

NORTH LINCOLNSHIRE COUNCIL

PEOPLE CABINET MEMBER

PEOPLE DIRECTORATE SERVICE PLAN AND PERFORMANCE INDICATORS

- 1. OBJECT AND KEY POINTS IN THIS REPORT**
- 1.1 To inform the Cabinet Member of the 2012/13 year end position of the People Directorate performance against the council strategy 2012/16 key performance indicators and to highlight the positive progress made during the year.
 - 1.2 To seek Cabinet Member approval for the People Directorate Plan 2013/14, including targets and agreed variances for reporting via the monthly Performance Scorecard.

2 BACKGROUND INFORMATION

- 2.1 The People Directorate produces an annual service plan that explains how the directorate supports the delivery of the council’s strategic priorities and also the key improvement areas to be developed under the directorate’s “Striving for Excellence” plan. The service plan includes details of the activity and performance to be reported through the corporate performance framework. The progress against the council’s strategic priorities and performance against the “Striving for Excellence” plan is reported through the directorate’s quarterly performance review.
- 2.2 To monitor progress against the Council Strategy 2012/16 there were 23 key performance indicators defined for the People Directorate. These indicators were selected to demonstrate progress towards the strategic priorities.
- 2.3 The People Directorate performed well against its 23 key performance indicators, the position at the end of 2012/13 is summarised below in the a traffic light form:

OUTCOME	GREEN (meeting or exceeding target)		AMBER (within tolerance)		RED (below tolerance level)		NO DATA / RAG RATING	
	No.	%	No.	%	No.	%	No.	%
Indicators	20	87%	1	4%	1	4%	1	4%

These indicators are reported through the corporate performance management framework on a monthly basis through the scorecard and as

part of the Period 5, 8 and 13 council performance reports. The final position for each indicator is shown in Appendix 1.

- 2.4 The performance scorecard also reports directorate achievements throughout the year. The People directorate are responsible for direct provision of regulated services which are subject to external inspection. All inspections demonstrated a high level of service quality with some particular points to note:
- Safeguarding and Looked after Children Inspection - The judgement of outstanding for the Looked after Children Services had only been achieved by 1 other authority. A letter was received from Tim Loughton (Parliamentary under Secretary for Children & Families) congratulating North Lincolnshire Council on this excellent result
 - The Fostering services outstanding judgement is an excellent achievement. The data required for a full National comparison is not available, but the data for the first six months shows that only one authority in 18 achieved this level of performance.
 - The Children's homes judgement of Outstanding is only achieved by the top 22% of homes inspected. (Sept / Dec 12 data)
 - 11 of the 12 Children's Centres in North Lincolnshire have been inspected; all those have achieved a Good judgement. North Lincolnshire is one of 32 councils in 11/12 to have 100% good or better inspected provision.
 - The Youth Offending Service inspection outcome is very positive with the Chief Executive of the Youth Justice Board confirming that North Lincolnshire's services is performing in the top 5% of England and Wales.
 - The CQC inspection of the Adults Community Support Team and the 2 care homes produced a judgement of "Compliant" with all the standards inspected. This judgement is highest CQC award.
- 2.5 The Council Strategy has been reviewed and updated. The new strategy 2013/17 retains the four council priorities but the delivery actions which explain how the priorities will be achieved have been revised. The directorate plan (Appendix 2) reflects these changes and highlights those actions where People directorate is the lead.
- 2.6 The council produces a performance scorecard for members on a monthly basis. This scorecard contains information on service highlights, activities and performance against key performance indicators across the council that are linked to the council's priorities. There are 24 indicators proposed for the People directorate to monitor progress in 2013/14. The targets are set based on the following 3 principles:
- ▶ By understanding our previous year's performance the Directorate is able to understand its current position and plan improvement of services in the future.
 - ▶ We aim to have performance that is the same or better than the national averages reported by Government.
 - ▶ Where our performance is below the national average we will set targets that challenge the directorate to improve as fast or faster than the national progress to strive towards closing the gap to the national average.

- 2.7 Each Cabinet Member is required to approve the key performance indicators relevant to their portfolio and agree the targets and the process for rag rating the performance (tolerances to denote green, amber or red flags) for the 2013/14 financial year. These will then be reported through the Council Performance Reporting systems.

3. **OPTIONS FOR CONSIDERATION**

3.1 That the positive progress made against the 2012/13 council priorities through the key performance indicator outcomes are noted.

3.2 That the People Directorate Service Plan is endorsed.

3.3 That the proposed key performance indicators, targets and tolerances for 2013/14 is approved

4. **ANALYSIS OF OPTIONS**

- 4.1 Overall the 2012/13 performance indicators (Appendix 1) show a positive direction of travel in contributing to the strategic priorities of the council, and also form some of the directorate achievements that are highlighted in the Directorate Plan 2013/14 (Appendix 2 Page 10-12).
 - 4.1.1 Nine council corporate performance indicators relating to Adults and Children's social care are based on national definitions, all nine show North Lincolnshire as performing above the national average.
 - 4.1.2 The indicator ADTP4 - Proportion of Older People who were still at home 91 days after discharge from hospital into rehabilitation, produced an outturn of 92.2% which is an excellent result compared to 2011/12 when the figure was 81.9% and the national average of 82.7%.
 - 4.1.3 The indicator NI117 - 16 to 18 year olds who are not in education, training or employment was 5.5% which is well below last years outturn of 5.8% and excellent when considered against a national average of 5.9%.
 - 4.1.4 The national indicators relating to the performance of the Children's Service Division mirror the outstanding judgement from Ofsted with NI66 (Reviews of Looked After Children) and NI67 (Reviews of Child Protection) both achieving 100% compared to the national average performance being 90.5% and 97% respectively.
 - 4.1.5 The indicator with no rag rating related to the Troubled Families Initiative. At the time of setting the key performance indicators for 2012/13 an indicator was anticipated as part of the national reporting requirements. The national requirements have not yet been published. Therefore this indicator has been removed for next year.
 - 4.1.6 The performance against 'average age on permanent admission to care' dipped slightly in the last four months of the year. The process for admissions have been updated to reduce the time between referral and permanent admission for those people whose needs cannot currently met within the community. This measure does not reflect adequately the strategic focus on prevention and supporting people

within their community and therefore has not been selected as a key performance indicator for 2013/14. Age on admission will still be monitored by the service.

