

**CHILDREN AND YOUNG PEOPLE  
OVERVIEW AND SCRUTINY COMMITTEE  
21 JULY 2015**

**COUNCIL PLAN YEAR END 2014/15  
PERFORMANCE MONITORING REPORT**

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Public Health  
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### **Summary**

This report sets out the performance summary for Quarter 4 Year End 2014/15 against the Council priority relevant for this committee: Children and young people have the best start in life in Medway.

This report includes performance data and service comments on:

- 23 Key Measures of Success
- 5 Key projects

### **Performance highlights**

- 30% (7/23) Key Measures of Success were on target
- 67% (14/21) Key Measures of Success have improved since last year

### **Awards and achievements**

- Social Worker Academy Award (CareKnowledge Workforce Development Innovation 2014 Award)
- Investors in People (IIP) Gold Award (October 2014)
- Mindful Employer Charter (Awarded to Medway as an employer with a positive approach to mental health)
- Positive about Disabled People (two ticks) accreditation.

## **1. Budget and Policy Framework**

- 1.1 This report summarises the performance of the Council's Key Measures of Success for Quarter 4 Year End 2014/15 as set out in The Council Plan 2013/15

## 2 Background

- 2.1 This report sets out the performance summary against the Council priority relevant for this committee: Children and young people have the best start in life in Medway.
- 2.2 It focuses on where we have achieved or exceeded our targets, and how we are addressing areas for improvement. Detailed background information supporting this report can be found in Appendix 1.

## 3 Key measures of success - Summary

- 3.1 Details of the 23 Key Measures of Success for this Council priority are included in Appendix 1.

- 7 out of 23 Key Measures of Success were on target
- 14 out of 21 Measures have improved compared with last year

## 4 Service Comments

### 4.1 Children's Care

#### **Key Project: Voice of the Child**

- 4.1.1 In Q4, the Children's Disability group took part in a training session delivered by the Council for Disabled Children where they gained a greater understanding of the SEND reforms and post-16 choices which will help them in future meetings. The Children's Disability Group also took part in a visioning day which involved discussion around the four work streams in preparing for adulthood (Employment, Independent Living, Community Inclusion and Health). The group also discussed how improvements should be made and how we could consult with other young people to capture their views.
- 4.1.2 Members of the Children in Care Council were invited to take part in the national event 'Take over Day'. They met with the Police to find out how they support children and young people. They also met with a social worker who spoke about mental health to find out their opinions of how the service could support LAC. They spoke with a newly qualified social worker to find out what they do. They also spoke about how the Children in Care Council could be involved in service planning and delivery.
- 4.1.3 The Care Leavers Group looked at other councils' leaflets on information for care leavers to prompt ideas on how Medway Council should develop their leaflet. The work is ongoing and the group will continue to contribute to an information leaflet for care leavers. Work to redesign a complaints leaflet for looked after children (LAC) was completed in Q4. This has been sent to all LAC aged 12 and over.

#### **Key Project: Moving on Medway**

- 4.1.4 Medway Council and its partners have been working together to improve services and outcomes for children and families over the last two years, following the publication of its first Improvement Plan in September 2013. An updated and revised version of the plan was agreed by the Improvement Board in April 2014, and this has driven activity over the last year.

