3.8 Supporting Measure 1.1 - Rate of Children and Young People subject to Child Protection plan per 10k of the population

**Target 79**

**Tolerance 69 - 89**

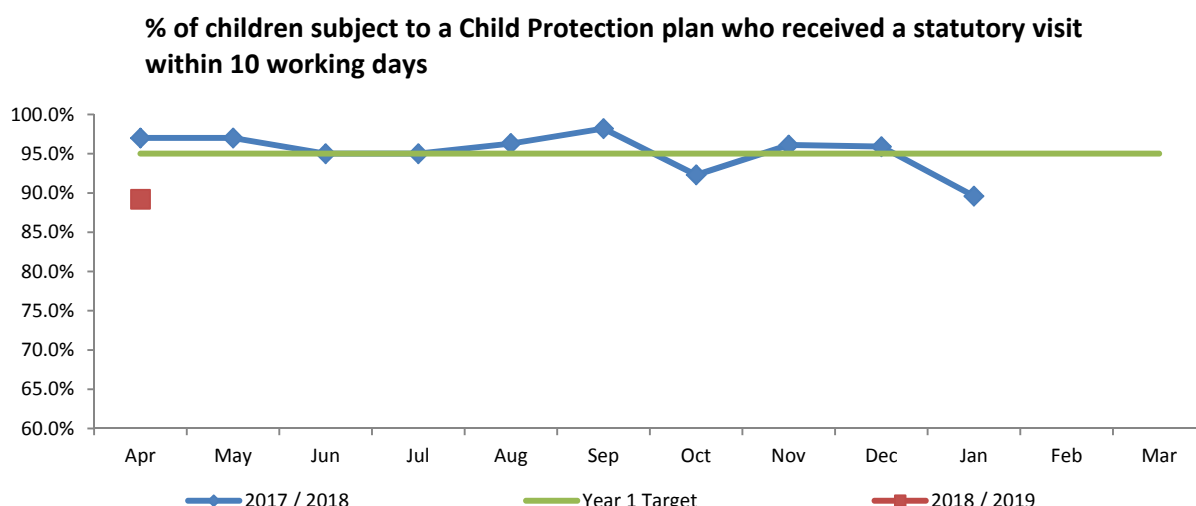


There has been a decrease for the second month in a row to 91.2 in April 2018 since a peak in December 2017 at 103.8. However this rate remains outside of target and tolerance.

The rate reflects the decrease in the number of Children and Young People on a Child Protection Plan from 521 in January 18, to the current position of 495 at the end of April.

This measure is not meeting target and is outside of tolerance range.

**3.9 Key Performance Indicator 2 - % of Children and Young People subject to Child Protection plan who received a statutory visit within 10 working days**  
**Target 70%**  
**Tolerance 85 – 100%**

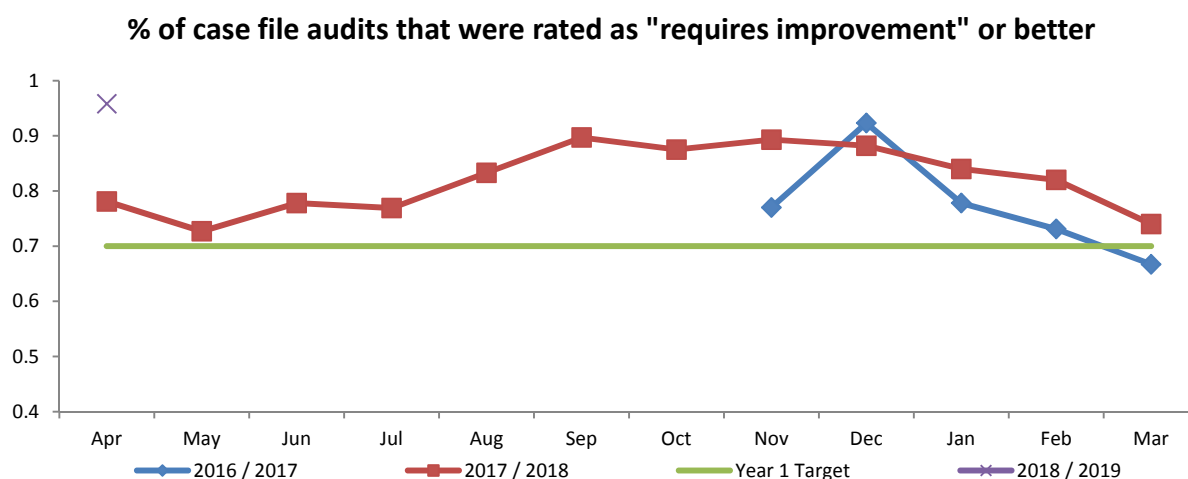


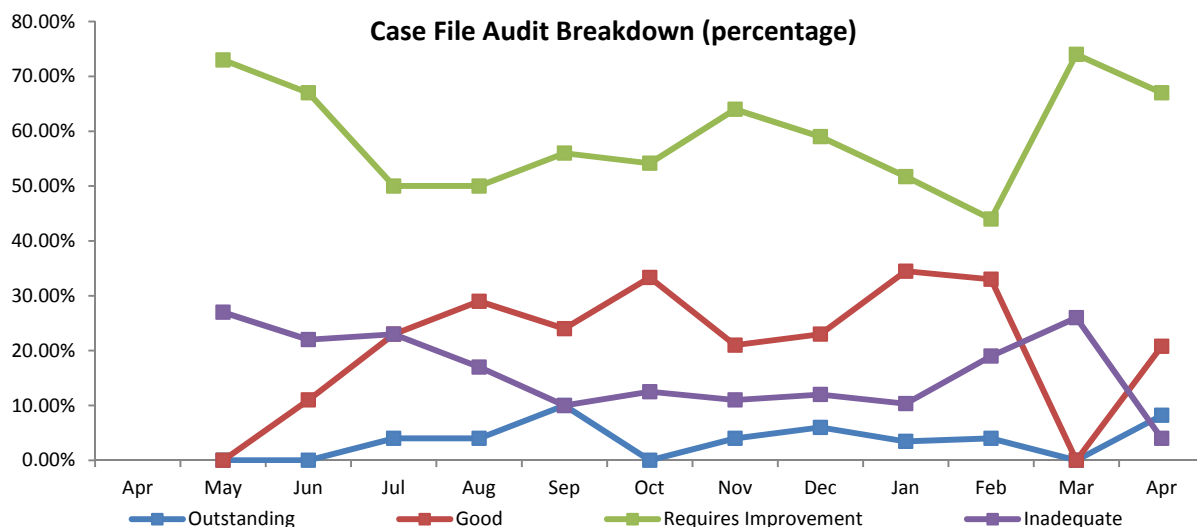
Following implementation of the new case management system Liquid Logic performance information on this measure was available up to 19<sup>th</sup> January when the Swift system was taken down and has become available at the end of April 2018.