4.1.7 The performance against 'achievement of a level 3 qualification by the age of 19' is showing as amber. This indicator remains a priority for improvement with partnership work ongoing between the council, schools and colleges to improve attainment at 19.

4.2 Agreement by the Cabinet Member will enable publication of the People Directorate Service Plan and council performance scorecard to be reported using the performance targets and tolerances. The proposed targets are in line with the principles outlined in 2.5.

4.3 The proposed key performance indicators, targets and the details of the tolerances are attached (Appendix 3). Text is included to show if a bigger or smaller number denotes good performance and an activity number provided to illustrate relativity. Where indicators are cumulative over the year the tolerances will be reported monthly against a profile to achieve the year end targets.

4.4 One indicator does not have a target set due to national changes in their calculation resulting in a lack of comparison data; the target will be set when the data become available.

4.5 National Averages can change during the calendar year due to statistical releases from Government Office which may lead to a change in the approved targets and tolerances. Approval will be sought from the cabinet member prior to any adjustments being made.

4.6 The performance of the People Directorate can then be measured against the council's strategic aims.

5. RESOURCE IMPLICATIONS (FINANCIAL, STAFFING, PROPERTY, IT)

5.1 None

6. IMPLICATIONS FROM INTEGRATED IMPACT ASSESSMENT

6.1

7. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTEREST DECLARED

7.1 Not applicable

8. RECOMMENDATIONS

8.1 That the positive progress made against the 2012/13 council priorities through the key performance indicator outcomes are noted.

8.2 That the People Directorate Service Plan is endorsed.

8.3 That the proposed key performance indicators, targets and tolerances for 2013/14 is approved and updates the targets outlined in the Council Strategy for use in the corporate reporting framework.

DIRECTOR OF PEOPLE

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Date: June 2013

Background Papers used in the preparation of this report:

North Lincolnshire Council Strategy 2013/14

North Lincolnshire Council Strategy Supporting Performance Framework

**APPENDIX 1
PEOPLE DIRECTORATE CORPORATE PERFORMANCE INDICATORS –2012/13 (as
at APRIL 2013)**

Ref	Title	11/12 Outturn	12/13 Target	12/13 Outturn * (RAG Rating)	Direction of travel	What is good performance	National Average
ADTP 1	Social Care Clients Receiving Self Directed Support (Direct Payments and Personal Budgets) in Year to 31st March - All Adults as %	57.14%	57.1	70.06% (Green)	Positive Trajectory Target achieved	High percentage show more people with SDS = Good Performance 	Local Indicator
ADTP 2	Average Age on Permanent Admission to Care Against Target	85 years 10 months	85 year 10 months	85 years 0 months (Red)	Negative Trajectory The target was not achieved but the ASCOF 2011/12 report shows rate of permanent admissions to residential care for older people of 666 per 100,000 population. This is better than the 696 national average and the 792 of the comparator group	The older the person going into care = Good Performance 	Local Indicator
ADTP 3	Delayed transfers of care from hospital, and those which are attributable to adult social care. (per 100,000 population aged 18 and over)	0.5	9.8	0.3 (Green)	Positive Trajectory and better than national average	Smaller the number of people delayed = Good Performance 	9.8
ADTP 4	Proportion of Older People (aged 65 and over) Who Were Still at Home 91 Days After Discharge from Hospital into Reablement / Rehabilitation Services (as %)	81.9%	82.7	92.2% (Green)	Positive Trajectory And better than national Average	High percentage shows rehabilitation is effective = Good Performance 	82.7%
ADTP 5	Carers Receiving Needs Assessment or Review and a Specific Carer Service, or Advice and Information (as % of people receiving community based service)	23.52%	21.52	35.51% (Green)	Positive Trajectory Target exceeded. The 11/12 national data shows engagement with carers in line with the national average. This 12/13 result should extend this position once the national data is published.	High percentage shows more carers receiving support = Good Performance 	Local Indicator
ASCOF 4A	Proportion of people who use adult social services who report feeling safe. (Percentage of people who report feeling "as safe as I want" when asked "How safe they feel")	68.9%	68.9	72.0% (Green)	Positive Trajectory And better than national average	High percentage shows more service users feel safe = Good Performance 	63.8%

Ref	Title	11/12 Outturn	12/13 Target	12/13 Outturn * (RAG Rating)	Direction of travel	What is good performance	National Average
NI 111	First time entrants to the Youth Justice System aged 10 – 17 PSA 14 (rate per 100,00 population of 10 to 17 year olds)	510	506	320 (Green)	Positive Trajectory And better than national average	Low number show less young people in youth Justice System = Good Performance ↓	593**
NI 114	% of permanent exclusions from school DCSF DSO (as % of school population)	0.03%	0.04	0.00% (Green)	Positive Trajectory And better than national	Low percentage shows low exclusions = Good Performance ↓	0.10%
NI 117	16 to 18 year olds who are not in education, training or employment (NEET) PSA 14	5.80%	6	5.50% (Green)	Positive Trajectory And better than national	Low percentage shows high inclusion = Good Performance ↓	5.90%
NI 60	Core assessments for children's social care that were carried out within 35 working days of their commencement DCSF DSO	90%	75%	89.00% (Green)	Better than national	High percentage shows timely assessment = Good Performance ↑	75%
NI 62	Stability of placements of looked after children: number of moves. (% of LAC with 3 or more placements during year)	9.90%	10.9	8.3 % (Green)	Positive Trajectory Better than national	Low percentage shows stable placements = Good Performance ↓	10.90%
NI 66	Looked after children cases which were reviewed within required timescales	100%	100	100.00% (Green)	Maximum Performance Maintained	High percentage shows CIC being reviewed = Good Performance ↑	90.50%
NI 67	Child protection cases which were reviewed within required timescales	100%	100	100.00% (Green)	Maximum Performance Maintained	High percentage shows Child protection cases being reviewed = Good Performance ↑	97%
NI 72	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy PSA 10	10/11 Outturn 61%	61%	63% (Green)	Positive Trajectory	High percentage shows good Early Years educational development = Good Performance ↑	64%
NI 73	Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold) PSA 10	10/11 Outturn 69%	72%	75% (Green)	Positive Trajectory	High percentage shows good educational development at KS2 = Good Performance ↑	79%
NI 75	Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold) PSA 10	10/11 Outturn 52%	56	56% (Green)	Positive Trajectory	High percentage shows good educational attainment at KS4 = Good Performance ↑	59%

