

# Children and Young People's Overview and Scrutiny Committee

7 April 2017



## Quarter Three 2016/17 Performance Management Report

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### Report of Corporate Management Team

**Lorraine O'Donnell, Director of Transformation and Partnerships**  
**Councillor Simon Henig, Leader**

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#### Purpose of the Report

- 1 To present progress against the council's corporate performance framework for the Altogether Better for Children and Young People priority theme for the third quarter of the 2016/17 financial year, covering the period October to December 2016.

#### Background

- 2 At quarter two we received very positive feedback from members and officers on the revised report format so this quarter work has continued to review how we present performance information. We have again maintained an outline of key performance messages from data released this quarter. We have also retained the more visual style presentation of one summary page per Altogether theme which presents key data messages showing, where available, the latest position in trends and how we compare to others.
- 3 A more comprehensive table of all performance data is presented in Appendix 3.
- 4 Key performance indicator progress is still reported against two indicator types which comprise of:
  - (a) Key target indicators – targets are set for indicators where improvements can be measured regularly and where improvement can be actively influenced by the council and its partners; and
  - (b) Key tracker indicators – performance will be tracked but no targets are set for indicators which are long-term and/or which the council and its partners only partially influence.
- 5 We continue to look at ways to further develop the format of the report, as part of the transformation programme, to provide a clearer way of understanding how the council is performing, with the leanest possible process.

- 6 An explanation of symbols used, how we classify our performance as red, amber or green and the groups we use to compare ourselves is in Appendix 2.
- 7 To support the complete indicator set, a guide is available which provides full details of indicator definitions and data sources for the 2016/17 corporate indicator set. This is available to view either internally from the intranet (at Councillors useful links) or can be requested from the Corporate Planning and Performance Team at [performance@durham.gov.uk](mailto:performance@durham.gov.uk).

### **Key Performance Messages from Data Released this Quarter**

- 8 The council is working to improve our child safeguarding services by improving in four key thematic areas in line with OFSTED findings: management and staffing capacity; political and management oversight; the quality of social work practice; and compliance with regulations. Improvements are beginning to be evident in management and staffing capacity. Recent recruitment of social workers and candidates for the aspirant manager's programme was successful. A new team scorecard for managers is in place to help management of teams and focus on priorities. Political oversight arrangements are being significantly strengthened with Cabinet and scrutiny members joining the Corporate Parenting Panel which will have a wider strategic remit including an annual report to Council. Work to improve the quality of social work practice has led to qualitative evidence of improvement, for example from judges at care hearings, however there is more work to do to ensure consistency. Progress in relation to compliance with regulations is positive at this stage with no significant risks to report.
- 9 Turning to our corporate parent role, at December 2016 there were 785 looked after children (LAC) in County Durham, significantly more than last year (661). This upward trend reflects the improving oversight of social workers in individual cases and ensuring outcomes for children are improved. We are now more in line with the regional position, although still higher national levels. The increased rate reflects the impact of a refreshed focus on identification of neglect across the Local Safeguarding Children Board. The increase in LAC will have budget implications. A Placement Efficiency Strategy is currently under development which aims to reduce the cost of LAC placements. Although the LAC rate has increased, the rate of children adopted from care and no longer looked after has improved from 11.3% (21 children, April to December 2015) to 20.2% (49 children, April to December 2016). The majority of LAC in County Durham have a long-term plan for permanence i.e. children are placed with foster carer (currently around 65%). Timeliness of care plan reviews has slightly worsened for LAC, with six reviews held out of timescale, involving nine children. However, all reviews have now been completed and strategies have been put in place to prevent future delays.
- 10 Turning to assessment and safeguarding services, between April and December 2016, there were 3,723 referrals of children in need (CiN), fewer than last year (4,616). The actual number of re-referrals has reduced by 20%, from 979 (April to December 2015) to 780 in the same period in 2016. More

than one in five cases (21%) of referrals occurred within 12 months of a previous referral. An audit of re-referred cases has been undertaken to investigate any patterns and trends and identify any lessons to learn. Further work is ongoing on the effectiveness of the de-escalation process, due for completion in March 2017. In relation to referrals processing, although the target to process referrals within 24 hours was not met, all immediate safeguarding referrals are prioritised. Between April and December 2016 there were 2,972 single assessments completed, fewer than last year (3,896). Four in five assessments were completed within timescale. Data is analysed and shared with Team Managers on a monthly basis to enable targeted action to be taken.

