

**Committee: Council**

**Date: 9<sup>th</sup> September 2015**

Agenda item:

Wards: ALL

## **Subject: Strategic Objective Review – Children and Young People**

Lead officer: Yvette Stanley – Director, Children Schools and Families Department

Lead member(s): Councillor Maxi Martin; Councillor Martin Whelton

Forward Plan reference number: N/A

Contact officer: Paul Ballatt – Assistant Director, Commissioning, Strategy and Performance

### **Recommendations:**

A. That Council considers the content of the report.

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## **1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY**

- 1.1 Council at its meeting in March 2015 approved the Business Plan 2015-2019. The Business Plan represents the way in which the council will lead the delivery of the Community Plan via a number of thematic partnerships and strategic themes. Performance against these themes, plus an additional theme of corporate capacity, is monitored by Council.
- 1.2 Each meeting of Council will receive a report updating on progress against one of these strategic themes. This report provides Council with an opportunity to consider progress against the priorities under the ‘children and young people’ theme.
- 1.3 The ambition for the theme as outlined in the council’s Business Plan 2015-19 is to ‘improve health outcomes, maintain robust safeguarding, improve educational outcomes, promote children and young people’s positive contribution and their economic wellbeing’.
- 1.4 The portfolio holders are Cllrs Maxi Martin and Martin Whelton
- 1.5 The Business Plan can be viewed at [www.merton.gov.uk/businessplan](http://www.merton.gov.uk/businessplan).

## **2 DETAILS**

### **Background**

- 2.1 The Children Schools and Families Department aims to improve outcomes for children and young people in Merton through commissioning and providing a range of universal, targeted and specialist services. These include:
  - Early years services in children’s centres and settings
  - Primary, secondary and special schools
  - Services for pupils with Special Educational Needs
  - School admissions, pupil place planning and school capital strategy

- School improvement
  - Education Inclusion including universal youth services
  - Social work assessment and casework – Safeguarding; children in need; children looked after; care leavers
  - Family and Adolescent Services including youth justice; Transforming Families
  - Integrated services for children with disabilities
  - Commissioning, procurement and contract management
  - Policy, planning and performance management
- 2.2 The Department leads the local Children’s Trust, a partnership of agencies from the statutory, community and voluntary sectors which develops strategy and plans for the delivery of co-ordinated and integrated services for children, young people and families. Many of the Council’s children’s services are provided through this partnership approach with, for example, joint commissioning, integrated teams, multi-agency jointly delivered services and some co-location of staff.
- 2.3 Strong partnership working is at the heart of our approach to ensuring that children and young people are healthy, stay safe, enjoy and achieve, make a positive contribution and enjoy economic wellbeing. In addition to the Children’s Trust Board, governance of local children’s services is undertaken by Merton’s Local Safeguarding Children Board; the Health and Wellbeing Board and the Safer and Stronger Thematic Partnership.
- 2.4 In 2013, the Merton Partnership refreshed the Community Plan. In seeking to promote ‘better opportunities for youngsters’, children’s services partners expressed the following vision:
- “We are committed to delivering outstanding services which improve outcomes and life chances for all the borough’s children and young people. We are also determined to help those facing real challenges to overcome them and narrow the gap in outcomes.”
- 2.5 The vision recognises the need to provide the highest quality universal services while focusing particularly on children and young people vulnerable to poorer outcomes. This more targeted approach, prompted not least by the financial pressures faced by the public sector, has been reflected in the borough’s Children and Young People’s Plan for some years now. Partners are currently in the process of refreshing this plan for the period 2015-18 and have agreed the following key priorities:
- Children in need of early help
  - Children requiring timely and effective safeguarding
  - Children looked after and care leavers
  - Children with special educational needs and disabilities
  - Improving overall and narrowing gaps in educational outcomes and opportunities
  - Preventing, diverting and deterring young people from criminal behaviour to enable better outcomes

## **Performance relating to Children and Young People**

- 2.6 Children's services are amongst the most highly regulated of public services with several hundred performance measures applied by a range of government departments. At a local level, relevant performance data is used routinely by managers and is monitored by governance bodies noted above. Key performance data has been extracted for the purposes of this report and is contained in **appendix one**.