Ref	Title	11/12 Outturn	12/13 Target	12/13 Outturn * (RAG Rating)	Direction of travel	What is good performance	National Average
NI 80	Achievement of a Level 3 qualification by the age of 19 PSA 10	2010/11 Outturn 48%	51	48% (Amber)	Unchanged Trajectory	High percentage shows good educational attainment by aged 19 = Good Performance 	55%
PECL 01	Delivery of successful outcomes for troubled families initiative	This indicator was proposed to have been aligned with national requirements. The current information indicates that no national requirements will be published.					
We PESI 01	Children achieving first choice in school admission	97%	90	94% (Secondary Only) (Green)	Better than national	High percentage shows high levels of choice = Good Performance 	87%
PESS 01	Regulated services judged good or better through inspection. ***	n/a	90	100% (Green)	Maximum Performance	High percentage shows high quality provision = Good Performance 	Local Indicator
PESS 02	Decisions taken in single duty team within 24 hours	92.3	90	99.30% (Green)	Positive Trajectory	High percentage shows timely decision making = Good Performance 	Local Indicator
PESS 03	Average time taken for a child to be placed in adoption (days)	n/a	625	547 (Projected) (Green)	1 st year of indicator direction not known Better than national	Low number shows quicker adoption process = Good Performance 	636
PESS 04	The number of maternities to under 18s per 1000 women aged 15-17 years	37	27	24.03 (Green)	Positive Trajectory	Lower numbers = Good Performance 	15.8

* Some indicators are subject to final validation through the data submissions process with the regulatory bodies, this may cause slight variations in the final figures.

** Draft national data released

*** Ofsted inspections of children's regulated services that are directly provided by the council

“ A dynamic, high performing, customer-focused council, giving the best possible value for money and changing outcomes for all people living and working in the area. ”

DIRECTORATE PLANS 2013-2014



People

Places

Policy and Resources

INTRODUCTION

This is the People Directorate Plan for 2013/14. It plays a key part in the council's mission '**One Council: Putting our Customers First**' and contributes towards the overall vision that the council has for the North Lincolnshire area.

This plan explains what the directorate is responsible for, how it supports the council's strategic priorities and

where and how improvements to the directorate need to be made. It ensures that directorate developments are in line with the council's strategic outcomes and aligns resources to them. It is an essential part of the council's performance management framework and is reported against three times a year (period 5, 8 and 13).

THE COUNCIL'S VISION

The vision of the council is to be '**A dynamic, high performing council, customer-focused council giving the best possible value for money and changing outcomes for all people living an working in the area**'.

The council has identified four priorities. The diagram below gives more information on our priorities and the pledges we have made towards delivering them.



Our council will:

- Make best use of our spending in a constructive manner, responding to our customers' priorities
- Function in a team environment and the senior management will be designed to provide high-quality, efficient and effective value-for-money services
- Work to improve the health and well-being of the residents of all of North Lincolnshire.

SUMMARY SERVICE STATEMENT

Our Vision

Safe

Children and
Vulnerable Adults

Supported

Families and Carers

Transformed

Lives

Our Values

We believe every child, young person and vulnerable adult has the right to:

- feel safe and be safe
- a family life
- experience dignity and respect
- have their voice heard
- be a part of their local community
- express their choices
- have support to aspire and support to live their life to the full

Our Purpose

To deliver our vision, we are:

- protecting children and vulnerable adults
- supporting families and carers
- raising standards
- raising achievement
- improving life chances
- promoting independence
- working with partners to improve health and well being

Our Practice

In our work we:

- identify early and act swiftly to make a difference
- are ambitious for all
- engage and celebrate
- embrace diversity and strive for equality
- act professionally and are accountable
- challenge ourselves and each other to get it right
- put children and vulnerable adults at the centre and hear and act on what they say
- work as a team
- **are striving for excellence in all we do**

Our Service Shape

We operate a single organisational model of Universal Targeted Specialist Services