Performance decreased in January as reporting was only available up to 19<sup>th</sup> January when the Swift system was taken offline. Performance information for April 2018 shows 89.2% of statutory visits were completed within timescales. There were 53 children whose visit was out of timescales. Analysis of visits has not highlighted any specific performance issues linked to individuals or teams.

This measure is achieving below the target of 95% but within tolerance.

**3.10 Key Performance Indicator 3 - % of case file audits that were rated as 'requires improvement' or better**  
**Target 70%**  
**Tolerance 60 – 100%**





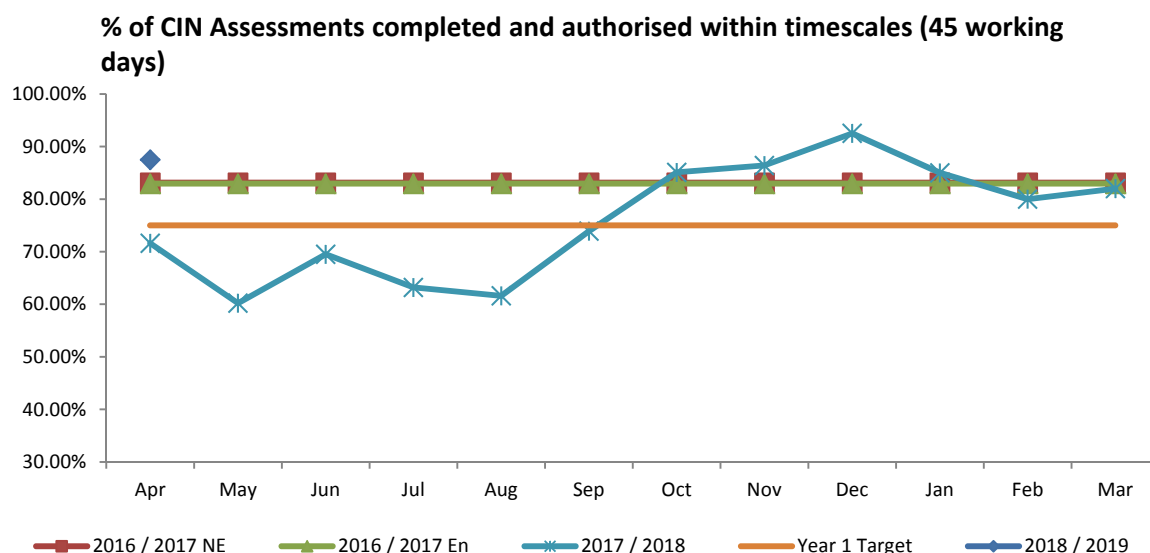
During April 17 – April 18 286 case files audits have been completed across the service of which 242 (84.6%) were rated as requires improvement or better. The latest figures for April 2018 are 24 audits completed, with 2 outstanding, 5 found to be good, 16 requiring improvement and 1 found to be inadequate. The majority of audits completed continue to be in the requires improvement or inadequate bands

In month and year to date performance exceeds the target of 70%.

### 3.11 Supporting Measure 3.1 - % of Child In Need assessments completed and authorised in timescales within 45 working days

**Target 75%**

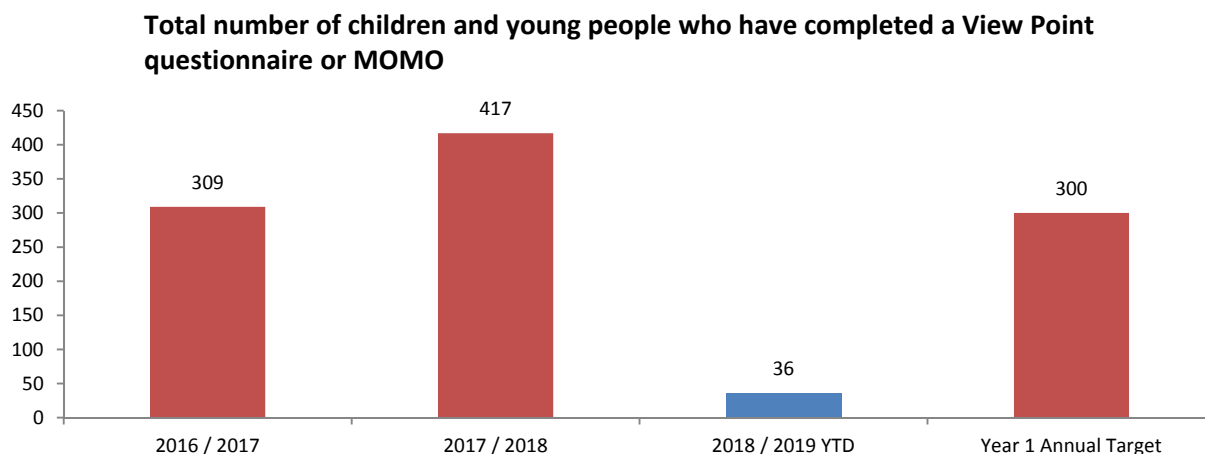
**Tolerance 65 – 100%**



Child in Need assessments completed in timescales decreased in the periods Jan – March 2018 but remained above the target set. Performance has increased in April 2018 to 87.5% of assessments completed within timescales.