- 4.1.5 The last two years have seen major changes in the way in which services are delivered to children and families. Practice improvements and new ways of working on the 'front door' have been supported by investment and innovative approaches to recruitment and retention of staff. Children's Social Care services have re-structured and relocated to a single site, which has promoted a more seamless model of service delivery.
- 4.1.6 Investment in a stable management team, and learning and development opportunities created through the beacon Social Work Academy, have stimulated a strong learning culture. Additional investment has been agreed which has expanded our social work capacity. This work has been supported by the introduction of a robust Quality Assurance Framework, which includes regular case audit, practice observation and links to workforce development. Improvement of performance reporting and regular use of data, including benchmarking data, have led to a stronger performance management culture with managers able to use information to monitor their services and plan for future developments.
- 4.1.7 Our Medway Action for Families service (part of the government's Troubled Families initiative) has achieved all its targets and is now entering Phase 2, which has attracted additional external funding. The police are working closely with Children's Social Care and have now co-located two officers in the front door team. Other partners including schools and midwives are working actively with colleagues in the front door service to ensure appropriate assessment and planning takes place. A Medway Protocol against child sexual exploitation (CSE) has been developed and agreed, which supplements the Kent and Medway CSE strategy.
- 4.1.8 Elected members continue to support the Improvement Journey and have participated in training to raise their awareness of their responsibilities to children and families in Medway.
- 4.1.9 The Medway Safeguarding Children's Board (MSCB) has established a structure of sub-groups, produced its Annual Report and Business Plan, has engaged with children and young people and developed a multi agency data set to support its quality assurance and challenge function. Under the leadership of its new Chair, John Drew, it is now driving forward further actions in response to a recent Peer Review.
- 4.1.10 External reviews and internal quality assurance processes have noted that one of the biggest and most significant changes has been a shift from an introspective, blame and complacency culture to a more open, outward looking, learning culture.
- 4.1.11 The changes and developments have been accompanied by increased demand for children's social care services, with a steep rise in numbers of children subject to child protection plans (from 222 in July 2013 to 471 in January 2015) more children subject to legal proceedings and a small rise in number of children looked after to 411 from 387 in July 2013. External reviews have recognised that services are working with the right children at the right time and the rise in child protection work can be explained by a historical failure to intervene at the appropriate time to support families, resulting in escalation of complexity of needs.
- 4.1.12 Work is underway across partner agencies to develop a stronger early help offer, supported by effective assessment that identifies the right level of service for families. This development of early help services will continue to be a priority for the Council and its partners.

## **Integrated Family Support Service**

- 4.1.13 The service has now formed as four virtual area based teams which will strengthen partnership working particularly with the Schools which will be key as we develop and support the work in tier 2 services. The CAF (Common Assessment Framework) forum continues to be successful in building relationships and sharing learning between partners. Links with our health partners continue to be strengthened and links with Early Help commissioners will be key in shaping the services Medway will need.
- 4.1.14 Medway Action for Families had a target of 560 troubled families between 2012 and 2015 and delivers a multi-agency programme coordinated by Medway Council. Local partners - police, health service, fire and rescue, employment agency and many others help to identify families and offer one to one support. From September 2012 to Jan 2014, MAfF worked with 665 families. At the last audit in February 2015:
- 359 families had improved crime/anti social behaviour and educational risks (attendance/ exclusions)
  - 108 families are on a work programme (closer to work)
  - 43 families are back in work
- 4.1.15 Many families have multiple problems. By February 2015 Medway had turned around 429 families, 77% of the target 560 and aims for 100% by 29 May 2015.

## **4.2 Public Health**

### **Key Project: DECIPHer-ASSIST Programme (ASSIST)**

- 4.2.1 570 children under the age of 16 start smoking every day in the UK. A survey of adult smokers shows that almost two-fifths (40%) had started smoking regularly before the age of 16. In order to reduce inequalities in health and prevent the uptake of smoking by young people, an innovative, peer-led intervention in schools called DECIPHer-ASSIST (ASSIST) is being provided. This programme is proven to reduce the prevalence of smoking in adolescents by training children in Year 8 to become Peer Supporters.
- 4.2.2 In 14/15 DECIPHer-ASSIST will have been delivered in 8 local secondary schools. This has increased from 4 schools last year. The most influential pupils are selected via screening that takes place across the year group and is based on young people's views of their peers.
- 4.2.3 20% of the year group are selected and offered the opportunity to take part in the programme - approximately 15-18% go on to take part and complete the programme. Over the two years 320 peer mentors have been trained.

## **5 Risk management**

- 5.1 Risk management helps to deliver performance improvement and is at the core of decision-making, business planning, managing change and innovation. It is practised at both management and service delivery level, enabling the effective use of resources, and securing the assets of the organisation and its continued financial and organisational well-being.

- 5.2 The purpose of the Council Plan performance monitoring reports during the year is to enable managers and members to manage the key risks identified in delivering priorities.