Resources aligned to the greatest need

People Directorate Priorities

Safeguard and Protect

Close the Gaps

Raise Aspirations

Prevention and Early Intervention

Enhance Well Being

Support Independent Living

Our Council's Priorities

Excellence in customer service

Make our communities safer and stronger

Regenerate our area and increase prosperity

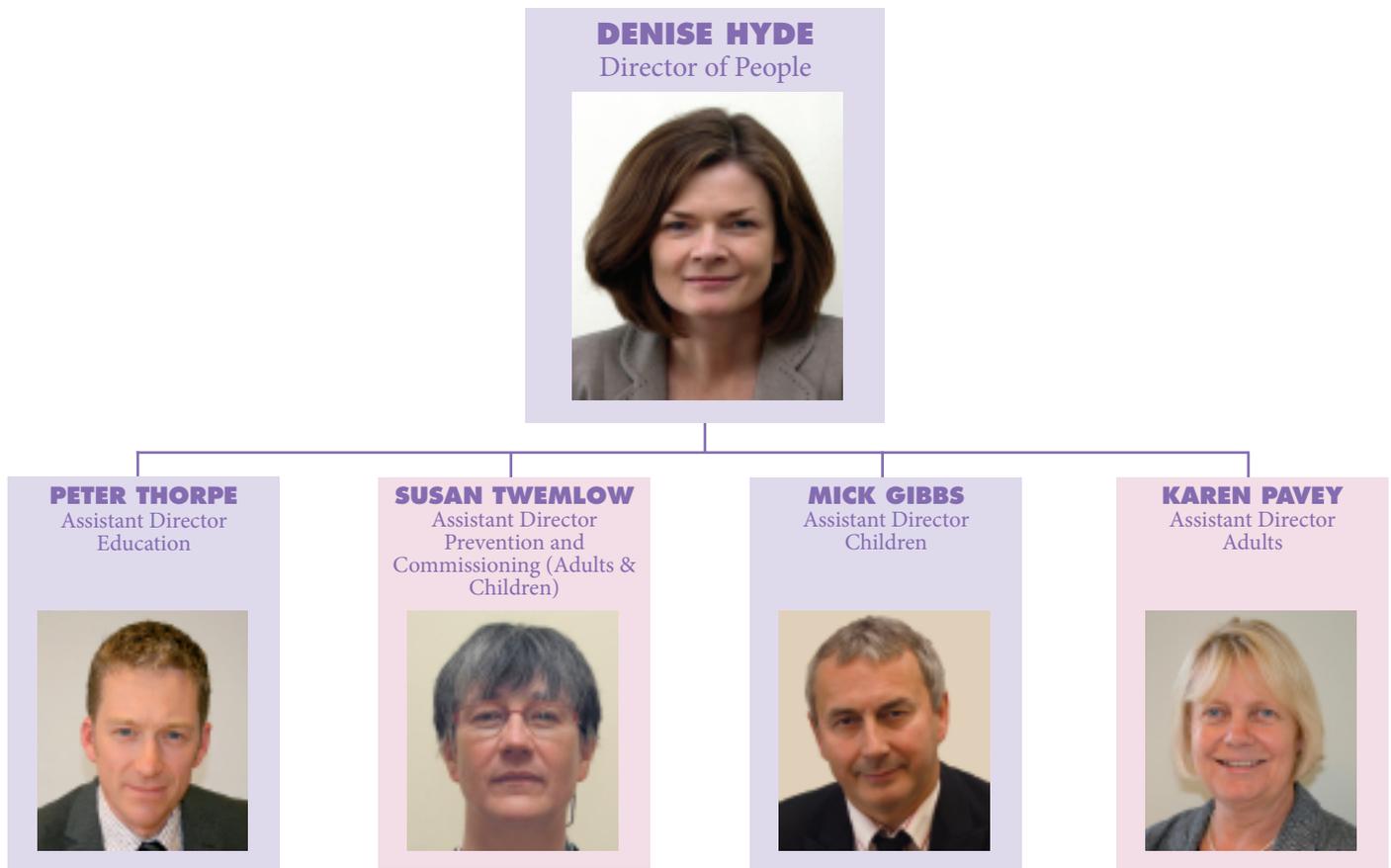
Provide value for taxpayers' money

1 COUNCIL
Putting our **1ST**
CUSTOMERS **1ST**

MANAGEMENT

Senior Leadership Team

The People Directorate came into being July 2012 and brings together teams and services with responsibilities for children and young people, education and adults. There are four service divisions within the directorate:



DIRECTORATE Services & functions

Education

Statutory and non-statutory School Improvement and intervention
Raising Participation Age
Statutory Testing & Assessment
Music Support service
Initial teacher training
Integrated Services for Disabled Children
SEN statements and advisory support
Professional and workforce developments (education)
Imagination library
Careers information, advice and guidance
Looked After Children Education Service
Ethnic Minority and Traveller Achievement
Education Psychology
Special Education Support Services
Support for inclusion and attendance

Prevention and Commissioning (Adults & Children)

Children's Centres
School access and admission
School Governor Support
Sufficiency of education places
Positive activities for young people
Freshstart services
Public health improvement functions*
Financial assessment and income collection
Strategic businesses management and customer support services.
Strategic commissioning and procurement.
Management information systems and application support and strategic development
Complaints, representations and advocacy
Parent Partnership

Children

Children's regulatory and support services:
Adoption
Fostering
Children's' Campus
Child and Family Support Service
Post 16 Accommodation support service
Children's social work and case management:
Youth Offending Service
Substance Misuse
Child in care case management
Assessment and Child Protection
Contact and Referral
Independent Review Team
The Families Initiative (TFI)
Assertive Youth Outreach Team
Local Safeguarding Children Board and Local Safeguarding Adults Board
Self evaluation and inspection
Professional & workforce development (children)

Adults

Social work and case management:
– Integrated locality team – older people
– Integrated disability teams
– Integrated mental health team
Access and adult protection
Family carers
Registered Intermediate care
Registered community reablement
Housing related support.
Commissioned services
Care Home quality and review
Professional & workforce development (adults)
Provider performance management
Day Service (Transformation)

The above lists are not exhaustive

On April 2013 the council took over the responsibility for a range of public health functions from the NHS. Public health staff now form part of the People Directorate. The Directorate is also supported by a Public Health Consultant Tim Fielding and the Public Health Hub.

WORKFORCE

Profile

There are a total of 1,281 staff within the People Directorate (as at 28 April 2013) and 2,178 in Schools. The table below provides more information on the diversity characteristics and working patterns of the staff in the directorate and compares with the council as a whole and North Lincolnshire.