Performance against this measure is exceeding the target of 75%.

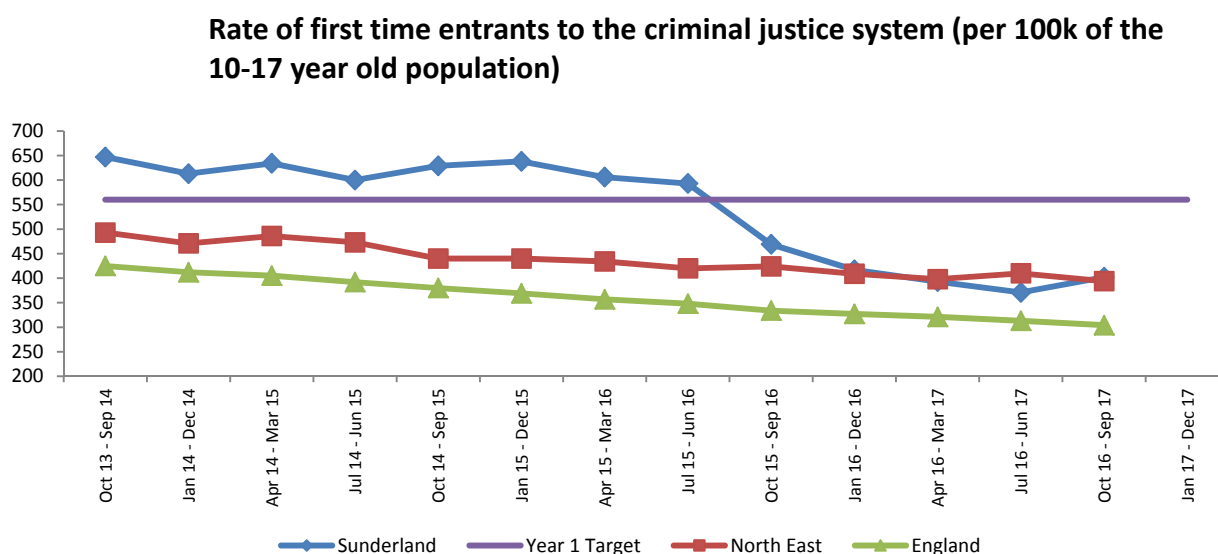
### 3.12 Supporting Measure 3.2 - Total number of children and young people who have completed a View point or questionnaire or MOMO Target 300



There have been 36 questionnaires completed in April 2018. Given the target is 300 based on current performance it is anticipated the target would be met by year end.

Performance against this measure is on track to meet target.

### 3.13 Key Performance Indicator 4 - Rate of first time entrants to the criminal justice system (per 100k) of 10-17 population Tolerance 560 Tolerance target +10%

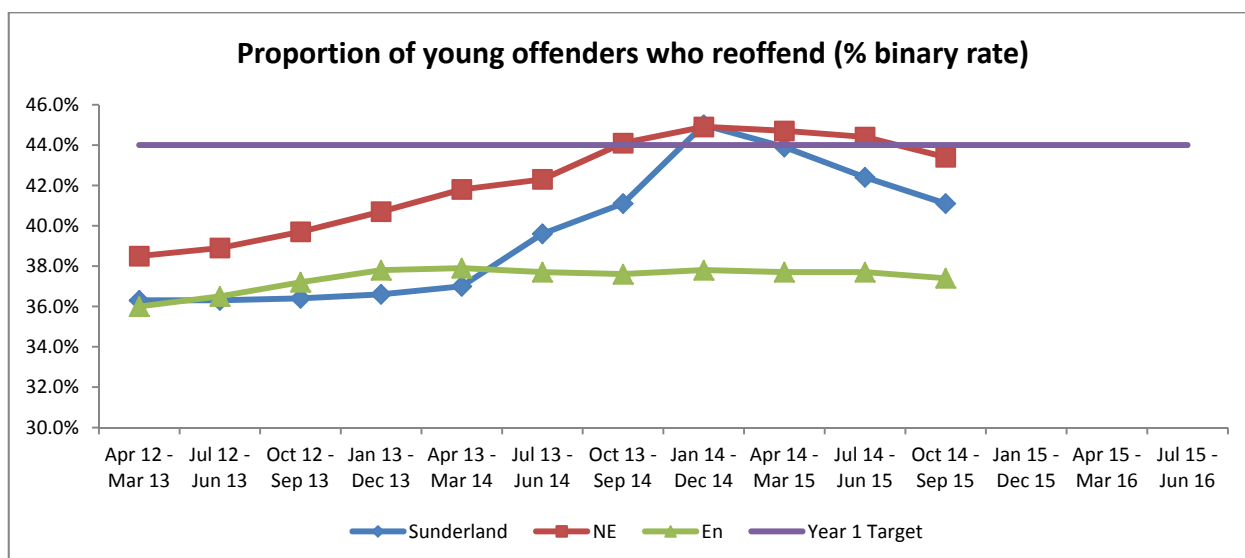


There is a data lag on this metric as the source of the data is the Police National Computer; data reflects the most recent publication as at August 2017

The rate of first time entrants has decreased over the last four reportable quarters up to Sep 2017 with the latest reported figures at 402 per 10k of the 10-17 years population.

Performance in this measure remains ahead of target of 560.