- 11 Timeliness of care plan reviews for children subject to a child protection plan is generally good, but two child protection reviews, relating to nine children were held out of timescale in quarter three. All reviews are now complete. Specific circumstances which led to reviews going out of timescale included urgent legal advice and specific health needs of a family member. The review is an important element of ensuring the quality of care for children and young people and strategies have been put in place by the Independent Reviewing Officer to ensure the timing of reviews is closely monitored to prevent further reviews going out of timescale.
- 12 In relation to universal services around child health, under 18 conceptions continue to reduce. Although the figure is the lowest since reporting began in 1998 this still remains higher than the national average. Childhood obesity levels for reception (aged four to five years) and year six children (aged 10 to 11 years) have deteriorated and are worse than national averages. Almost one in four Durham children are overweight or obese at reception, and it rises to more than one in three at year six.
- 13 Final figures for 2015/16 educational attainment confirm that children in Durham are performing well across the different key stages. As reported last quarter, early years have higher achievement rates than last year. At GCSE level final results for Attainment 8, the new government measure (see appendix 6), are in line with national and regional averages and at A level, the Average Point Score, a newly introduced measure (see appendix 6), show pupils are performing better than the national and regional average. New data released this quarter relates to the educational attainment gap. At key stage two (year six) the achievement gap between Durham disadvantaged pupils and non-disadvantaged pupils nationally is better than both national and North East averages. At key stage four (GCSE Level), the achievement gap is in line with both national and North East averages.
- 14 The latest position in volume trends is presented in the charts available at Appendix 4.

## **Risk Management**

- 15 Effective risk management is a vital component of the council's agenda. The council's risk management process sits alongside our change programme and is incorporated into all significant change and improvement projects.
- 16 The key risk in delivering the ambitions of this priority theme and how we are managing it is *Failure to protect a child from death or serious harm (where service failure is a factor or issue)*. Management consider it possible that this risk could occur which, in addition to the severe impacts on children, will result in serious damage to the council's reputation and to relationships with its safeguarding partners. To mitigate the risk, actions are taken forward from serious case reviews and reported to the Local Safeguarding Children Board. Lessons learned are fed into training for front line staff and regular staff supervision takes place. This risk is long term and procedures are reviewed regularly. (critical / possible)

## **Key Data Messages by Altogether Theme**

- 17 The next section provides a one-page summary of key data messages for the Altogether for Children and Young People priority theme. The format of the Altogether theme provides a snap shot overview aimed to ensure that key performance messages are easy to identify. The Altogether theme is supplemented by information and data relating to the complete indicator set, provided at Appendix 3.

# Altogether Better for Children and Young People

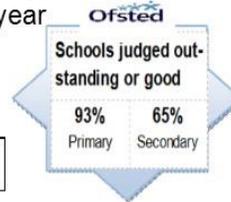
## Corporate parenting



**785** Looked after children (LAC)  
(31 Dec 16), more than last year (661)

**94.2%** LAC reviews  
completed within timescale

- Around 65% of LAC have a plan for permanence
- Durham's LAC rate (78.3 per 10,000) is lower than North East average (84) but higher than England average (60)
- More children are identified as LAC
- 20.2% of children (49) adopted of those leaving care (Apr to Dec 16), compared to 11.3% (21) the same period last year



## Educational attainment - final results

	Durham	North East	National
Early years achieving good level of development	69%	68.4%	69.3%
Key stage 2 attainment gap*	-16 points	-23 points	-22 points
Average attainment 8 score key stage 4 (GCSE)	49.2 points	48.7 points	48.5 points
Key stage 4 attainment gap*	-12.5 points	-13.3 points	-12.3 points
A Level average point score	31.9 points	30.6 points	31.8 points