Directorate	Total	Gender		BME	Disabled	Age						Hours	
		F %	M %			%	%	<25 %	25-34 %	35-44 %	45-54 %	55-64 %	65+ %
Policy & Resources	380	71	29	2.4	6.84	5	18	28	33	16	1	70	30
Places	1859	62	38	1.9	3.55	5	12	19	35	25	5	44	56
People	1281	86	14	3.2	5.85	4	17	23	32	24	1	51	49
Prevention and Commissioning	251	80	20	4.4	5.58	5	24	25	25	20	2	51	49
Adult Services	484	87	13	1.2	9.3	2	10	20	40	27	1	37	63
Children's Services	304	87	13	3.3	3.29	5	25	25	26	18	1	73	27
Education	241	86	14	5.8	2.49	3	13	22	32	29	1	49	51
Schools	2178	89	11	1.3	1.24	5	19	29	31	14	2	31	69
North Lincolnshire Council	5700	78	22	2	3.4	5	16	24	33	20	3	42	58

FINANCIAL

Profile 2013/14

Directorate	Revenue £000	Capital £000
Policy & Resources	12,250	35,831
Places	40,051	1,580
People*		
Prevention and Commissioning	11,319	465
Adult Services	35,176	1,323
Children's Services	13,448	921
Education	5,934	217
Schools	0	27,710
Total People Directorate	65,877	30,634

*Latest approved budget period 2

KEY PARTNERSHIPS & JOINT WORKING ARRANGEMENTS

Below are the partnership and joint working arrangements led by the People Directorate:

CHILDREN'S TRUST BOARD - is a partnership of professionals from key agencies working with children, young people and families. It is responsible for the implementation of the North Lincolnshire Children and Young People's Plan 2010/13 which sets out the shared programme of work to deliver better outcomes for our children, young people and their families.

The Children's Trust core partnerships include: Children with Disabilities; Behaviour and Attendance Partnership; Education and Economic Engagement Partnership.

LOCAL SAFEGUARDING CHILDREN BOARD (LSCB) (statutory) - is the key mechanism for agreeing how the relevant organisations in each local area will co-operate to safeguard and promote the welfare of children in the locality. The Board is responsible for the implementation of the LSCB Business Plan which identifies priorities to improve outcomes and to ensure safeguarding children is everyone's responsibility.

The six main sub groups of the LSCB are: Performance; Safe Practice; Communications; Quality Assurance; Serious Case Review standing panel; Child Death Overview panel.

LOCAL SAFEGUARDING ADULTS BOARD (LSAB) – is a partnership of professionals from key agencies who work together to ensure that systems and services are effective in protecting vulnerable people from abuse. The Board is responsible for the implementation of the LSAB Business Plan.

The five main sub groups of the LSAB are: Policy, Procedure and Quality Assurance; Performance; Training and Professional Development; Communication and Engagement and Significant Case Review. There is also a Corporate Carers Safeguarding Group (Champions).

CORPORATE PARENTING BOARD – is a partnership of elected members and professionals from key agencies who work together to improve outcomes for children in care and care leavers and to ensure that our corporate parenting responsibilities are fulfilled. It is responsible for ensuring that the Children in Care Strategy is implemented.

YOUTH OFFENDING MANAGEMENT BOARD (statutory) – is a partnership of professionals from key agencies who work together to prevent youth crime and re offending and to provide strategic direction to the Youth Offending Service. The Board is responsible for the implementation of the Youth Justice Plan.

SCHOOLS FORUM (statutory) - Schools Forum brings together stakeholders from North Lincolnshire's schools and academies, including representative headteachers, school governors and Early Years providers. The Schools Forum responds to school resourcing issues, making decisions and recommendations on a range of matters in accordance with relevant legislation. The Schools' Budget includes delegated budgets to schools, early years funding, plus centrally managed functions relating largely to the provision of support for pupils with special educational needs.

HEALTH AND WELL BEING BOARD (statutory) – is a partnership of professionals who are responsible for improving the health and well being of the people of North Lincolnshire across all life stages. Currently it became a statutory requirement in April 2013. The Health and Well Being Board works within agreed governance and accountability partnership framework and it is responsible for the development of the Joint Strategic Needs Assessment (JSNA) and implementation of the Joint Health and Well being Strategy (JHWS) and the promotion of integrated working.

PERFORMANCE PROFILE FOR CUSTOMERS

Population profile

Below is a summary of the range of customers and stakeholders that the directorate serves/has a relationship with.

We provide services to client groups from within the populations shown below:

(This list is based on the Office National Statistics (ONS) subnational population projections published 28 September 2012)

Indicator	Population (numbers and percentage)
Total population in North Lincolnshire *	168,600
Percentage of population who are adults *	78.7% (132,800k)
Population over 18 years and under 65 years *	60.1% (101,300)
Population over 65 years*	18.7% (31,500)
Population over 85 years *	2.4% (4000)
Adults under 65 with a common mental health disorder *	9.7% (16,313)
Adults under 65 with learning difficulties *	1.5% (2,452)
Adults under 65 with serious physical disability *	1.5% (2,500)
Adults 65 and over experiencing from severe depression *	0.5% (857)
Adults 65 and over with learning difficulties*	0.4% (652)
Adult 65 and over with some mobility problems *	3.4% (5,672)
Adult 65 and over with dementia *	1.3% (2,117)
Percentage of population who are children	21.2% (35,800)
Percentage of young people aged 0-4 years living in North Lincolnshire	5.6% (9,378)
Percentage of young people aged 5-10 years living in North Lincolnshire	6.6% (11,164)
Percentage of young people aged 11-17 years living in North Lincolnshire	7.6% (12,865)
Children are on a school roll	14.0% (23,669)
Percentage of Primary Aged Children eligible for Free School Meals	18.5% (2620)
Percentage of Secondary School Aged Children eligible for Free School Meals	14.8% (1402)
Children in need rate per 10,000	192:1
Rate of children who were the subject of a Child Protection Plan at 31 March per 10,000 children	21.4
Percentage of young people population (0-17 years) living within the top 30% most disadvantaged super output area	35.8% (11,984)
Percentage of young people population (0-17 years) who are Children in Need	2.0% (682)
Percentage of Children in Care for 1 year+ with a statement of SEN	33.7%

* Institute of Public Care PANSI data set and POPPI data set
Percentages of overall population (168,600) unless stated

• **Relevant partners and agencies** i.e. Schools, Colleges, Police, Probation, Health Services (Commissioners and Providers), Housing, Job Centre Plus, Voluntary and Community Sector (illustrative list not exhaustive)

- Council members and staff
- Cabinet portfolio holders
- Council service managers
- Other council directorates

SERVICE ACTIVITY 2012-13

The broad remit of the Directorate generates a far wider range of activities than could be usefully and / or economically reported. The information below provides an overview of the service activities that took place within the directorate in 2012-13. Future activity will be reported monthly through the corporate management system.