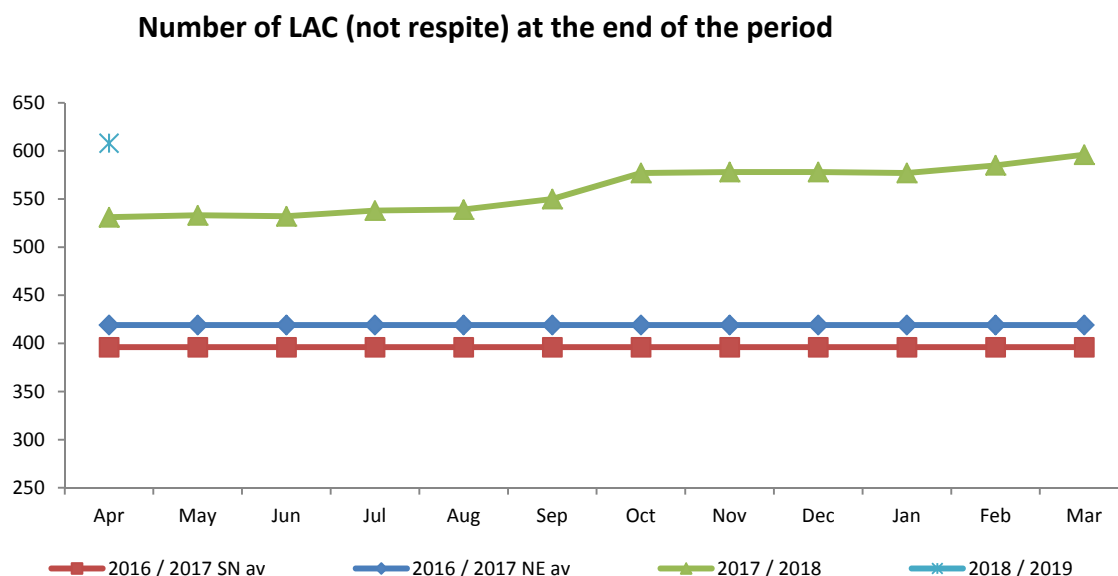
**3.14 Supporting Measure 4.1 - Rate of first time entrants to the criminal justice system (per 100k) of 10-17 population**  
**Target 44%**  
**Tolerance target +10%**



The methodology for this measure changed December 2017. From December 2017, the Ministry of Justice (MoJ) moved the measure to a 3 month monitoring cohort from an annual cohort. This is a much smaller cohort and will result a likely increase in binary rate of 4 to 5 percentage points. Therefore this is not comparable to previous rates.

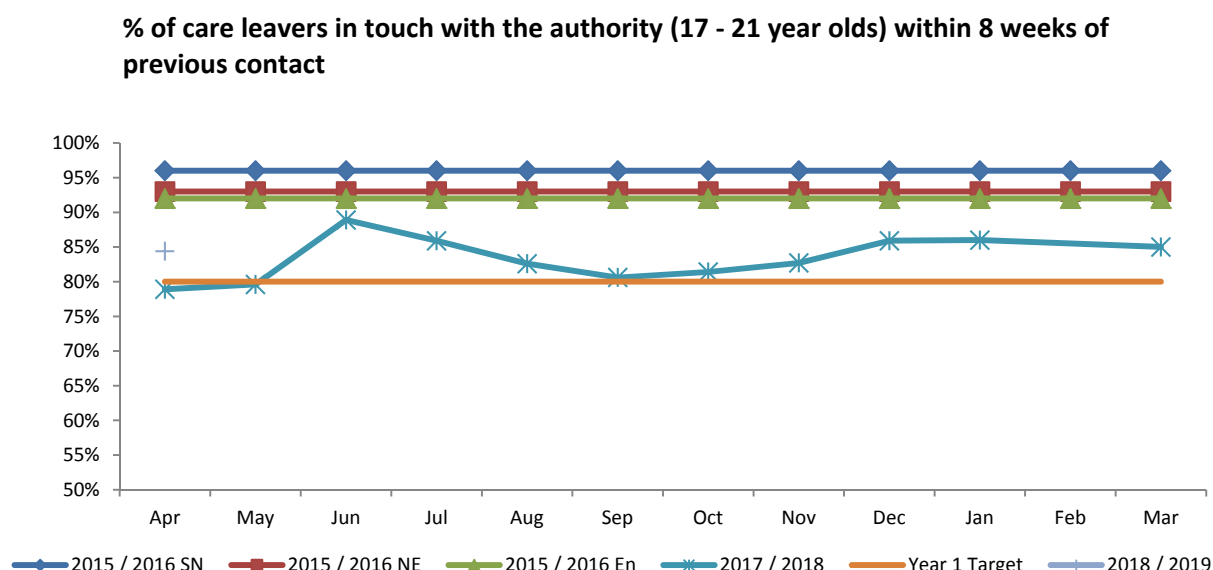
The performance against this measure continues to meet target.

**3.15 Management Information 5.19 Rate of Looked After Children at the end of the period**  
**No target or tolerance set**



The rate of Looked After Children has continued at the higher rate seen in October. In April 2018 the rate of LAC per 10k of the population was 112.1 which is 608 children. This is the highest it has been since April 2016 and significantly higher than the latest figures available for our usual comparators. As at 31<sup>st</sup> March 2017 the average rate of Looked After Children for statistical neighbours is 94.3, the average for the North East is 92 and average for England 62.

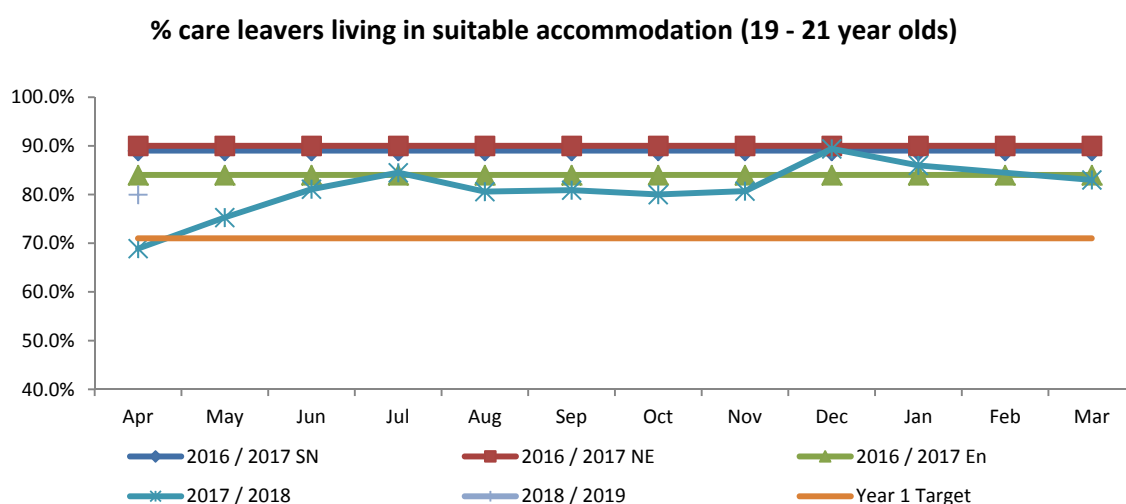
**3.16 Key Performance Indicator 6 - % of care leavers in touch with Together for Children within 8 weeks of the previous contact age 17 – 21**  
**Target 80%**  
**Tolerance 72 – 100%**