## **Commentary and key achievements relating to Children and Young People**

### Early Help, Safeguarding, Looked After Children and Care Leavers, Youth Offending

- 2.7 In common with all Local Authorities, services provided by Merton council and its partners for children in need of help and protection, children looked after and care leavers are subject to regular external inspection by Ofsted on, broadly, a three year cycle. The last inspection of these services in Merton took place in 2012. At that stage, all these services were assessed as 'good'. Since 2012 there have been changes to the inspection framework and a general 'raising of the bar' in respect of Ofsted's expectations. Services in Merton are currently expecting an imminent inspection under the new Single Inspection Framework and have implemented a range of continuous improvement activity to address these higher expectations. This has included:

- Strengthened the performance management and quality assurance role of Merton's Local Children's Safeguarding Board.
- Implemented a revised Child Wellbeing Model through which workers across a wide range of children's services disciplines assess and meet the additional needs of children and young people to prevent escalation of need.
- Clarified pathways and re-modelled early help services provided by in-house and commissioned services.
- Established a locality model of children's centres with an increased focus on 'reaching' disadvantaged families.
- Established and implemented new early help services including Transforming Families and the Family Nurse Partnership.
- Established Merton's Multi-Agency Safeguarding Hub (MASH) with key NHS and police partners.
- Re-organised in house casework services to improve continuity of workers' relationships with service users and to sharpen the focus on specific casework tasks e.g. assessment; permanency; care leavers.
- Implemented a recruitment and retention strategy for social work staff to minimise use of agency staff in key casework roles.
- Completed LAC placement sufficiency assessment and analysis of LAC placement stability to inform placement commissioning activity and improved planning for our LAC.

- Implemented specific improvement plans for achieving permanency for LAC and the Youth Offending service.
- Implemented more robust strategies to address child sexual exploitation; children missing from home and school; and young people at risk of radicalisation in response to the strengthened focus on these issues from central government as well as our own established improvement priorities.

2.8 This work has impacted on a range of specific performance measures. Key achievements to date include:

- Almost 80% of families from areas of deprivation in the borough have accessed children's centres services since 2013-14.
- The numbers of disadvantaged 2yr olds accessing funded child care and early education have increased by 50% since 2013-14.
- The % of reception age children who are overweight or obese has reduced since 2013-14.
- Rates of teenage pregnancy have reduced from 26 per 10,000 in 2012 to 22 per 10,000 in 2013, better than the national average.
- Numbers of families engaged by the Transforming Families service have doubled since 2013-14 with 100% of those families being 'turned around' as a result of intervention.
- The % of single assessments completed within timescales has improved from 80% to 90%.
- The % of children subject to a child protection plan who were visited and seen within timescales has improved from 84% in 2013-14 to 92% in 2014-15.
- The % of child protection cases reviewed within timescales has been maintained at 93% in 2014-15.
- Merton has reduced the time taken for completing care proceedings for children looked after (LAC) from 63 weeks in the first quarter of 2013-14 to 24 weeks in the final quarter of 2014-15.
- 16 children were either adopted or made subject to Special Guardianship Orders in 2014-15 against 15 in 2013-14.
- 25 new foster carers were recruited between April 2013 and March 2015.
- The % of Merton LAC placed with independent fostering agencies reduced from 50% in 2013-14 to 42% in 2014-15.
- 93% of initial Personal Education Plans for LAC were completed within timescales in 2014-15 as against 83% in 2013-14
- 94% of LAC had an annual health assessment within timescales in 2014-15, better than previous national average performance
- 41% of Care Leavers were in education, training or employment in 2014-15, better than previous national average performance
- Numbers of first time entrants to the youth justice system have fallen from 88 in 2013-14 to 60 in 2014-15

- Numbers of children becoming looked after as a result of a remand during criminal proceedings have fallen from 14 in 2013-14 to 6 in 2014-15.
- Current Ofsted ratings of Merton's fostering and adoption services are both 'good'.
- The targeted 'Short Quality Inspection' by HM Inspectorate of Probation of casework in Merton's Youth Offending Team in 2013 found a marked improvement since the full service inspection of 2011.