## Child safeguarding: How are we responding?

Apr - Dec 2016

Child's journey

**3,723** Children in need referrals (CiN), fewer than last year (4,616)

**2,972** Single Assessments, fewer than last year (3896)

**452** Children with a child protection plan (CPP) more than last year (340)  
(CPP rate = 45.1 per 10,000)

### Our response

**Statutory referrals** processed in 24 hrs. Target of 85% not met

72.1%

**CiN referrals occurred within 12 months of previous referral**  
Target of 20.1% not met

21%

**Single assessments completed in 45 days** Target of 85% not met

83.3%

**Children with a CPP with all reviews completed within timescale** (Tracker)

89.4%

## Health

### Childhood obesity 2015/16

At **Reception** almost  
**1 in 4**

24.3% of children classed as overweight or obese



At **Year 6** more than  
**1 in 3**

37.2% of children classed as overweight or obese



### Under 18 conception rate Oct 2014-Sep 2015

26.1 per 1,000 female population (218 conceptions), lowest since reporting began in 1998

## Recommendations and reasons

- 18 That the Children and Young People's Overview and Scrutiny Committee receive the report and consider any performance issues arising there with.

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Appendix 1: Implications

Appendix 2: Report Key

Appendix 3: Summary of key performance indicators

Appendix 4: Volume measures

Appendix 5: Educational Attainment – 2015/16 government measures

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## **Appendix 1: Implications**

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**Finance** - Latest performance information is being used to inform corporate, service and financial planning.

**Staffing** - Performance against a number of relevant corporate health Performance Indicators (PIs) has been included to monitor staffing issues.

**Risk** - Reporting of significant risks and their interaction with performance is integrated into the quarterly monitoring report.

**Equality and Diversity / Public Sector Equality Duty** - Corporate health PIs are monitored as part of the performance monitoring process.

**Accommodation** - Not applicable

**Crime and Disorder** - A number of PIs and key actions relating to crime and disorder are continually monitored in partnership with Durham Constabulary.

**Human Rights** - Not applicable

**Consultation** - Not applicable

**Procurement** - Not applicable

**Disability Issues** - Employees with a disability are monitored as part of the performance monitoring process.

**Legal Implications** - Not applicable

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## Appendix 2: Report key

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### Performance Indicators:

#### Direction of travel/benchmarking

Same or better than comparable period/comparator group

**GREEN**

Worse than comparable period / comparator group (within 2% tolerance)

**AMBER**

Worse than comparable period / comparator group (greater than 2%)

**RED**

#### Performance against target

Meeting/Exceeding target

Getting there - performance approaching target (within 2%)

Performance >2% behind target

- ✓ Performance is good or better than comparable benchmark
- ✗ Performance is poor or worse than comparable benchmark
- ↔ Performance has remained static or is in line with comparable benchmark

### National Benchmarking

We compare our performance to all English authorities. The number of authorities varies according to the performance indicator and functions of councils, for example educational attainment is compared to county and unitary councils however waste disposal is compared to district and unitary councils.

### North East Benchmarking

The North East figure is the average performance from the authorities within the North East region, i.e. County Durham, Darlington, Gateshead, Hartlepool, Middlesbrough, Newcastle upon Tyne, North Tyneside, Northumberland, Redcar and Cleveland, Stockton-on-Tees, South Tyneside, Sunderland. The number of authorities also varies according to the performance indicator and functions of councils.

### Nearest Neighbour Benchmarking:

The nearest neighbour model was developed by the Chartered Institute of Public Finance and Accountancy (CIPFA), one of the professional accountancy bodies in the UK. CIPFA has produced a list of 15 local authorities which Durham is statistically close to when you look at a number of characteristics. The 15 authorities that are in the nearest statistical neighbours group for Durham using the CIPFA model are: Barnsley, Wakefield, Doncaster, Rotherham, Wigan, Kirklees, St Helens, Calderdale, Dudley, Northumberland, Tameside, Sheffield, Gateshead, Stockton-on-Tees and Stoke-on-Trent.

We also use other neighbour groups to compare our performance. More detail of these can be requested from the Corporate Planning and Performance Team at [performance@durham.gov.uk](mailto:performance@durham.gov.uk).

