

**From:** Roger Gough, Cabinet Member for Children, Young People and Education  
Matt Dunkley, Corporate Director of Children, Young People and Education

**To:** Children's, Young People and Education Cabinet Committee – 8 May 2018

**Subject:** Children, Young People and Education Directorate Performance Scorecard

**Summary:** The Children, Young People and Education performance management framework is the monitoring tool for the targets and the milestones for each year up to 2020, set out in the Strategic Priority Statement, Vision and Priorities for Improvement, and service business plans. This is a regular standing item for the Cabinet Committee to monitor performance on all key measures.

**Recommendations:** The Children's, Young People and Education Cabinet Committee is asked to **REVIEW** and **COMMENT** on the Children, Young People and Education performance scorecard, which now includes Education, Early Help, and Specialist Children's Services.

## 1. Introduction

- 1.1 The Cabinet Committee receives a performance management scorecard which is intended to support Committee Members in reviewing performance against the targets set out in the Strategic Priority Statement, Vision and Priorities for Improvement, and service business plans.

## 2. Children, Young People and Education Performance Management Framework

- 2.1 The performance scorecard indicators are grouped by frequency; the first section shows monthly and quarterly indicators, the second details annual measures.
- 2.2 Management Information, working with Heads of Service, also produce service scorecards, which are more detailed than the summary level Directorate scorecard. In addition to the Directorate scorecard there is an Early Help and Preventative Services monthly scorecard and a quarterly scorecard for School Improvement, Skills and Employability services and Early Years and Childcare. There are also monthly performance reports for young people Not in Employment, Education or Training (NEET), exclusions and those with Special Educational Needs (SEN). For Specialist Children's Services (SCS) the Monthly Scorecard covers the key performance measures for the service, and service specific Performance Scorecards are also produced for the following service areas: Children in Care; Adoption; Fostering; Care Leavers; Missing Children; and Quality Assurance Reporting.

2.3 The indicators on the Directorate scorecard provide a broad overview of performance, and are supported by the greater detail within the service scorecards.

### **3. Current Performance**

3.1 The performance scorecard highlights some notable progress and some areas for improvement as indicated by their RAG status. Some indicators and targets have been updated to align with the latest version of Vision and Priorities.

3.2 The data sources page (page 4 of the scorecard report) details the date each indicator relates to, as the reporting period differs between measures. Indicator definitions are given on pages 5 - 7.

#### **Green indicators**

3.3 The percentage of assessments completed in the given month, on open cases within 6 weeks of allocation at 62.1% is above the target of 60%

3.4 The number of first time entrants to the Youth Justice system at 284, is ahead of the target of 330.

3.5 At 22.6% the percentage of re-referrals to Children's Social Care within 12 months of a previous referral is below the 25.0% Target, and is comparable to the latest published information for the England average (21.9%) and is below the average for Kent's Statistical Neighbours (24.3%).

3.6 The completion rate for Returner Interviews, undertaken when a child/young person returns after going missing, decreased between January and February 2018, from 92.1% to 90.8%. However, completion rates remain high and above the 85.0% target.

3.7 The percentage of children becoming subject to a child protection plan for the second or subsequent time is 19.9% and within the expected Target range. Kent's performance is above the England average of 18.7% but below the average of Statistical Neighbours which is 21.4%.

3.8 The percentage of children/young people remaining in the same placement for the last 2 years (for those that have been in care for more than 2.5 years) has improved slightly, from 69.8% in January 2018, to 70.1% in February 2018, achieving the target of 70.0%. Kent's performance compares favourably against the England average of 68.0%, and 65.8% average for Kent's Statistical Neighbours.

3.9 The percentage of Children in Care (excluding Unaccompanied Asylum-Seeking Children) who are placed in KCC Foster Care, or in placements with relatives or friends, is 85.2% which is just above the Target of 85.0%. Information regarding the availability of in-house foster placements is continually reviewed to ensure that capacity is fully utilised and from April 2018 all placements will be sourced centrally via the new Total Placements Team.