#### Education, Educational Inclusion and Children with SEN and Disabilities

2.9 A key role for the council, working with schools and other partners, is to provide high quality early years, primary and secondary education for all Merton pupils and to provide specific support to pupil groups who, without support, may not reach their potential. Early years settings and schools continue to be subject to robust Ofsted inspection and, through targeted intervention from school improvement services, our aim has been to increase the numbers of children receiving provision which is 'good or better'. Officers and partner agencies have implemented strategies to improve attendance and reduce exclusions, both fixed term and permanent. Significant work has also been undertaken to implement the radical changes to the SEN statementing process introduced by the 2014 Children and Families Act. Work has also continued to expand Merton's primary school and SEN sectors and officers have been developing strategy to address the projected rise in demand for secondary school places in the borough. Key activity has included:

- Provided ongoing challenge and support to settings and schools to improve Early Years Foundation Stage performance and continued focus of work to improve early language development.
- Provided targeted support to schools in Ofsted improvement categories.
- Improved use of pupil progress and attainment data to support a more targeted approach to working with schools to improve performance at all Key Stages.
- Provided challenge to schools on their use of Pupil Premium funding and implemented project work to increase Pupil Premium income to schools.
- Provided a strong Continuing Professional Development programme for teaching staff.
- Focused governor development on governing body responsibilities in supporting performance improvement of schools.
- Strengthened arrangements for children missing education and exclusions and implemented a specific chronic absence project.
- Implemented strategy in response to the Raising of the Participation Age and to young people 'Not in Education, Employment or Training (NEET)'
- Implemented new arrangements in the Children and Families Act 2014 for integrated Education, Health and Care planning for children with SEN and disabilities.
- Established and published Merton's 'Local Offer' of services for children with SEN and disabilities.

- Introduced personal budgets for certain services for children with SEN and disabilities.
- Continued to implement the commissioning model for universal youth services in partnership with community and voluntary organisations
- Progressed the implementation of Merton's long-term primary school expansion strategy and provided additional places for SEN pupils in mainstream and special schools.
- Completed planning work and development of our secondary school places strategy.

#### 2.10 Key achievements to date from this work include:

- In 2014-15 100% of Merton's Children's Centres were rated 'good' or 'outstanding' by Ofsted.
- In 2014-15 85% of Merton's schools inspected were rated 'good' or 'outstanding', better than national average.
- Children achieving 'a good level of development' in Early Years Foundation Stage increased to 60% in 2014, in line with national average, from 46% in 2013.
- Key Stage 2 results improved with 79% pupils achieving level 4 in reading, writing and maths in 2014, about at national average.
- 64% of Key Stage 4 pupils achieved 5+ good GCSEs inc english and Maths in 2014, an improvement and above national average.
- A-level average points scores improved in Merton's 6<sup>th</sup> forms in 2014 and performance was above London average.
- Merton's schools improved across most measures of pupil progress through Key Stages in 2014 with performance better than the national average.
- The progress and attainment of SEN pupils and those eligible for Pupil Premium improved across most measures in 2014.
- Attendance levels across primary and secondary schools improved in 2013-14 and levels of persistent absence reduced significantly in 2013-14.
- Numbers of permanent and fixed term exclusions decreased in 2013-14.
- Levels of NEET young people have reduced and are better than national average
- A commissioning model for alternative education provision has been introduced with more robust monitoring and quality assurance.
- Three local area partnerships are in place for the delivery of universal youth services and levels of participation in youth provision have increased from 2032 in 2013-14 to 3234 in 2014-15.
- 21 new forms of entry have been established in Merton primary schools ; SEN provision has been expanded at two of Merton's special schools and new Additionally Resourced Provision for pupils with SEN has been established in mainstream primary and secondary schools.