## Appendix 3: Summary of Key Performance Indicators

Table 1: Key Target Indicators

Ref	PI ref	Description	Latest data	Period covered	Period target	Current performance to target	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
<b>Altogether Better for Children and Young People</b>											
17	CASCYP 15	Percentage of children in the early years foundation stage achieving a good level of development	69.0	2015/16 ac yr (final)	64.0	GREEN	63.6	GREEN	69.3 AMBER	68.4* GREEN	2015/16 ac yr (final)
18	CASAS5	First time entrants to the youth justice system aged 10 to 17 (per 100,000 population of 10 to 17 year olds) <b>(Also in Altogether Safer) [1]</b>	273	Apr - Dec 2016	437	GREEN	259	RED			
19	CASCYP 9	Percentage of children in need referrals occurring within 12 months of previous referral	21.0	Apr - Dec 2016	20.1	RED	21.2	GREEN	22.3 GREEN	20.6* AMBER	2015/16
20	CASCYP 31	Percentage of statutory referrals received by the First Contact Team or Emergency Duty Team processed within 1 working day	72.1	Apr - Dec 2016	85.0	RED	56.7	GREEN			
21	CASCYP 32	Percentage of single assessments completed within 45 days	83.3	Apr - Dec 2016	85.0	AMBER	84.5	AMBER	83.4 AMBER	82.1* GREEN	2015/16
22	CASCYP 14	Percentage of successful interventions (families	7.2	Sep 2014 -	TBC	NA	NA	NA	NA		

Ref	PI ref	Description	Latest data	Period covered	Period target	Current performance to target	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
		turned around) via the Stronger Families Programme (Phase 2) <b>(Also in Altogether Safer)</b> [2]		Sep 2016							
23	CASCYP 8	Percentage of mothers smoking at time of delivery <b>(Also in Altogether Healthier)</b>	16.7	Jul - Sep 2016	17.2	<b>GREEN</b>	18.1	<b>GREEN</b>	10.4	16*	Jul - Sep 2016

[1] Previous period data amended /refreshed / final published data

[2] Reported as a % target PI again following 2015/16 when the numbers were reported as a tracker indicator

**Table 2: Key Tracker Indicators**

Ref	PI ref	Description	Latest data	Period covered	Previous period data	Performance compared to previous period	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
<b>Altogether Better for Children and Young People</b>											
113	CASCYP 33	Average attainment 8 score/score for LA (all pupils at the end of key stage 4 in state-funded mainstream and special schools and academies - replacing GCSE attainment)	49.2	2015/16 ac yr (final)	New indicator	NA	New indicator	NA	48.5 <b>GREEN</b>	48.7* <b>GREEN</b>	2015/16 ac yr (final)
114	CASCYP 37	Average point score per A level entry of state-funded school students	31.9	2015/16 ac yr (final)	New indicator	NA	NA	NA	31.8 <b>GREEN</b>	30.63* <b>GREEN</b>	2015/16 ac yr (final)
115	CASCYP 16	Percentage of 16 to 18 year olds who are not in education, employment or training (NEET) <b>(Also in Altogether Wealthier) [3]</b>	6.3	Jul - Sep 2016	6.1	<b>RED</b>	7.7	<b>GREEN</b>			
116	CASCYP 34	Gap between the average Attainment 8 score of Durham disadvantaged pupils and the average Attainment 8 score of non-disadvantaged pupils nationally (at KS4)	-12.5	2015/16 ac yr (final)	New indicator	NA	New indicator	NA	-12.3 <b>AMBER</b>	-13.3* <b>GREEN</b>	2015/16 ac yr (final)