## **6 The way forward for 2015/16**

- 6.1 Achieving excellent performance within increasing financial constraints continues to be the challenge for Medway in the coming year:

*“With a clear commitment to deliver its priorities and to support children and young people and our older residents, especially those who are vulnerable, the council has to continue with a transformation programme that improves organisational efficiency and a service review programme that promotes healthy lives and supports people before problems escalate.”*

(Neil Davies Council Plan 2013/15)

## **7 Financial and legal implications**

- 7.1 There are no finance or legal implications arising from this report.

## **8 Recommendation**

- 8.1 It is recommended that members:
- Consider the 2014/15 performance against the Key Measures of Success used to monitor progress against the Council Plan 2013/15.
  - Make amendments to build on current achievements and deliver remedial action where required.

### **Lead officer contact**

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### **Appendices**

Appendix 1 - Key Measures of Success: Detailed report

### **Background papers**

Refreshed Council Plan 2013/15










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## Appendix 1: Council Plan Monitoring – Q4 2014/15










### Children & young people Overview & Scrutiny Committee






### Key







Performance indicator (PI) Status	Trend Arrows	Success is
 This PI is significantly below target	 The performance of this PI has improved	 Higher figures are better
 This PI is slightly below target	 The performance of this PI has worsened	 Lower figures are better
 This PI has met or exceeded the target	 The performance of this PI is static	N/A - Desired performance is neither too high nor too low
 This PI is data only. There is no target and is provided for reference only.	N/A – Rating not appropriate / possible	

## 1.1 Working with partners to ensure the most vulnerable CYP are safe


Code	Short Name	Success Is	2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	2014/15			Note	
			Value	Value	Value	Value	Value	Value	Target	Status		Long Trend
PAF-CF/C21 NI 64	Child Protection Plans lasting 2 years or more		8.7%	5.2%	10.8%	1.7%	4.1%	5.2%	5.0%			<p>06-May-2015 <i>Data is provisional until statutory returns are finalised in early summer.</i></p> <p>This figure is based on Child Protection plans that ended in the period and is prone to significant volatility due to small numbers. However, overall performance has improved since Q2 with a more rigorous reviewing process at key stages meaning the year end figure is only marginally above the target.</p>
NI 147	Care leavers in suitable accommodation		91.8%	78.6%	66.7%	90.9%	80.0%	78.7%	90.0%			<p>29-Apr-2015 <i>Data is provisional until statutory returns are finalised in early summer.</i></p> <p>We have new initiatives to target young people who are NEET during 15/16 and are working closely with Job Centre Plus, Medway Youth Trust, Medway HR and others to support young people make positive lifestyle choices. We will be working with Commissioning to secure better quality accommodation offering a range of support during 2015.</p>
A1	Average time between a child entering care and moving in with adoptive family		723	749	742	742	714	714	480			<p>06-May-2015 <i>Data is provisional until statutory returns are finalised in early summer.</i> There has been overall improvement during the year with the time taken falling to 714 days from 748. We continue to successfully match and place children with their previous carers. We will continue to monitor and review performance against this challenging indicator. With renewed oversight of our court work and permanence panel oversight we expect to see more proceedings completed within 26</p>





Code	Short Name	Success Is
CA10	Rates of re-referrals within 12 months of a previous referral	
N14	(N14) Timeliness of assessments	
N15	(N15) Timeliness of Initial Child Protection Conference	

2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	2014/15			
Value	Value	Value	Value	Value	Value	Target	Status	Long Trend
22.48%	21.18%	21.64%	22.37%	19.51%	21.12%	26%		
68.8%	64.8%	68.2%	88.2%	92.0%	76.8%	80.0%		
58.2%	58.5%	46.4%	60.1%	78.0%	59.8%	72.0%		