## Young People's Participation in Service Design and Delivery

- 2.11 Children's services have a strong commitment to promoting the involvement and participation of young people in service design and delivery. 'User voice' is important in understanding viewpoints of young people, in providing feedback and in shaping services. Key highlights of user voice activity include:
- We have continued to commission an independent advocacy service for LAC and young people in the child protection system.
  - We have issued improved guidance on engaging young people in statutory review meetings and some young people are now chairing these meetings.
  - We have surveyed young people's views of placements provided to LAC and young people are routinely involved in foster carer recruitment and training activity.
  - We have strengthened our Children in Care Council and members contributed to the development of our new Care Leavers Strategy 2015-18.
  - Young Inspectors have been involved in quality assurance of youth services and chaired the annual MSCB away day.
  - Young people were actively engaged in the work of the CYP scrutiny task group on on-line safety this year.
  - 57% of Merton resident young people feel listened to 'a great deal or to some extent' compared to a London average of 47% and 47% feel involved in decision-making as against a 31% London average.

## **Key Challenges**

### Public Policy Issues

- 2.12 Following the general election in May 2015, the Queen's Speech outlining the legislative programme for the new parliament contained a number of proposed Bills which will have an impact on the delivery of children's services.
- 2.13 A new Education and Adoption Bill has already been introduced. Amongst a broader set of provision specifically affecting schools, the Bill if enacted will also enable central government to require local authorities in some circumstances to hand over responsibilities for adoption (recruitment; matching and post adoption support) either to another local authority or to an independent agency. The establishment of regional adoption agencies has also been signalled. Specific implications for Merton are unclear at this stage although the Director is involved with colleagues in the London Directors group in proactively considering models for the provision of adoption services that would be in line with the Bill's intentions.
- 2.14 A Childcare Bill has also been introduced which will increase the provision of free childcare for 3 and 4 year old children of working parents from the current level of 15 hours per week in term-time to 30 hours per week. This extended free entitlement is likely to increase demand for childcare and will require the

department to work with the local childcare sector to achieve sufficiency of provision. Although places taken up will be funded by central government, the development work required to support the childcare sector's expansion will increase pressure on the department's early years staffing infrastructure.

- 2.15 Government intends the proposed Policing and Criminal Justice Bill to contain provision designed to strengthen child protection through imposing sanctions on professionals who fail to take action on child abuse where it is their professional responsibility to do so. This may be via amending current duties, introducing a new offence of 'wilful neglect' or by introducing a mandatory reporting regime for certain professional groups. The specific details in the proposed Bill will be informed by consultation which has not yet been undertaken.

### Service Transformation

- 2.16 The significant budget reductions affecting the council since 2010 have been a major challenge. The council is responding to this challenge through its 'transformation' programme designed to re-engineer organisational structures and models of service delivery.
- 2.17 CSF Department's overall approach to service transformation has been to focus on its statutory duties while maintaining investment in preventive approaches which, when successful, can avoid more costly and intrusive interventions. The department has strengthened its approach to commissioning and progressed its longstanding commitment to partnership working. Some of the major 'transformation' already undertaken by the Department includes:
- Establishing a number of shared/hosted services with other local authorities including for school admissions; school improvement and school governor services
  - Transforming universal youth services in Merton through implementing a partnership commissioning model
  - Establishing new Commissioning and Access to Resources services to improve commissioning practice and the procurement of expensive placements and packages of care
  - Re-commissioning early intervention and preventive services and establishing 'enhanced' level casework teams to sharpen the targeting of such services and maximise their impact
  - Re-organising social care and youth inclusion services to improve assessment, planning and quality assurance in casework and to improve children's and families' experience of social work practice
  - Establishing a locality model for the Department's children's centres enabling efficiencies to be made through sharing of resources and expertise and making more efficient use of infrastructure
  - Vacating costly out posted service accommodation enabling both savings and closer co-operation across specific CSF services
- 2.18 In the year ahead and medium term, further transformation will be required to meet outstanding savings targets; to meet the demands of demographic growth; to achieve the Department's ambitions to further improve outcomes for children and families and also to respond to the ongoing public policy focus on children's



services. Key elements of this work will involve refreshing the department's Target Operating Model (TOM) and will include:

- Engaging with the corporate flexible working agenda to enable further economies in the use of accommodation and increase efficiency of staffing resources. During 2014-15, some departmental services implemented flexible working pilots but it is now planned for the whole department to adopt smaller office accommodation 'footprint' and maximise the use of mobile technology from November 2015.
- Examining ways of changing customer contact 'channels' to achieve economies. Although the majority of CSF services will continue to require 'face to face' contact between service users and staff, as part of the ongoing corporate strategy, the department will need to explore the potential for other, more economical, approaches to customer contact.
- Making better use of ICT to support the above strategies but also to promote improved integration of CSF services. Following procurement of a new ICT system (Mosaic) to replace the existing Carefirst system, the department has been preparing for the system's 'go-live' date in Autumn 2015. The implementation of the new system will enable improved co-ordination of casework across social care and education functions.
- Driving further economies and efficiencies through progressing the joint commissioning agenda in particular with Merton's Clinical Commissioning Group and with Public Health services now located within the council. CSF officers with colleagues in Public Health and Merton CCG are currently re-commissioning community health services for children including health visiting; school nursing; specialist nursing for Looked After Children and Merton's MASH; and therapies for children. This re-commissioning will promote further service integration and strengthen health input into work with vulnerable children and those requiring safeguarding.

#### Service Specific Issues

- 2.19 In addition to the department's overall approach to further transformation noted above, there are a number of key challenges facing specific service areas within the department:
- 2.20 As a result of our own commitment to continuous improvement as well as a general increase in expectations on children's services and the 'raising of the bar' demonstrated by the current Ofsted inspection regime, the department needs to maintain a relentless focus on the quality of services for children in need of help and protection, children looked after and care leavers. In readiness for inspection, we continue to maintain an up to date self-evaluation; suite of documents and data, supported by regular staff and partner briefings.
- 2.21 As part of the department's continuous improvement agenda, we will continue to review key service strategies including:
- timeliness of court proceedings and permanency for children looked after;
  - overall sufficiency of placements, placement stability and use of out of borough placements for our LAC and care leavers;
  - our response to missing children and those missing education;

- our work on the child sexual exploitation; violence against women and girls and Prevent agendas;
- 2.22 We will continue to adopt evidence based models of practice where they support improved outcomes for children – for example, following piloting of the strengths-based ‘Signs of Safety’ approach to engaging families in child protection, we intend extending its use in broader casework with children in need and their families. We will also need to further develop auditing and quality assurance of casework both in the department and across partner agencies.
- 2.23 The Department and NHS colleagues will continue the development work to implement duties arising from the Children and Families Act 2014 in respect of children with special educational needs and disabilities. This will particularly involve embedding NHS staff in the integrated service for children with SEN and disabilities and developing further the integrated processes involved in implementing new Education, Health and Care Plans for children previously subject to SEN statements.
- 2.24 In the area of Early Years services, further increase in provision for vulnerable 2 year olds will be needed to meet government targets. Work will continue to increase alignment and integration of CSF, Clinical Commissioning Group and Public Health commissioning of under 5’s health services.
- 2.25 School improvement capacity will continue to be more sharply targeted to schools requiring improvement and on narrowing gaps in progress and attainment for certain pupil groups. The response to individual schools will need to be proportionate and appropriate to their needs including local authority intervention where necessary and the development of partnerships and federations across schools and academies.
- 2.26 Having focused to date on implementing a major expansion strategy for primary school places in the borough, officers are continuing to develop and implement strategy for a significant expansion of Merton’s secondary schools sector. Current projections indicate the need for between 10 and 14 additional forms of entry into secondary schools by 2018-19. Following the pre-opening approval of a 6fe Harris Federation school in the Wimbledon area, officers are currently supporting the EFA in seeking a suitable site. It is currently planned that a report on options will be provided to Cabinet in October 2015 and available for pre-decision scrutiny. The remaining forms of entry required will be provided through expansion of existing schools – Harris Morden, Harris Merton and St Mark’s Academy.
- 2.27 In the SEN sector, additional capacity has been provided in recent years through the development of the secondary ‘centre of excellence’ at Perseid school, the expansion of Cricket Green school and through a number of new Additionally Resourced Provision (ARPs) in our mainstream schools. In the year ahead we will be implementing plans to add further primary places capacity at Perseid, further expansion and re-modelling of Cricket Green, and two new ARPs for pupils with autism. Officers are also currently looking at the short and longer term needs of Melbury college.