The % of care leavers in touch with Together for Children in January – April 2018 has continued to exceed target and performance in April shows 84.4% of care leavers being in touch within 8 weeks of a previous contact. Whilst comparators are included in the graph within the report, they cannot be directly compared as published information is based upon a contact with Care Leavers within the 'birthday window' whereas TfC contact Care Leavers every 8 weeks which is a much more frequent contact.

Current performance is exceeding target of 80%.

**3.17 Supporting Measure 6.2 - % of Care Leavers living in suitable accommodation (19-21 year olds)**  
**Target 71%**  
**Tolerance 70 – 100%**

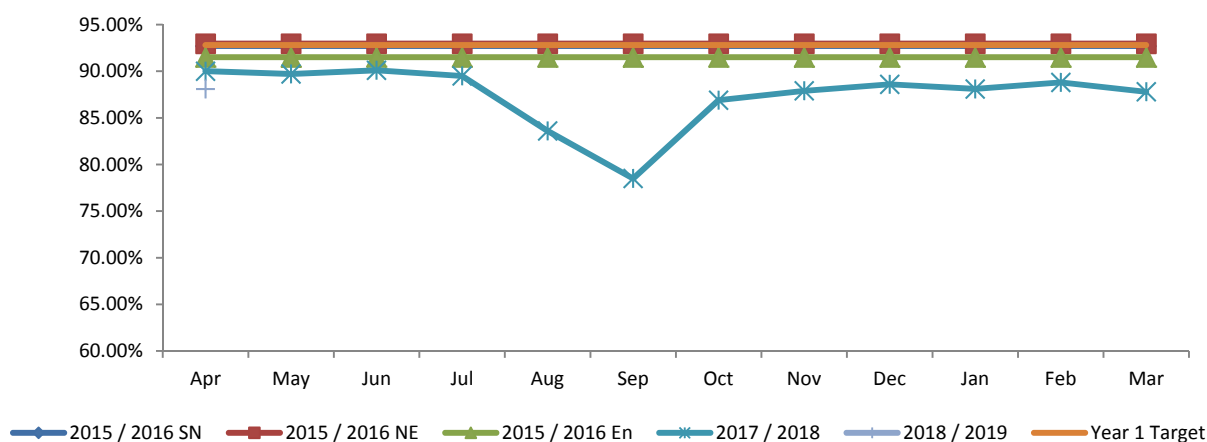


The performance of care leavers in suitable accommodation for the period January 2018 – April 2018 has been maintained above target with April 2018 performance being 80% against a target of 71%.

Performance against this measure continues to exceed target.

**3.18 Key Performance Indicator 7 - % of young people who have reached statutory school age (academic year 12 – 13) who are meeting the duty to participate**  
**Target 92.8%**  
**Tolerance 92.3 – 100%**

**% of young people who have reached statutory school age (Ac Year 12-13) who are meeting the duty to participate in education and training**



Cohort	April -18	
	Numbers	Percent
EET	5322	90.1%
NEET	245	4.1%
Unknown	340	5.8%
Meeting Duty	5203	88.1%
Cohort Total	5907	100%

Performance was maintained around 88% for those children and young people meeting the duty to participate and continues at 88.1% (5203 young people) in April 2018. This is below target and outside of tolerance.

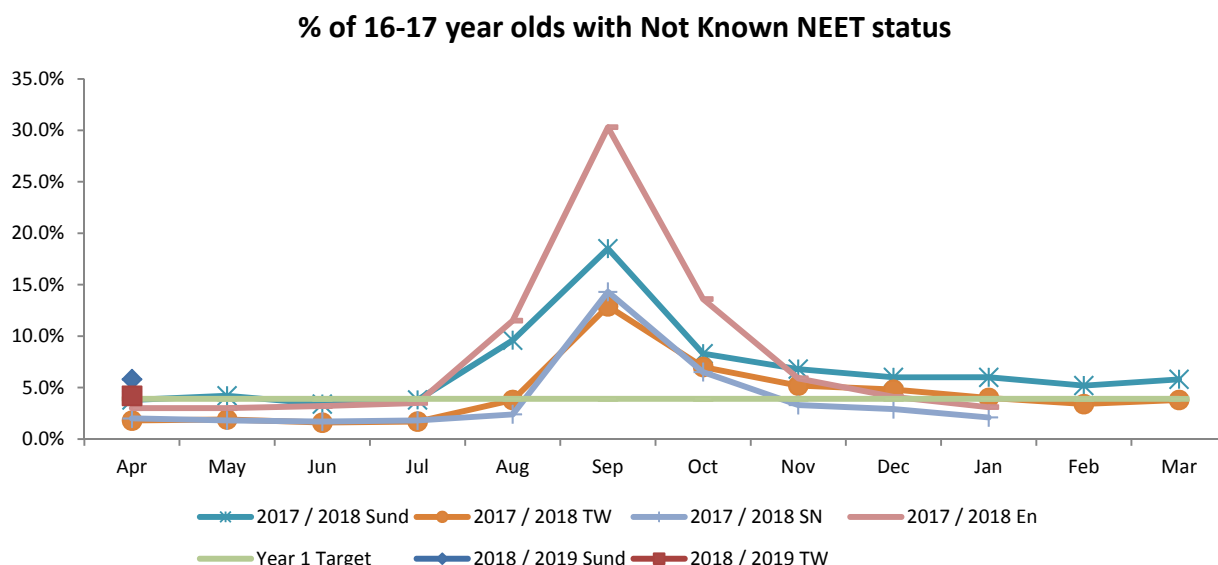
The key dates for measurement are November, December and January when students are settled in placement and this period is used nationally to measure performance, during this period performance continued at the current rate.