Note
weeks in 2015/16 leading to sustained improvements.
<p>29-Apr-2015 <i>Data is provisional until statutory returns are finalised in early summer.</i></p> <p>The rate of re-referrals has remained fairly consistent over the period. Weekly review meetings are used to consider data and to drill down on case examples to consider appropriate decision making and quality of previous assessments and planning. A process for increased management oversight on contacts where there have been previous child protection plans has also been introduced.</p>
<p>29-Apr-2015 <i>Data is provisional until statutory returns are finalised in early summer.</i></p> <p>There has been a continued improvement in the timeliness of completion of assessments since October 2014 resulting in end of year performance being 77%. Performance for March 2015 was 93.2%. There is a drive now to reduce the timescales for assessments and the focus is now on 30 days.</p>
<p>29-Apr-2015 <i>Data is provisional until statutory returns are finalised in early summer.</i></p> <p>Following a lean process review and guidance and expectations sent out to staff, overall performance has improved quarter on quarter. A slight dip in performance in March 2015, has led to reminders being sent to all staff and continued improvement over the next quarter is expected.</p>



Code	Short Name	Success Is
N23	(N23) Vacancy rate of social workers	

2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	2014/15			
Value	Value	Value	Value	Value	Value	Target	Status	Long Trend
30%	33.6%	32.77%	32.95%	30.81%	32.53%	15%		





Note
29-Apr-2015 This refers to the percentage of substantive posts not filled by permanent social workers. The recruitment remains a key area of focus. For the year ending 2014/15 Medway has appointed 40 new recruits (13 newly qualified, 23 social workers and 4 managers). We are continuing to reduce our reliance on agency social workers through a number of successful initiatives. Following The Return to social work course, 6 qualified social workers have been appointed to start during May/June. Our overseas recruitment campaigns resulted in a further 6 appointments, starting August. Interviews for our next cohort of Newly Qualified Social Workers are taking place with 10 offers of appointment made to date, to start during September. We are continuing our drive to transfer temporary staff to permanent appointments. Medway will also be the event sponsor at Community Care Live 2015 with emphasis on appointing experienced Social Workers and managers.









**1.2 We will champion strong leadership and high standards in schools**

Code	Short Name	Success Is
SE KS4a	Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths (All Schools)	



2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	2014/15			
Value	Value	Value	Value	Value	Value	Target	Status	Long Trend
60.9%	Not measured for Quarters				58.8%	63.0%		




Note
15-Apr-2015 For the academic year 2013-14, 58.8% of children at key stage 4 achieved five or more A* to C grades including English and Maths at GCSE or equivalent. This is 2 percentage points higher than the average for state funded schools in England, 56.8%. Due to national

Code	Short Name	Success Is
NI 101	Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and mathematics)	
NI 105	The Special Educational Needs (SEN)/non-SEN gap – achieving 5 A*- C GCSE inc. English and Maths	
DMTEYR6	% achievement gap at Early Years Foundation Stage Profile between the lowest attaining 20% of children and the mean	
CA13	Permanent exclusion rates - % of children excluded from school	





2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	2014/15			
Value	Value	Value	Value	Value	Value	Target	Status	Long Trend
14.3%	Not measured for Quarters				.0%	17.0%		
46.8%	Not measured for Quarters				44.3%	43.0%		
33.7%					33.1%	33.0%		
0.15%	0.02%	0.01%	0.04%	0.02%	0.09%	0.01%		









Note								
<p>changes in the way this measure is calculated, caution must be taken when comparing against previous years.</p> <p>Medway's performance for 2014/15 compares favourably against the following:</p> <table> <tr> <td>Medway</td> <td>58.8%</td> </tr> <tr> <td>Kent</td> <td>58%</td> </tr> <tr> <td>England [state funded sector]</td> <td>56.8%</td> </tr> <tr> <td>England [all]</td> <td>53.4%</td> </tr> </table> <p>[source: Statistical first release 02/2015 ]</p>	Medway	58.8%	Kent	58%	England [state funded sector]	56.8%	England [all]	53.4%
Medway	58.8%							
Kent	58%							
England [state funded sector]	56.8%							
England [all]	53.4%							
<p>15-Apr-2015 For the academic year 2013-14 0% of looked after children achieved five A* to C grades at key stage 4. The cohort of children is small and this measure is prone to fluctuation.</p> <p>Due to national changes in the way this measure is calculated, caution must be taken when comparing against previous years.</p>								
<p>15-Apr-2015 For the academic year 2013-14, the gap between the attainment of those with special educational needs and those without was 44.3 percentage points, missing the target of 43.0 percentage points but consistent with the national average.</p>								
<p>15-Apr-2015 The gap between the lowest attaining 20% and the mean is 33.1%. This compares favourably with the national average of 37%.</p>								
<p>16-Apr-2015 There were 8 upheld permanent exclusions in Q4. In total there were 38 upheld permanent exclusions this year. This equates to 0.09% of the school</p>								