### **Reports of Overview and Scrutiny Commission/Panels**

- 2.28 Members of the Children and Young People Scrutiny Panel have maintained an overview of the key policy and legislative developments affecting the Children, Schools and Families Department by receiving an Update Report at every

- meeting. This report enables the Panel to identify areas for further scrutiny and monitor how the council is progressing in implementing policy and responding to new requirements that impact service delivery.
- 2.29 The Panel also undertake performance management of a selected data set, which covers the key priorities of the department and issues of local concern, as selected by Members.
- 2.30 As part of its 2014/15 work programme, the Panel scrutinized and made recommendations to the department on the following items/areas of work:
- The Councils Secondary School Strategy and expansion to meet demand for school places;
  - Marketing Merton's Schools;
  - Annual Corporate Parenting Report;
  - Annual Report of the Safeguarding Children Board;
  - The Local Authority role in reducing particular vulnerabilities faced by girls (including gang activity, child sexual exploitation and FGM);
  - The Transforming Families Programme;
  - Youth offending services and preventative approaches;
  - The role of schools in promoting the broader wellbeing of children and families;
  - The Children and Families Act 2014;
  - Raising the participation age and career pathway for young people; and
  - The Local Authority role in promoting access to child care and early education for families
- 2.31 The Panel have also focused their in depth task group reviews on current issues facing the Children, Schools and Families Department, such as school leadership succession planning and on national issues, such as online safety for children and young people.
- 2.32 Both reviews have enabled Members to engage key stakeholders and partners and to commission external research and expertise to ensure that all recommendations were evidence based and achievable, and deliverable working with local schools, Governors and Merton Safeguarding Children Board.
- 2.33 The recommendations made relating to school leadership succession planning will result in a range of measures to encourage the recruitment and retention of more BME and female teachers applying for headship and a scholarship and development programme to encourage more candidates to apply, in particular from BME backgrounds, to ensure that the make up of school leadership teams is representative of the diverse communities within Merton.
- 2.34 The online strategies in school task group Final report and recommendations are due to be considered by Cabinet in September 2015.
- 2.35 The Panel have established a new thematic approach to delivering their work programme for 2015/16 which includes a short, focused task group review, with key lines of enquiry that link to that particular theme, at each meeting. Members will play a more proactive role in gathering evidence, engaging stakeholders, consulting service users and feeding back their findings to stimulate more

informed debate at Panel meetings. This is hoped to focus the Panels work on key themes that support the priorities of the Cabinet Members for Children 's Services and Education and also the CSF Department and will enable their work to be more outcome focused and strategic.

### **Summary of Key Decisions**

2.36 The following key decisions have been taken in connection with this strategic theme since Autumn 2014:

- Contract award for an integrated substance misuse, detached youth and sexual health service for young people
- Contract awards for expansion works at Perseid, Hatfield, Dundonald, and Singlegate schools
- Contract award for design work for secondary expansion strategy
- School admission arrangements for 2016-17
- Allocation of s106 monies to the school expansion programme
- Extension of schools catering contract until 2016

### **Advice or Recommendations from Community Forums**

2.37 Two Community Forums – Raynes Park and Mitcham – held discussions with officers in connection with i) pupil places issues including the secondary school expansion strategy and ii) traffic implications arising from the Cranmer school expansion project, but there has been no formal advice or recommendations from Community Forums in connection with this strategic theme since Autumn 2014.