TfC are reviewing the service offer and have assigned individual wards across the city to focus on individual accountability and improve performance.

Performance against this measure is below target and outside of tolerance range.



**3.19 Supporting Measure 7.1 - % of young people who have reached statutory school age (ac yr. 12-13) whose status is unknown**  
**Target 3.9%**  
**Tolerance 0 – 3.9%**



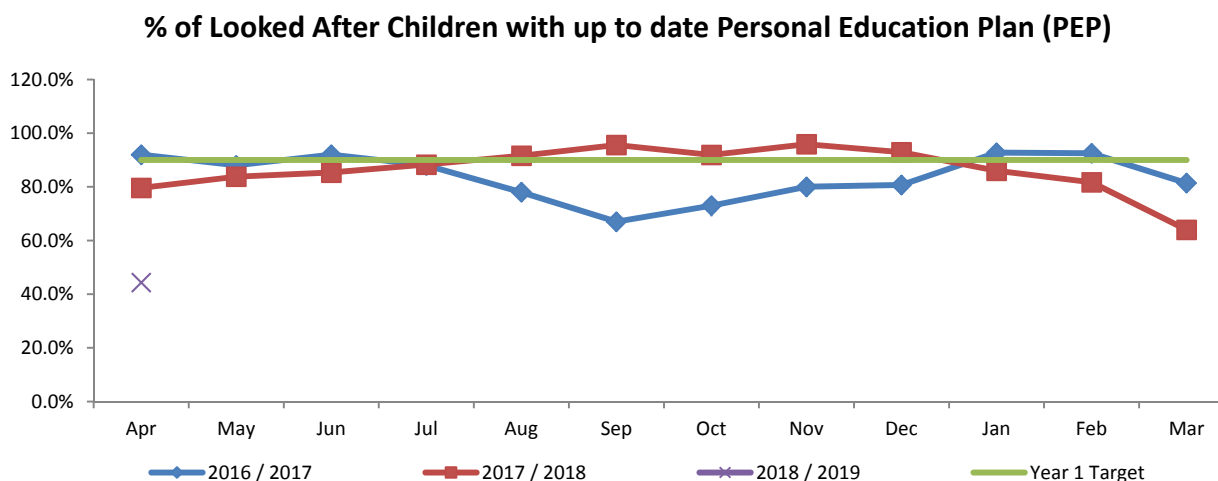
The % of 16-17 year olds with a Not Known NEET status has improved slightly on the position in December at 6% to 5.8% (340 young people) but continues to remain below target and outside of tolerance range.

The key dates for measurement are November, December and January when students are settled in placement and this period is used nationally to measure performance, during this period performance continued at the current rate.

TfC are reviewing the service offer and have assigned individual wards across the city to focus on individual accountability and improve performance.

Performance against this measure is below target and outside of tolerance range.

**3.20 Key Performance Indicator 8 - % of Looked After Children with an up to date Personal Education Plan**  
**Target 90%**  
**Tolerance 81 – 100%**



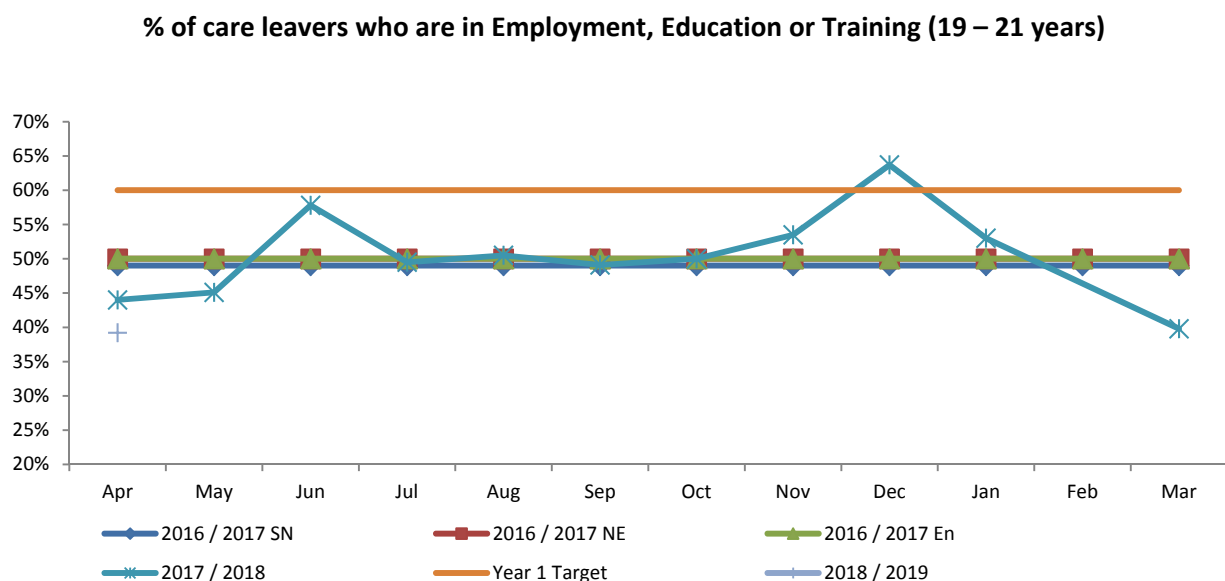
The performance for this indicator has decreased following the implementation of the Liquid Logic case management system. Performance in April is 44.3% of Looked After

Children have an up to date personal education plan, based on performance extracted from the Liquid Logic system.

It has been reported that the Virtual School maintain manual records that report 92% in timescales, however, this information has not been updated onto the system and remains an issue.

The performance against this measure is reported below target and outside of tolerance based on reporting from Liquid Logic.

**3.21 Supporting Measure - 8.1 % of care leavers (aged 19-21) who are in Employment, Education or Training**  
**Target 60%**  
**Tolerance 40 – 100%**



Performance against this measure has decreased significantly since December 2017 to 39.2% of care leavers being in employment, education and training at the end of April 2018. This performance has fallen below average statistical neighbour (48%), regional (50%) and England (50%) averages.