Assessment and contacts

2309 contacts received by Children's Social Work Single Duty Team

745 core assessments completed by Children's social work teams **

2,101 Adults receiving an assessment of need.

1285 referrals received by the Children's Single Duty Team

2,988 Adults receiving a review of their assessed needs.

1383 enquiries received by the Family Information Service

982 initial assessments completed by Children's social work teams **

4,717 Adults dealt with at point of contact.

Early Help Support and Support for Families

105 closed youth offending cases

242 families receiving early help from Children and Families support services as at 31st March 2013

59 cases open to the youth offending service as at 31 March 2013

458 payments to nursery settings processed

82 new youth offending cases

586 new requests for service to the children and families support services

Child and Adult Protection activity

80 child protection plans as at 31 March 2013

342 child protection conferences held

112 New Child Protection plans

72 Adults on Adult Protection Plans as at 31 March 2013

97 children taken off a child protection plan

Children in Care

162 children in care as at 31 March 2013

433 Children In Care reviews

65 entering care episodes

18 new foster care approvals

74 children leaving care episodes

14 completed adoptions

Supporting Adults

833 Adults using reablement and rehabilitation services.

3,220 Adults supported in the community.

453 People who leave service with no support following R&R

1,022 Adults supported with Personal Budgets.

1,109 Adult Carers supported during the year

Schools and education

1368 requests for free school meals processed (new and reviewed)

19 Ofsted school inspections

132 child work permits or entertainment licences issued

79 childminder and childcare provider inspections

80 special educational need statements issued

Freedom of Information and service support

231 freedom of information requests received

3,456 helpdesk calls from schools regarding management information and application support

10,431 helpdesk calls from LA Staff regarding management information and application support

Activity data is subject to a year end validation process

** This data will be combined for monthly reporting into "Children's Service assessments completed by Children's social work teams"

STANDARDS AND INSPECTION FRAMEWORKS

The Directorate delivers a range of regulatory and statutory services that are monitored against nationally prescribed standards, performance frameworks and guidelines. These include standards that are independently inspected and monitored. The regulatory frameworks provide a good foundation for the assessment of the quality of services and can allow direct performance comparisons against other local authorities. The areas covered include:

Customer	Service Area	Inspection / Guidance Framework
Children and young people	All children's services (safeguarding)	Department of Education Working Together 2013
Children in care	Adoption Service Fostering Service Children's Homes	National Minimum Standards Adoption National Minimum Standards Fostering National Minimum Standards Children's Homes Inspection of services for looked after children Regulating Children and Family Services
Children in need of protection	Child Protection Services	Department of Education Working Together 2013 Ofsted Framework for LA protection of children
Young Offenders	Youth Offending Service	Justice Inspection framework for Youth Offending Work
Children and young people at school	Schools	Inspection of local authority arrangements for supporting school improvement
Young person in further education or training	Post 16 education and training	Ofsted Inspection framework for further education and skills
Children in Early Years provision	Childminder Nursery Pre School	Requirements for the Childcare Register: childminders and home childcarers
People using children's centre services	Children's Centres	Ofsted Inspection for Children's Centre inspection - 2013
Adults	Safeguarding	National Framework of Standards in Adult Protection work
Adults	All Adult Services	Care Quality Commission 'Essential standards of quality and safety'
Adults	Home Care Services	
Adults	Residential Homes	

The People Directorate strives to ensure that all the requirements of these inspection frameworks are achieved, and where possible exceeded. The frameworks cover all aspects of the statutory functions that the directorate delivers including consideration of the outcomes achieved, timescales, recording, competence of staff. The regulatory process results in the publication of inspection reports that

highlights good performance, areas for improvement and general adherence to the required standards.

The majority of the standards applicable to the Directorate are monitored through the inspection process. The Directorate has some customer service standards which are monitored internally and will be reported through the council performance management framework.

Standard	Target
% of complaints responded to within 15 working days (non statutory)	95%
% of free school meals applications processed within 10 working days of receipt at Directorate.	98%
% of enquirers that were satisfied with the service they received Family Information Service	98%
% of enquirers who found childcare as a direct result of using the Family Information Service	95%
% of FOI's responded to within 20 working days	100%
% of responses to requests for transfers between schools within 10 working days.	98%
% of requests for children's advocacy where first actions is within 4 days	95%

PEOPLE DIRECTORATE KEY ACHIEVEMENTS IN 2012/13

External Views / Recognition

Many of the functions undertaken by the People Directorate are regulated by external organisations and they are inspected against the published criteria. The Directorate strives to deliver quality services and the inspections provide a good foundation for the assessment of the quality achieved. The inspections are undertaken consistently across the country and can allow direct performance comparisons with other service providers and authorities. The ongoing positive inspection outcomes across the Directorate represent a key achievement.