## **3 ALTERNATIVE OPTIONS**

3.1 Not applicable – this report is for information only.

## **4 CONSULTATION UNDERTAKEN OR PROPOSED**

4.1 None for the purposes of this report.

## **5 TIMETABLE**

5.1 N/A

## **6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS**

6.1 There are no specific financial, resource or property implications arising from this information report. All related services are delivered within existing resources.

## **7 LEGAL AND STATUTORY IMPLICATIONS**

7.1 There are no specific legal or statutory implications arising from this information report.

## **8 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS**

8.1 There are no specific human rights, equalities or community cohesion implications arising from this information report.

## **9 CRIME AND DISORDER IMPLICATIONS**

9.1 There are no specific crime and disorder implications arising from this information report.

**10 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS**

10.1 There are no specific risk management or health and safety implications arising from this information report.

**11 APPENDICES – the following documents are to be published with this report and form part of the report**

**Appendix I: Performance Data**

**12 BACKGROUND PAPERS**

12.1 20015-19 Council Business Plan

## Appendix I: Performance Data

Early Intervention and Prevention	2013-14 Outturn	2014-15 Outturn	National Benchmark
Percentage of mothers breast feeding at 6 to 8 weeks	69%	68%	n/a
Percentage of 0-4 year olds from areas of deprivation (IDACI 30%) accessing Children's Centre services (estimated Census 2011 population)	78%	78%	n/a
Number of two year olds accessing 'Free child places'	613	917	n/a
Percentage achieving 'A Good Level of Development' at Early Years Foundation Stage (4 to 5 year olds)	46% (AY 2012/13)	60% (AY 2013/14)	60% (2013/14)
Percentage of Free School Meals cohort achieving 'A Good Level of Development' at Early Years Foundation Stage Profile (4 to 5 year olds)	33% (AY 2012/13)	44% (AY 2013/14)	45% (2013/14)
Percentage of MMR1 coverage: 1 dose of MMR by age 2 years	83.5%	84.1%	n/a
Percentage of MMR2 coverage: 2 doses of MMR by age 5 years	72%	76%	n/a
Percentage of excess weight in children age 4-5 years (overweight and obesity)	21% (AY 2012/13)	20.9% (AY 2013/14)	n/a
Percentage of excess weight in children aged 10-11 years (overweight and obesity)	35% (AY 2012/13)	36.4% (AY 2013/14)	n/a
Percentage of young people requiring a First CAMHS assessment seen within 8 weeks of referral	51%	72%	n/a
Teenage Pregnancy conception rate per 1000 (under 18 years) (Average data 18 months in arrears)	26.3 per 10,000 in 2012	22.2 per 10,000 in 2013	30.7 per 10,000 (2011)
Numbers of families engaged and 'Turned around' in the Transforming families programme (National Troubled Families programme)	173	370 (100% Turned around)	99% 'Turned around'
Safeguarding and Child Protection	2013-14 Outturn	2014-15 Outturn	National Benchmark
Number of MASH initial contacts received	4574	4,613	n/a
Percentage of Single Assessments completed within statutory requirements of 45 days	81%	91%	82% (2013/14)
Percentage of quorate attendance at Child Protection Conferences	93%	91%	n/a
Number of Children subject of a Child Protection Plan (as at 31 March)	188	172	n/a
Percentage of child protection cases which were reviewed within required timescale (cases open three months or more)	93%	93%	94% (2013/14)
Percentage of Children subject of a Child Protection Plan who had a four weekly visit on time	84%	92%	n/a
Percentage of Children who became subject to a Child Protection Plan for second or subsequent time	12%	17%	15.8% (2013/14)
Percentage of reports to the Local Authority Designated Officer (LADO) within one working day (Working Together 2014/15 requirement)	45%	42%	n/a
Looked After Children	2013-14 Outturn	2014-15 Outturn	National Benchmark
Time take to deliver care proceedings in line with the Public Law Outline 26 week expectations (CAFCASS)	63 Q1 2013	24 weeks Q4 2015	37 weeks (2013/14)
Number of Looked After Children	150	157	n/a