Code	Short Name	Success Is
EDU3	% of young people who are absent from school for 15% or more days in the school year.	
EY2	Number of children attending a funded early education place, as a proportion of the total number (popn) entitled to a place	

2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	2014/15			
Value	Value	Value	Value	Value	Value	Target	Status	Long Trend
4.63%	3.4%	5.6%	6.2%	4.4%	4.9%	3%		
	76.6%	76.6%	65.3%	73.6%	72.3%	70.0%		N/A







Note
roll. This is 26 fewer than the previous year but higher than the latest available national data, 0.06% for the academic year 2012-13.  Of the 38 permanent exclusions, 10.5% (4) were in primary schools and 89.5% (34) were in secondary schools. This figure should be regarded as provisional as it is possible that the number upheld may increase due to appeals pending. Schools continue to be advised and challenged on the appropriateness of permanent exclusions.
15-Apr-2015 These figures are calculated from locally collected persistent absence returns and so should be treated as provisional until national data is published. In Terms 1-3 of the academic year 2014/15, 1,521 pupils (years R-11) were absent for 30 or more sessions (15 days). - Primary schools: 3.4% - Secondary schools: 5.4% - Special schools: 11.1% The National figure for pupils with an absence rate of 15% or more in the academic year 2012/13 was 4.6%.
15-Apr-2015 In September 2014 the number of two year-olds eligible to receive a funded early education place was expanded to include working families on a low income - estimated in Medway to be 1,490 children. In the period since September 2014 to March 2015, the proportion of eligible children taking up a place rose from 65% to 74%, with more than 1,000 families in Medway now benefiting from a free place for their child.




Code	Short Name	Success Is
SE KS2	Achievement at level 4 or above in Reading, Writing and Mathematics at Key Stage 2 (Threshold)	
SE1a	Difference made to schools by Local Authority support - Schools in Special Measures (formerly SIS2a (amended))	
SE1c	Difference made to schools by Local Authority support - Schools below floor threshold (LA maintained schools only) (formerly SIS2c (amended))	
SE2 LM	% Ofsted school judgements - schools judged good or better for Leadership & Management	






2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	2014/15			
Value	Value	Value	Value	Value	Value	Target	Status	Long Trend
70.6%	Not measured for Quarters				75.0%	75.0%		
5	5	3	3	3	3	3		
6	6	5	5	5	5	3		
72.4%	72.4%	71.0%	72.0%	78.0%	78.0%	78.0%		

Note
30-Apr-2015 Medway's performance for academic year 2013-2014 is 75%, which is an increase on the previous year's performance of 71%. The national figure for state funded schools this year is 79% and last year was 76%, so whilst we are still below national, we are closing the gap. Figures were taken from the published figures in the Statistical First Release SFR50/2014.
15-Apr-2015 At the end of Q4, three maintained schools were in special measures, in line with the target. The highest level of challenge and support is provided to schools in Special Measures.
15-Apr-2015 At the end of Q4, there were five primary schools below floor threshold (below 65% L4+ in reading, writing and maths combined and below median progress in one or more subjects). The number of below floor primary schools has reduced this year but is above the challenging target that was set. Support is in place for these schools.
15-Apr-2015 At the end of Q4, 78% of schools were judged to be good or better for Leadership and Management, on target. Leadership programmes continue to be offered by the local authority and Teaching Schools together with bespoke consultancy in schools. Visits to good and outstanding schools and internships are undertaken to share good practice.