3.10 The average number of days between a child coming into care and moving in with an adoptive family is currently 332 days which is considerably below the nationally set target of 426 days. Kent's performance compares well against the England average of 458 days, and against the latest information available via the South-East Benchmarking Group which for Quarter 3 of 2017/18 reported an average of

406 days (for children adopted in that quarter) with Kent's performance for that quarter at 357 days.

- 3.11 The percentage of Care Leavers who are in education, employment or training (for those that the authority is in touch with) has continued to show gradual improvement and for February 2018 was 66.0%, which is above the 65.0% target.
- 3.12 The percentage of on-line case file audits of children's social care records is 81.4%, which is above the 70.0% Target. However, the completion rates for audits reduced to 71.8% in January 2018 as staff experienced technical difficulties resulting from a corporate change to the Firmstep software. The change in software has prompted a further review of the process and content of the audit tool to ensure that it provides an effective measurement of performance, with consistency of grading and opportunities for challenge.

### **Amber indicators**

- 3.13 The percentage of schools that are good or outstanding at 91.8% is below 2017/18 target of 93%. In February 2018, 503 of the 548 schools in Kent with a current inspection were good or outstanding. Kent has 22% of schools judged to be outstanding compared to the national figure of 21%. We remain determined, working in partnership with schools to continue the positive trajectory seen in Kent. One of the priorities moving forward is to increase the number of schools graded as outstanding and moving those who require improvement to become good as quickly as possible..
- 3.14 The percentage of Early Years settings which were Good or Outstanding at 96.7% is just below the target of 97.5%. Sustaining this standard whilst also increasing the amount of outstanding provision remains a key priority for the Early Years and Childcare Service.
- 3.15 The percentage of case-holding posts filled by permanent qualified social workers increased slightly, from 82.0% in January 2018 to 82.9% in February 2018, but remains below the Target of 85.0%. The latest publication of children's Social Care Workforce data in February 2018 shows Kent performing well against the range of staffing measures. The average Agency Social Worker rate for England is reported as 15.8% and 11.9% for Kent, and the average Social Worker vacancy rates for England were 17.0%, and 14.1% for Kent. These figures were as at 30<sup>th</sup> September 2017.
- 3.16 The average caseload of Social Workers in the Children in Care Teams is 15.6, which is slightly above the Target of 15 children/young people.
- 3.17 Key Stage 2 data for the percentage achieving the expected standard in reading, writing and mathematics for Kent is 65% which is one percentage point below the target, but this compares favourably to the national figure of 61%.

### **Red indicators**

- 3.18 The take-up for two years olds in February 2018 has decreased from 72.8% in December to 67.0% and is below the target of 80%. Priorities within the Early Year Service include working in partnership with Children's Centres to continue to increase the take up of Free Early Education places by eligible two-year-olds, the

ongoing delivery of 30 Hours of Free Childcare and increasing the number of Early Years settings working within a collaboration.