The inspection reports are published on the internet and can easily be found by searching on the inspecting agency, area inspected and the report date. (An electronic link is provided below for readers using electronic devices with internet access)

Area Inspected	Published Date	Outcome / Judgement (Overall Effectiveness)	Inspecting Body	Electronic Link
Service for Looked After Children	13/06/12	Outstanding	Ofsted	Report
Safeguarding Services	13/06/12	Good – Overall Effectiveness Outstanding – Capacity to Improve	Ofsted	Report
Fostering Service	1/09/12	Outstanding	Ofsted	Report
Adoption Service	24/07/09	Good	Ofsted	Report
Adoption Pilot Inspection	01/12/11	Good	Ofsted	Pilot not published
Children's Home	Full 23/10/12	Good	Ofsted	Report Report
Children's Home	Full 27/11/12	Outstanding	Ofsted	Report Report
North Lincolnshire Council Community Support Team	17/08/12	Compliant - Meeting all the essential standards of quality and safety	CQC	Report
The Lilacs	28/03/13	Compliant - All standards inspected met the required standard	CQC	Report
De Lacy House	28/03/13	Compliant - All standards inspected met the required standard	CQC	Report
West Street Children's Centre	18/08/11	Good	Ofsted	Report
Henderson Avenue Children's Centre	04/02/11	Good	Ofsted	Report
Barton Children's Centre	10/11/11	Good	Ofsted	Report
Winterton Children's Centre	04/03/11	Good	Ofsted	Report
Ashby Children's Centre	02/11/10	Good	Ofsted	Report
Frodingham Children's Centre	08/12/11	Good	Ofsted	Report
Little Goslings Children's Centre	10/01/12	Good	Ofsted	Report
Brigg Children's Centre	29/03/13	Good	Ofsted	Report
Westcliff Children's Centre	11/01/12	Good	Ofsted	Report
Manor Farm Children's Centre	24/05/12	Good	Ofsted	Report
North Axholme Children's Centre	11/10/12	Good	Ofsted	Report
Youth Offending Service	09/05/12	Safeguarding Work - 84% Risk of Harm to Others Work - 81% Likelihood of Reoffending Work - 83%	IYO / CJJI	Report

All inspections demonstrate a high level of service quality delivered by the People Directorate, but some points to note are:

Safeguarding and Looked after Children Inspection - The judgement of outstanding for the Looked after Children Services had only been achieved by 1 other authority. A letter was received from Tim Loughton (Parliamentary under Secretary for Children & Families) congratulating North Lincolnshire Council on this excellent result

The Fostering services outstanding judgement is an excellent achievement. The data required for a full National comparison is not available, but the data for the first six months shows that only one authority in 18 achieved this level of performance.

The Children's homes judgement of Outstanding is only achieved by the top 22% of homes inspected. (Sept / Dec 12 data)

11 of the 12 Children's Centres in North Lincolnshire have been inspected, all those have achieved a Good judgement. North Lincolnshire is one of 32 LAs in 11/12 to have 100% Good or better inspected provision.

The Youth Offending Service inspection outcome is very positive with the Chief Executive of the Youth Justice Board confirming that North Lincolnshire's services is performing in the top 5% of England and Wales.

Developments

Work has begun on the new children's campus, which is on target for September 2013.

Increased opportunities for young people to have their voices heard through the election of a Young Mayor and a Member of the Youth Parliament with almost 6000 young people participating in the election.

The Imagination Library has been launched with over 600 children already registered across the Isle. Over the next year this will help develop a life long love of reading for over 5000 children from birth to age 5. The next areas it will be launched are Barton and District in June, and Scunthorpe South in September. All other areas will be February 2014.

New corporate parenting pledge, with full commitment from the Council and partner agencies.

Performance

School attendance is amongst the best in England for both primary and secondary age.

No permanent exclusions in the last two years.

80% of all 3 and 4 year olds attending good or better provision.

100% take up of the available two year old funding places.

Doubled the number of adopters being approved year on year.

The local Family Nurse Partnership for young mothers, has 100% uptake and has been assessed as highly effective with increased rates of breastfeeding, reduced rates of smoking and improved engagement with services.

Since August 2012 an increase in the proportion of children attending good and outstanding schools – up from 64% to 77% in primary schools and up from 44% to 85% in secondary schools.

The CQC inspection of the Adults Community Support Team and the 2 care homes produced a judgement of "Compliant" with all the standards inspected. This judgement is highest CQC award.

External recognition of our good practice locally has been received during the year from:

The Office of the Children's Commissioner has identified North Lincolnshire Council as outstanding in working with schools to keep children safe.

Ofsted has published the paper "A group-work approach to consultation with children and young people subject to child protection plans: North Lincolnshire Council". The publication recognizes the value of the innovative approach to engaging with children and young people who are subject to child protection plans through the "Cool Kids Club".

The Adults' Service's Workforce Development Team won the regional award for the foundation certificate in rehabilitation and reablement in the macro employer category.

New primary School St Peter's and St. Paul's opened in September 2012.

New classroom at Wrawby primary.

Early years extension at Brigg primary.

New provision for Westcliffe primary.

Funding awarded for six schools to be rebuilt.

St Luke's has two new classrooms.

Major investment work started on final two BSF projects – Frederick Gough and St Bedes, with Priority Schools Build programme projects to commence at Baysgarth and Vale later in the year.

The proportion of young people (16 to 18) Not in Employment, Education or Training (NEET) is 5.5%, this is better than the Yorkshire and Humber average of 6.3% and the national average (5.7%)

97% of our 16 year olds now stay on in learning.

One of the best performing councils for avoiding delaying discharges from hospital, with only one hospital discharge being delayed due to People Directorate during the year.

Outcomes of most recent survey of adult service users:

- 96% of people having home care were happy with the service.
- 93% said they were happy with the support they got from Social Services.
- 91% were happy with the advice they were given.