Percentage of Looked After Children in external foster care agencies	50%	42%	38% (2013/14)
Number of 'In-house' foster carers recruited	15	10	n/a
Percentage of Looked After Children cases reviewed within timescales	97%	95%	n/a
Percentage of Looked After Children annual Health Assessments completed within timescale	95%	94%	87% (2013/14)
Percentage of Initial Personal Education Plans completed within timescales	83%	93%	n/a
Numbers of children who become Looked After due to a remand	14	6	n/a
Percentage of Care Leavers in education, employment or training (EET) (19 year olds)	43%	41%	34% (2013/14)
Number of Looked After Children adopted or receiving a Special Guardianship Order	15	16	n/a
<b>Education and Youth Inclusion</b>	<b>2013-14 Outturn</b>	<b>2014-15 Outturn</b>	<b>National Benchmark</b>
Percentage of all Children's Centres graded good or outstanding by Ofsted inspections	100%	100%	69%
Percentage of Nursery Pupils (3 and 4 year olds) in Primary Schools graded good or outstanding by Ofsted	new	82%	n/a
Percentage of all Schools graded good or outstanding by Ofsted inspections	87%	85%	79%
Percentage of all Pupils in Schools graded good or outstanding by Ofsted	new	84%	86%
Percentage of Primary school attendance (all schools Inc. academies 2 and a half terms)	95.6% (AY 2012/13)	96.2% (AY 2013/14)	96.2% (AY 2013/14)
Percentage of Secondary school attendance (all schools Inc. academies 2 and a half terms)	94.4% (AY 2012/13)	95.2% (AY 2013/14)	94.9% (AY 2013/14)
Percentage of Children achieving Level Four in reading, writing and maths at Key Stage 2	78% (AY 2012/13)	79% (AY 2013/14)	79% (AY 2013/14)
Percentage of Young People achieving 5 or more GCSE grades A* to C including English & maths	62.6% (AY 2012/13)	64.2% (AY 2013/14)	53.4% (AY 2013/14)
Percentage of Secondary school pupils subject of a fixed term exclusion (percentage of pupils on roll)	8.15% (AY 2012/13)	6.89% (AY 2013/14)	6.62% (AY 2013/14)
Numbers of Secondary school permanent exclusions	11 (AY 2012/13)	7 (AY 2013/14)	n/a
Numbers of young people in alternative education	163 (AY 2012/13)	173 (AY 2013/14)	n/a
Percentage of Young People aged 16-18 Not in Employment, Education or Training (NEET)	4%	4.6%	5.30%
Percentage of Young People aged 16 - 18 who's NEET status is "Not Known"	9.8%	12.4%	9.20%
Number of young people engaging in positive youth service participation	2032	3234	n/a
Number of first time entrance into Youth Justice System aged 10 to 17 (cumulative)	88	60	n/a
Rate of proven re-offending by young people in the youth justice system	1.1	1.05	1.04 (2013)
Percentage of major Schools capital projects reporting to time	94%	100%	n/a
Percentage of surplus places at Reception year	3.75%	1.10%	n/a

Percentage of surplus places at Secondary school Year 7 (Inc. Academies)	12.34%	11.32%	n/a
<b>Children with Special Educational Needs (SEN) and disabilities</b>	<b>2013-14 Outturn</b>	<b>2014-15 Outturn</b>	<b>National Benchmark</b>
Number of new SEN Statements/Education Health and Care Plans (EHCP) issued (in and out of Borough)	153	170	n/a
Percentage of all SEN statements issued in 26 weeks (without exceptions)	92%	96% (Q3)	93%
Percentage of all SEN statements issued in 26 weeks (with and without exceptions)	87%	92% (Q3)	86%
Percentage of new Education Health and Care Plans issued within 20 weeks	100%	Due Jan 2016	61.50%
<b>Others</b>	<b>2013-14 Outturn</b>	<b>2014-15 Outturn</b>	<b>National Benchmark</b>
Percentage of statutory returns to government on time	100%	100% (28 returns)	n/a
Percentage of commissioned services quarterly monitoring completed on time	100%	100%	n/a