Ref	PI ref	Description	Latest data	Period covered	Previous period data	Performance compared to previous period	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
117	CASCYP 35	Gap between the percentage of Durham disadvantaged pupils and the percentage of non-disadvantaged pupils nationally who achieve the expected standard in reading, writing and maths (at KS2)	-16	2015/16 ac yr (final)	New indicator	NA	New indicator	NA	-22.0 GREEN	-23*	2015/16 ac yr (final)
118	ACE016	Percentage of children in poverty (quarterly proxy measure) <b>(Also in Altogether Better Council)</b>	22.1	As at May 2016	22.2	GREEN	22.4	GREEN	15.5 RED	22.6*	As at May 2016
119	CASCYP 18	Percentage of children aged 4 to 5 years classified as overweight or obese <b>(Also in Altogether Healthier)</b>	24.3	2015/16 ac yr	23.0	RED	23.0	RED	22.1 RED	24.6*	2015/16 ac yr
120	CASCYP 19	Percentage of children aged 10 to 11 years classified as overweight or obese <b>(Also in Altogether Healthier)</b>	37.2	2015/16 ac yr	36.6	AMBER	36.6	AMBER	34.2 RED	37*	2015/16 ac yr
121	CASCYP 29	Proven re-offending by young people (who offend) in a 12 month period (%) <b>(Also in Altogether Safer)</b>	45.9	2014/15	45	AMBER	44.7	RED	37.9 RED	44.7*	2014/15
122	CASCYP 20	Under 18 conception rate per 1,000 girls aged 15 to 17	26.1	Oct 2014 - Sep 2015	26.4	GREEN	30.5	GREEN	21.2 RED	28.5*	Oct 2014 - Jun 2015

Ref	PI ref	Description	Latest data	Period covered	Previous period data	Performance compared to previous period	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
123	CASCYP 21	Under 16 conception rate per 1,000 girls aged 13 to 15	5.8	2014	7.9	GREEN	7.9	GREEN	4.4 RED	6.5* GREEN	2014
124	CASCYP 23	Emotional and behavioural health of children looked after continuously for 12 months or more (scored between 0 to 40)	14.9	2015/16	15.1	GREEN	15.1	GREEN	14.0 RED	14.5* RED	2015/16
125	CASCYP 30	Percentage of Child and Adolescent Mental Health Services (CAMHS) patients who have attended a first appointment within nine weeks of their external referral date	87.4	Apr - Dec 2016	83.1	GREEN	82.8	GREEN			
126	CASCYP 26	Young people aged 10 to 24 years admitted to hospital as a result of self-harm (rate per 100,000 population aged 10 to 24 years) <b>(Also in Altogether Healthier)</b>	489.4	2011/12 - 2013/14	504.8	GREEN	504.8	GREEN	367.3 RED	532.2* GREEN	England 2011/12-2013/14 NE 2010/11-2012/13
127	CASCYP 28	Rate of children with a child protection plan per 10,000 population	45.1	As at Dec 2016	40.5	RED	34.7	RED	43.1 RED	59.6* GREEN	As at Mar 2016
128	CASCYP 12	Percentage of children subject to a child protection plan who had all of their reviews completed within required timescales	89.4	Apr - Dec 2016	91.4	RED	91.3	RED	93.7 RED	91.7* RED	2015/16

Ref	PI ref	Description	Latest data	Period covered	Previous period data	Performance compared to previous period	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
129	CASCYP 36	Number of child sexual exploitation referrals [4]	143	Jan - Dec 2016	172	NA	203	NA			
130	CASCYP 24	Rate of looked after children per 10,000 population aged under 18	78.3	As at Dec 2016	72.9	RED	65.9	RED	60.0	84*	As at Mar 2016
131	CASCYP 11	Percentage of children looked after who had all of their reviews completed within required timescale	94.2	Apr - Dec 2016	96.2	RED	96.3	RED			

[3] The high number of school leavers whose status is 'not known' impacts significantly on this indicator