### 1.3 We will promote and encourage healthy lifestyles for CYP



Code	Short Name	Success Is	2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	2014/15			Note	
			Value	Value	Value	Value	Value	Value	Target	Status		Long Trend
NI 117	16 to 18 year olds who are not in education, employment or training (NEET)		6.41%	6.77%	5.60%	7.32%	7.31%	7.31%	6.00%			<p>06-May-2015 At the end of Q4, the percentage of young people aged 16-18 who were NEET was 7.31%. This measure is below the target of 6.00%.</p> <p>For those aged 16, the NEET level - 4.22%</p> <p>For those aged 17, the NEET level - 6.32%</p> <p>For those aged 18, the NEET level - 11.76%</p> <p>The percentage of young people whose activity is not known was: 7.95%</p> <p>Work continues to develop a Council wide strategy to deliver reduced Medway NEET levels and to deliver against our duties in raising the participation age (RPA).</p>
NI 148	Care leavers in education, employment or training		57.5%	64.3%	41.7%	72.7%	10.0%	48.9%	60.0%			<p>06-May-2015 <i>Data is provisional until statutory returns are finalised in early summer.</i></p> <p>In Q4 there were a number of young people where despite considerable effort to secure suitable opportunities, failed to engage. A small number of young people were on Employment Support Allowance and we are working with them to secure positive opportunities to access education, employment or training. All young people not in education employment or training have been referred to Talent Match and are actively supported by the team and a number of other agencies. We are arranging events during 2015 with Job Centre Plus to support CV writing, interview skills etc. and non attendance will be supported by the Job Centre Plus with a benefit sanction. We have also developed a guide for young people (with their input) about how to find suitable EET options and making positive choices.</p>

Code	Short Name	Success Is
CA17	% of children in need aged 0-4 attending local Sure Start Children's Centre	
EY1b	Total number of attendances at Sure Start Children's Centres by families with children 0-4 years	
PH8	Percentage of children and young people achieving a lifestyle improvement as a result of completing a young people weight management service	

2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	2014/15			
Value	Value	Value	Value	Value	Value	Target	Status	Long Trend
17.0%	15.5%	22.8%	20.9%	23.0%	23.0%	30.0%		
277,857	67,400	135,760	201,889	288,752	288,752	245,000		
	63.6%	60.4%	62.9%	67.1%	63.2%	50.0%		N/A

Note
06-May-2015 The figure includes all Children in need (CIN) aged 0 - 4 who attended a children's centre in the period April 2014 - March 2015, as a percentage of all CIN of that age, excluding Unborn CIN. At the end of Q4 there were 557 CIN aged 0-4 of whom 128 (or 23.0%) have attended a Medway children's centre.
07-May-2015 The total number of attendances by children and families at Medway's 19 Sure Start Children's Centres in the final quarter of 2014-15 was 86,863, making a total of 288,752 across the year as a whole - an increase of 11,000 attendances (or 4%) as compared to 2013-14, and 49% higher than the 2011-12 number, with the same total budget. This marked increase across each of the past three years reflects the greater number of interventions and services provided by the Children's Centre teams themselves, as well as the consistent increase in the number of interventions being received by families who receive targeted support.
15-Apr-2015 Of the 79 young people completing either MEND, Fit Fix or Change 4Life club programme, 53 young people achieved a significant lifestyle improvement. This includes reducing weight, body shape, mental wellbeing, increasing physical activity levels or diet over the course of the programme

5.1 Putting the customer at the centre of everything we do

Code	Short Name	Success Is	2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	2014/15			Note	
			Value	Value	Value	Value	Value	Value	Target	Status		Long Trend
MCV1	How satisfied are residents with the way Medway Council runs its services			63.00	57.00	63.10	63.00	61.20			N/A	11-May-2015 The annual satisfaction with the way the Council runs it's services was 61.2%. 9.3% were very or fairly dissatisfied. These figures are based upon the quarterly results from the Citizens' Panel throughout 2014/15. The annual percentage satisfaction has been calculated by totalling the number of respondents who were very or fairly satisfied (1,759) and dividing by the total number of respondents (2,875). The 2014/15 year was a baseline year, as this was the first year this question was asked on a quarterly basis, this means that it is not possible to compare to previous years.