It is acknowledged that this % will be affected by both the numbers in the cohort which will change each month as well as the performance of being 'in touch' with the young person within 8 weeks.

In April there were:

47 YP confirmed as EET

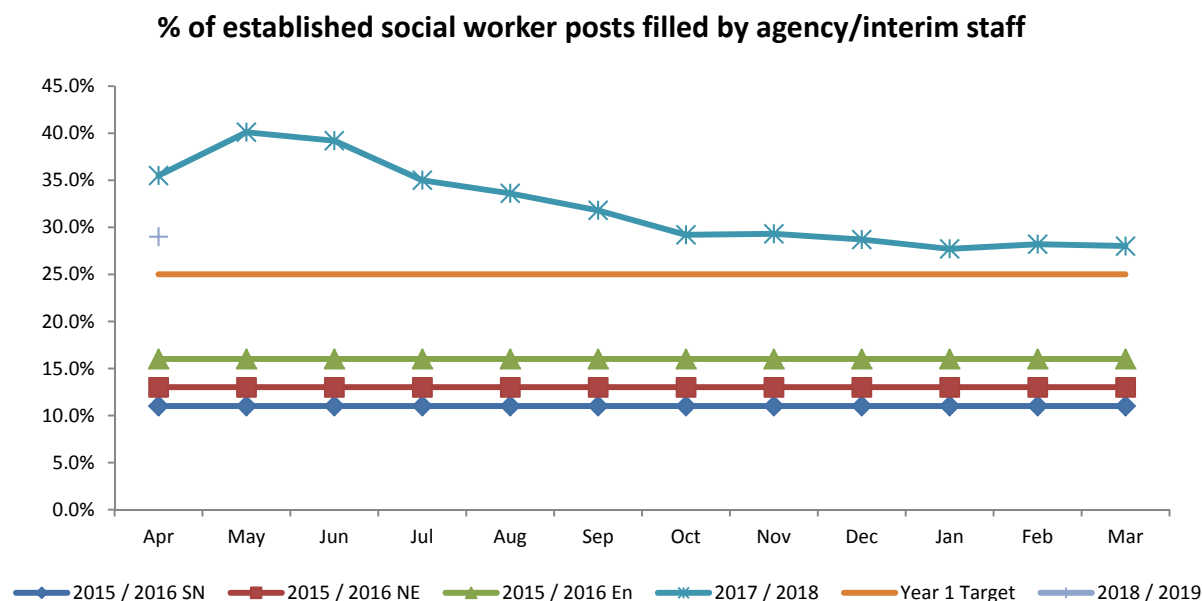
54 YP confirmed as NEET

2 YP with no activity recorded

17 YP who did not have a contact in time and are assumed NEET

Performance against this measure is below target and outside of tolerance.

**3.22 Key Performance Indicator 9 - % of established Social Work posts filled by agency/interim staff**  
**Target 25%**  
**Tolerance 25 – 27.5%**



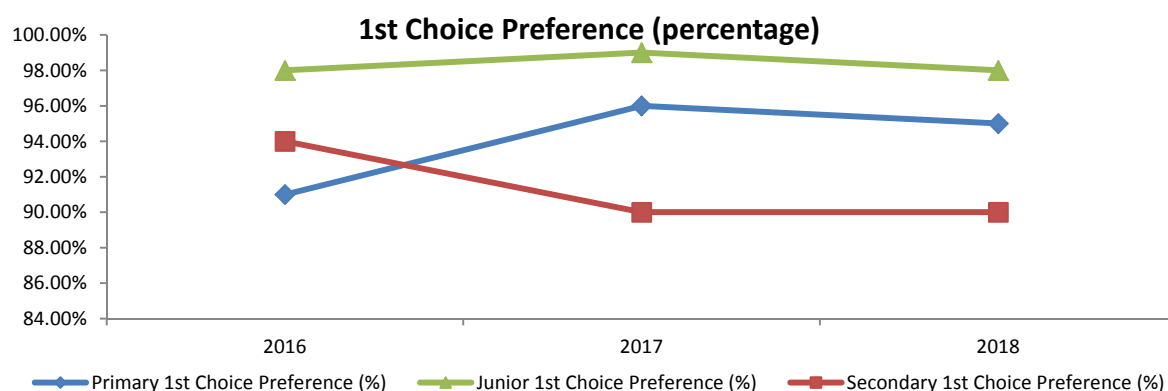
Performance against target has decreased in the 3 months and in April 2018 the rate of permanent posts filled with agency staff has increased to 29%.

The performance report % is based upon a permanent structure of 151.8 full time equivalents social work posts within Children's Safeguarding.

There are live recurring vacancies for Social Workers in Assessment and Locality teams but there are continued issues in the recruitment and retention of social work staff.

This measure remains below target and outside of tolerance.

**3.23 Admissions - % of first choice preference achieved**



Measure	2016	2017	2018	Target	NE	Eng
Primary 1st Choice Preference (number)	2702	2722	2720	n/a	n/a	n/a
Primary 1st Choice Preference (%)	91.00%	96.00%	95.00%	n/a	94.10%	90.00%
Junior 1st Choice Preference (number)	472	503	514	n/a	n/a	n/a
Junior 1st Choice Preference (%)	98.00%	99.00%	98.00%	n/a	n/a	n/a
Secondary 1st Choice Preference (number)	2495	2501	2694	n/a	n/a	n/a
Secondary 1st Choice Preference (%)	94.00%	90.00%	90.00%	n/a	90.90%	83.50%

In 2018 95% of children achieved the first choice preference of primary school, with 99% achieving 1-3 choice preference. Performance for those achieving first choice of primary has decreased against 2017 but remains above regional and national comparators.

90% of children achieved the first choice of secondary school with 96.3% achieving 1-3 choice preference. Performance has been maintained at 2017 rates and is above national comparators but slightly below regional comparators.