[4] Previous period data amended /refreshed

Appendix 4: Volume Measures

Chart 1. Children in need referrals within 12 months of previous referral

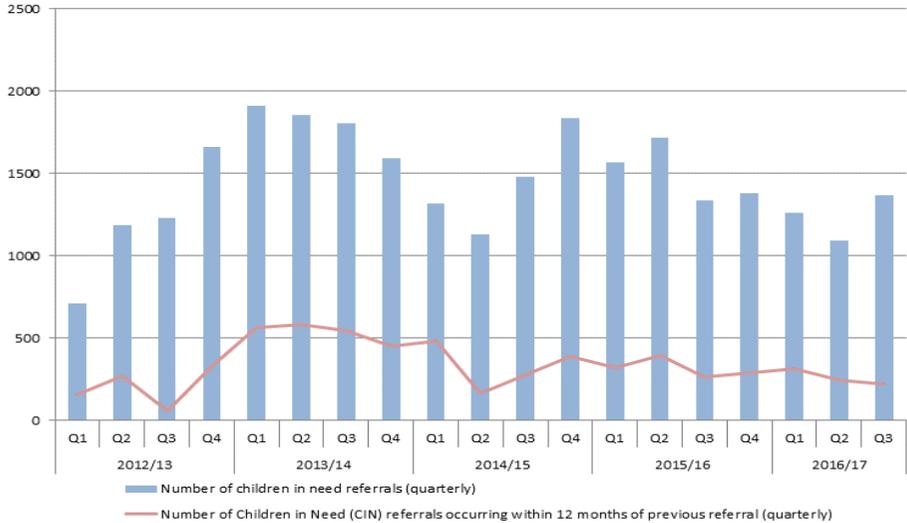


Chart 2. Looked after children cases

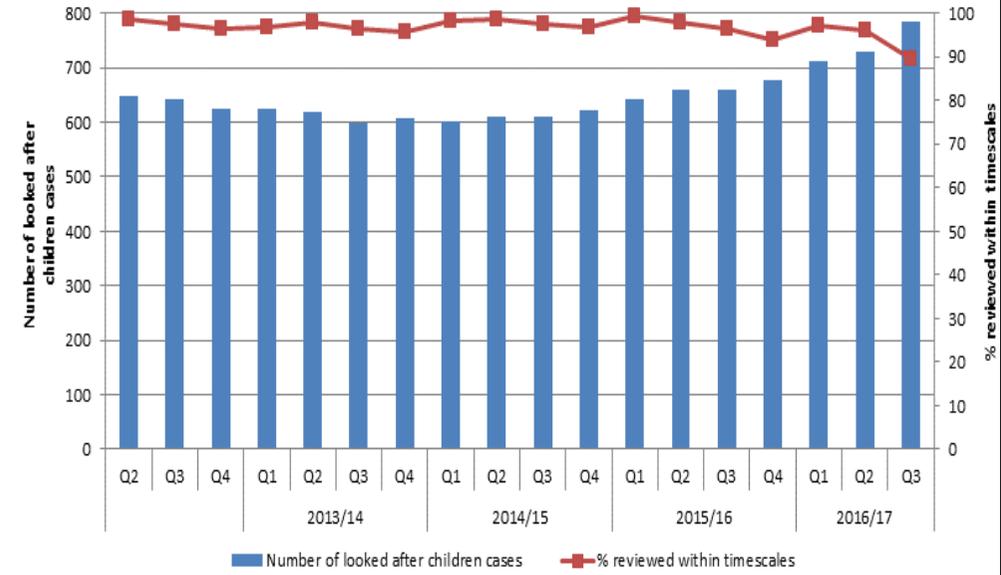
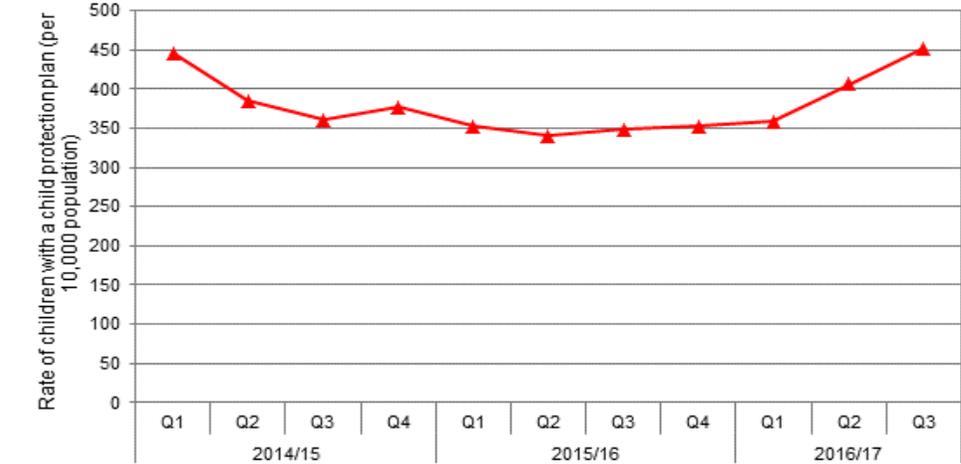


Chart 3. Children with a child protection plan



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## Appendix 5: Educational Attainment – 2015/16 government measures

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### GCSEs: Calculating the Attainment 8 score

Attainment 8 measures the achievement of a pupil across 8 qualifications against a 1-8 point scale. In 2016, 1 is the equivalent to a grade G GCSE up to 8, which is the equivalent to an A\* GCSE.