- 3.19 The percentage of Education, Health and Care Plans (EHCPs) issued within the statutory 20 weeks was 57.6% (888 out of 1,542) against a target of 90%. This performance is below the 2016 national figure of 58.6% and is at its lowest level since the implementation of the Children and Families Act in September 2014. It reflects the significant volume increase in demand for SEN assessments seen in 2016 and greater demand seen in 2017; over 1,400 statutory assessments compared with 880 in 2014. This is in addition to managing 8,000 existing pupils transitioning to new Education Health and Care Plans. Results for this quarter also include the impact of whole service implementation of Synergy, a new pupil database system supporting statutory assessment processes.
- 3.20 The number of permanent exclusions of Primary aged pupils has remained at 17 which is five higher than the target. The number of permanent exclusions from Secondary schools has increased from 38 to 43, eight higher than the target of 35. However exclusions from Kent schools are still lower than the national figure (reported as a rate of the school population). The way in which schools access support from the PRU, Inclusion & Attendance service has been streamlined. This process ensures one single route into the service, through a new Digital Front Door, and appropriate and timely allocation of work. Since this was rolled out feedback from schools has been very positive.
- 3.21 The percentage of Early Help cases closed by Early Help Units with outcomes achieved has decreased from 82.7% to 78.7% and remains below the target of 87%. We are now receiving higher volumes of Domestic Abuse Notifications from the Police prior to consent being gained, and a significant proportion of these families do not wish to engage with any services, so the cases are closed due to disengagement. However, for Early Help unit cases initiated via an Early Help Notification 81.4% of cases are closed with outcomes achieved, which is above the 80% service standard.
- 3.22 At 22.8 the average caseload for Social Workers in the Children's Social Work Teams is above the target of 18 children/young people although this has been showing slight month-on-month improvement since November 2017. The rate of new referrals has also been decreasing. In February 2018 there were 1,233 referrals which is the lowest monthly figure since February 2017. These reductions, together with the additional staffing allocated to those Districts experiencing the highest demands, should result in a continued decrease in the average caseloads for social workers in these teams.
- 3.23 The 2016-17 results for pupils at the end of the Early Years Foundation Stage (EYFS) shows that in Kent 74.3% of children achieved a good level of development compared to 74.8% in 2015-16. However national data shows Kent is 3.6 percentage points above the England average figure of 70.7%. 310 schools (out of 442) are above the national figure. Where there has been a reduction in GLD assessments, schools have been invited to explain the judgements. They have often cited children's low starting points especially in verbal language skills, physical disabilities and mobility. There have been a number of children who have arrived from overseas with no pre-school or school experiences, and therefore no assessments have accompanied them.
- 3.24 Key Stage 2 FSM gap (based on the percentage achieving the expected standard in reading, writing and mathematics) at 26 percentage points is wider than the

target of 18 percentage points. Improving outcomes and reducing the performance gaps are at the forefront of School Improvement's work.

- 3.25 In 2017, pupils sat reformed GCSEs in English language, English literature and mathematics for the first time, graded on a 9-1 scale. The average Attainment 8 score per pupil (which measures the average achievement of pupils in up to 8 qualifications) has decreased in comparison to 2016 from 50.4 to 46.3. This change is as expected from when the 2017 point score scale was applied to the 2016 data and is in line with the National figure for state funded schools. The average Progress 8 score for Kent was -0.11 compared to the National state funded schools at -0.03. A Progress 8 score (which measures the progress a pupil makes from the end of key stage 2 to the end of key stage 4) of 1.0 means pupils make on average a grade more progress than the national average; a score of -0.5 means they make on average half a grade less progress than average based on other pupils with the same prior attainment.

#### **4. Recommendations**

- 4.1 The Children's, Young People and Education Cabinet Committee is asked to **REVIEW** and **COMMENT** on the Children, Young People and Education performance scorecard, which now includes Education, Early Help, and Specialist Children's Services.

#### **Background Documents**


CYPE Directorate Scorecard – February 2017

#### **Contact details**

##### **Lead Officers**

Name: Wendy Murray


Title: Performance and Information Manager

 03000 419417

 [wendy.murray@kent.gov.uk](mailto:wendy.murray@kent.gov.uk)

Name: Maureen Robinson

Title: MI Service Manager


 03000 417164

 [maureen.robinson@kent.gov.uk](mailto:maureen.robinson@kent.gov.uk)

##### **Lead Directors**

Name: Stuart Collins

Title: Interim Director of Early Help & Preventative Services

 03000 410519

 [stuart.collins@kent.gov.uk](mailto:stuart.collins@kent.gov.uk)

Name: Sarah Hammond

Title: Interim Director of Specialist Children's Services

 03000 411488

 [sarah.hammond@kent.gov.uk](mailto:sarah.hammond@kent.gov.uk)