### 3.24 Electively Home Educated

Measure	Frequency	14/15 Year Total	15/16 Autum n	15/16 Spring	15/16 Summ er	15/16 Year Total	16/17 Autum n	16/17 Spring	16/17 Summ er	16/17 Year Total	17/18 Autum n	17/18 Spring	17/18 Summ er	17/18 Year Total
Number of new EHE	Termly	44	17	8	13	38	27	27	21	75	39	38		77
Number of new Year 11 EHE	Termly	14	4	4	0	8	10	6	0	16	16	7		23
Total Number of EHE in Period	Yearly	85				88				144				

Elective Home Education numbers are not published as they are not required in a LA OFSTED, as all the LA is required to demonstrate is it has a policy and procedures in place to advise support and guide EHE families, performance is monitored and families supported.

There has been an increase in the number of children electively home educated in 2017/18 with 2 terms now exceeding the full year of 2016/17.

The number of children known to be home educated in Sunderland has increased over the last two years. This is in line with national and regional trends. There is a high level of mobility of children who are home educated. Some may only be on the EHE List for a few weeks. This may be because their parents choose to home educate short term e.g. if planning to move from the city or whilst awaiting an offer of a place at their preferred school, especially where children are either Reception age or Year 6. Alternatively this may be because home education is not deemed suitable following contact with the Local Authority and the children are returned to school.

In response to this increased number of children being home educated 161 children have been recorded as EHE at some point during this academic year compared to 137 in the previous academic year and the variety of different circumstances that pupils and parents present, there has been a renewed focus on engaging with families earlier and to ensure families have access to information, learning materials and support and advice that they may need.

#### **4. Assurance and Improvement Activity**

##### **4.1 % of referrals with a decision within 24 hours**

- All contacts relating to referrals were triaged prior to management authorisation of the referral to ensure there were no immediate safeguarding risks and management of risk identified.
- Those where the decision is made out of 24 hours are reviewed and reasons understood and to take action as required
- Process maps and housekeeping guidance is being developed and issued regarding the use of the system to reduce and remove data entry errors
- Partnership working to improve the provision of timely information by partners to support decision making.

##### **4.2 Rate of children and young people subject to a CP Plan**

- An audit was undertaken of those cases who became subject to a CP plan over an agreed period, findings informed practice, provision of service and improvement activity
- Child in Need assessment activity supported by a Neglect Toolkit which was launched in Nov 2017 by the SSCB.
- A training programme for the wider children's workforce on neglect and the use of the Toolkit is underway. 34 multi-agency practitioners attended the most recent session, which was positively received.
- Plan to deliver 'train the trainer' sessions and roll the training out to the wider workforce as well as developing other toolkits, for example for domestic abuse, CSE, or mental health.
- Development of crisis intervention service. The analysis of CP plans has provided further evidence of the need to provide intensive support to families with complex needs where children are on the edge of care.
- Development of Pause programme to provide, bespoke, specialist interventions for women who have repeat removals of children from their care to support them to develop new skills and responses that would break the cycle and reduce the risks.
- Improve co-ordinate approach to achieve goals outlined in the child protection plan to improve the outcomes for children and families safely within a shorter period of time.

##### **4.3 % of statutory CP visits completed within timescales**

- Review each month the reason the visit not completed within timescales and how long out of timescales the visit has been completed to inform learning and understand potential risks to be managed.
- Obtain assurance from these reviews that the visits (unannounced) are being attempted within timescales but are failed due to the family not being present.
- Appropriately progress the case where the family are not engaging with visits or plan.
- Improve data recording issues with the use of data quality reports.
- Ensure visit compliance is not a performance issue linked with individuals or teams

##### **4.4 Number/Rate of Looked After Children**

- An audit was undertaken of those cases who became Looked After over an agree period to inform practice, provision of service and improvement activity.
- Development of crisis intervention service. The service will work intensively with families where there is a high risk of children becoming looked after, particularly children subject to CP plans where there are multiple risk factors and complex family dynamics. This approach would use evidence-based interventions tailored to a family's specific circumstances to address problems including domestic violence, parental substance misuse and poor physical and mental health.
- Exploring the use of short-notice legal gateway meetings to ensure legal advice and direction is clearly recorded and shared with Service Managers to facilitate robust

gatekeeping of children and young people becoming or at risk of becoming Looked After.

- Development of Pause programme to provide, bespoke, specialist interventions for women who have repeat removals of children from their care to support them to develop new skills and responses that would break the cycle and reduce the risks.
- Working with the CCG to ensure that discharge plans for children detained under the Mental Health Act support children to be safely rehabilitated home, wherever possible.

4.5 % of young people meeting the 'Duty to Participate'

- Service review to refocus provision.
- Clear and defined allocation on a ward basis in order to focus on NEET and Unknown young people and ensure defined responsibility.

4.6 % of young people whose status is unknown

- Service review to refocus provision.
- Clear and defined allocation on a ward basis in order to focus on NEET and Unknown young people and ensure defined responsibility.

4.7 % of Care Leavers who are in employment, education or training

- Understanding of cohort in terms of who is actually NEET.
- Ensure contacts are in time so the activity can be recognised
- Managers in Next Steps working closely with the ELEET team to improve compliance, including regular performance monitoring meetings and a worker level tracker.
- This measure differs from the DFE measure which is within the birthday window so is not directly comparable

## 5. Future Developments

5.1 After the first year of operation a full review of the operational commissioning group and the key performance indicators was undertaken.

5.2 Revisions have been made and finalised with TfC, to the Key Performance Indicators and Supporting Measures contained within the contract as well as setting appropriately challenging targets for 2018/19. This was completed in partnership with Senior Managers within the Council, TfC and Elected Members.

5.3 This dataset will be reviewed further throughout the year to consider how this can be enhanced and include qualitative measures that add value and enhance the current dataset.

5.4 Quarterly information will be received by the Operational Commissioning Group regarding audits and complaints to themes and trends and will be enhanced with independent audits of case files.

## 6. Recommendations

6.1 The Scrutiny Committee is asked to consider and comment on the performance to date.

## 7. Background Papers

Guide to Governance and Contractual Arrangements