In 2017, new GCSE (9-1) qualifications will start to be rolled out which will have a new 1-9 point score scale.

The 8 qualifications counted in the Attainment 8 score are:

- A **Mathematics** element, which is double weighted.
- An English element based on the highest point score of a pupil's **English language** or **English literature** qualification. The higher grade will be double weighted if the pupil takes both qualifications. An English (combined) qualification can be included and double weighted.
- An element which is the three highest point scores from any qualifications that count towards the English Baccalaureate (**EBacc**). This includes science subjects, computer science, history, geography and languages.
- The remaining element contains the three highest scores in any three **other** subjects, including English language or literature (not counted in the English element), further GCSE qualifications (including EBacc subjects not included in the EBacc element) and any technical awards included in the Department for Education approved list.

Worked example:

Qualification	Grade	Points In 2016	Included in Attainment calculation?	Element	Weighting	Total points
GCSE maths	A	7	Yes	Mathematics	X 2	14
GCSE English language	A*	8	Yes	English	X 2	16
GCSE Core Science	A	7	Yes	EBacc	X 1	7
GCSE Additional Science	B	6	Yes	EBacc	X 1	6
GCSE Spanish	B	6	Yes	EBacc	X 1	6
GCSE English literature	B	6	Yes	Other	X 1	6
GCSE Art	C	5	Yes	Other	X 1	5
GCSE French	C	5	Yes	Other	X 1	5
GCSE Religious Studies	D	4	No (8 slots filled)			
<b>Attainment 8 score =</b>						<b>65</b>

## A levels: Calculating the Average Point Score

National performance tables for 16 to 18 year-old students will report two average points score measure: the average point score per student (full-time equivalent) and the average point score per entry. Average point scores are calculated based on the results of A levels and AS qualifications only. A student must have entered at least one A level in the academic year to be included in the cohort.

A level Grade	A level Point Score*
<b>A*</b>	300
<b>A</b>	270
<b>B</b>	240
<b>C</b>	210
<b>D</b>	180
<b>E</b>	150
<b>U</b>	0

\*AS levels count as half of these point scores

The average point score per student (FTE) is calculated by dividing the total number of points achieved by students by the total number of FTE students taking those qualifications.

Worked example:

Student A achieves two A levels at grade B, one at grade C and one AS level at grade D, they would score (240 + 240 + 210 + 90 =) 780 points.

Student B achieves a double A level at grade AB, an A level at grade B and a Key Skill at level 3, they would score (510 + 240 =) 750 points.

Student C receives a grade U for an A level but passes the AS in the same subject with a grade B, they would score 120 points.

Students	A level points
Student A	780
Student B	750
Student C	120
<b>Total no. of A level points</b>	<b>1,650</b>

This is divided by the total number of A level students to get the average point score.

Students	Total A levels passed	Total A levels studied	A levels passed/A levels studied
Student A	3.5	3.5	1.0
Student B	3	3	1.0
Student C	1	2	0.5
<b>Total no. of A level Students (FTE)</b>			<b>2.5</b>

$$\text{Average point score (APS) per A level student (FTE)} = \frac{\text{Total number of A level points achieved by all students}}{\text{Total number of A level students (FTE)}}$$

$$= \frac{1650}{2.5}$$

$$= \mathbf{660.0 \text{ points}}$$

$$\text{APS per A level entry} = \frac{\text{The sum of each student's A level points}}{\text{The sum of each student's A level entries}}$$

$$= \frac{780 + 750 + 120}{3.5 + 3 + 1}$$

$$= \frac{1,650}{7.5}$$

$$= \mathbf{220.0 \text{ points}}$$