KEY DIRECTORATE DOCUMENTS AND PUBLICATIONS 2013/14

The services within the People Directorate are bound by regulatory duties which require the development and publication of a range of strategies, plans, policies and reports. Below is a list of key documents along with an explanation regarding their purpose:

Health and Well Being Strategy	The current strategy outlines our approach to promoting health and well being and narrowing health inequalities. It sets out our overall vision together with the outcomes, objectives and priorities to turn vision into reality
Children and Young People's Plan	A single, strategic, overarching plan for all local services to children and young people to be produced by each Children's Trust Partnership (Local Authority lead)
Joint Strategic Needs Assessment	Joint strategic needs assessments (JSNAs) analyse the health needs of populations to inform and guide commissioning of health, well-being and social care services within local authority areas. The JSNA underpins the health and well-being strategies and commissioning plans.
Local Account	An annual statement that all Councils who provide adult social care services must publish
Education Strategy (Schools)	Sets out the local authority's approach to working with schools to raise achievement, champion inclusion and support regeneration.
Complaints and Representations Annual Report(s)	These documents provide a summary and analysis of the complaints and representations received in relation to adults social care and children's services including outcomes and impact
Adoption Annual Business Report	Outlines the activity, performance and progress within the Adoption Service
Fostering Annual Business Report	Outlines the activity, performance and progress within the Fostering Service
Families and Friends Policy	Sets out the approach towards promoting and supporting the needs of children living with family and friends carers (whether or not they are looked after children)
Local Safeguarding Children's Board (LSCB) Annual Review	Outlines the progress made against the priorities of the LSCB Business Plan and the impact it has had on children and young people in North Lincolnshire
LSCB Business Plan	Sets out the priorities of the LSCB and clarifies partners responsibilities for delivery
LSCB Policies and Procedures	Sets out local policies and procedures to safeguard children and young people in North Lincolnshire
Local Safeguarding Adults Board Annual Report	Outlines the progress made against the priorities of the Local Safeguarding Adults Board Business Plan and the impact it has had on vulnerable adults in North Lincolnshire
Local Safeguarding Adults Board Business Plan	Sets out the priorities of the Local Safeguarding Adults Board and clarifies partners responsibilities for delivery
Youth Justice Plan	Sets out Youth Justice provision within North Lincolnshire in the context of delivery of Youth Justice Services, youth offending team structure, service operations and how activities and services are resourced and funded
Schools Guide	Provides information to parents/carers of children who are starting school or transferring to school to help them express their preference(s) for the school they wish their child to attend

COUNCIL STRATEGY DELIVERY PLAN 2013-14: PEOPLE DIRECTORATE

The table below contains priorities and actions for the People Directorate that support the delivery of the Council Strategy 2013/17:

Priority	Aim	Action	Action Owner
Provide value for taxpayers' money	Spend on priority services providing value for money and keep our council tax as low as possible	Invest in preventative activity to save costs in the future	Assistant Director Prevention and Commissioning
Make our communities safer and stronger	Ensure children, young people and vulnerable adults feel safe and are safe	Act on the findings of the annual perception survey of children and young people	Assistant Director Children's
	Raise aspirations and empower our young people	Ensure that all children and young people have access to high quality learning provision that meets their needs and aspirations	Assistant Director Education
		Invest in support so that children make the best start in life	Assistant Director Education
		Increase the opportunities for young people's voices to be heard	Assistant Director Prevention and Commissioning
		Council and partners promote culture of success for children and young people	Assistant Director Prevention and Commissioning
		Promote young people's readiness for the world of work	Assistant Director Education
	Value and support independence for our older residents, carers and those with special needs	Provide support to enable people to regain independence and achieve improved quality of life	Assistant Director Adults
		Ensure that people have a positive experience of care	Assistant Director Adults
		Enable people to access community resources to stay independent	Assistant Director Prevention and Commissioning
		Provide a personal budget to people with long term needs to enable them to choose how their needs are met	Assistant Director Adults
	Improve population health and well being by reducing inequalities across all life stage and all communities	Address the drivers of family poverty and reduce the impact on families	Assistant Director Prevention and Commissioning
		Ensure all children are given the best start	Assistant Director Children's
	Everyone in North Lincolnshire feels safe and are safe in their homes and are protected in their community	Ensure early intervention and targeting of resources and specialist services	Assistant Director Children's

PEOPLE DIRECTORATE PRIORITY AIMS 2013-14

The strategic aims for the directorate are **transformation** and **improvement**.

The transformation vision is to make sure that we have the right services in the right places at the right time in order to ensure better outcomes are achieved for the people we serve. To achieve better outcomes we aim to be an organisation which has excellent services. People Directorate Priority Aims:

- Organising services on levels of need Universal, Targeted, Specialist
- Investing in early help & at the earliest point
- Targeting Council resources to the most vulnerable
- Ensure the best start for all and identify the most vulnerable children at the earliest point
- Raise the achievement of all children and young people and ensure that we close the gap between vulnerable groups and their peers
- More vulnerable adults have choice and control to live in their own homes , safely, for longer
- Increase engagement of the community in keeping vulnerable adults safe

The priority aims are linked to the Health and Well Being Strategy and we are committed to developing integrated working and working in partnership to achieve the priorities. The directorate priorities are also underpinned by the council's medium term financial plan.

KEY STRATEGIC PERFORMANCE INDICATORS 2013/14

The performance indicators detailed below are subject to quarterly performance management review and support the delivery of the Council Strategy 2013/17. National indicators (incorporating those which are part of the Public Health Outcome Framework) have been selected where possible to allow performance comparisons with other councils, when this has not been possible a local indicator has been defined to track our progress.

2013 Aim	Indicator	Positive Direction	* 12/13 Outturn	National Average (Latest)	13/14 Target
Spend on priority services providing value for money and keep our council tax as low as possible	% of regulatory services to vulnerable adults, children and young people, directly provided by North Lincolnshire council, that meet the required standard, good or better	High is Good	100%	No national data	100%
Raise aspirations and empower our young people	Rate of permanent exclusions from school DCSF DSO	Low is Good	0%	0.07% (2010/11)	0.03%
	Children achieving first choice in secondary school admission	High is Good	94%	87% (03/2013)	90%
	% of pupils in good or better primary schools	High is Good	64%	No national data	70%
	% of pupils in good or better secondary schools	High is Good	44%	No national data	70%
	The percentage of eligible 2 year olds accessing the early education offer	High is Good	New Provision	No national data	90%
	Achievement of a Level 3 qualification by the age of 19 PSA 10	High is Good	48%	55% (2011/12)	51%
	Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold) PSA 10	High is Good	56%	59% (2011/12)	59%
	*16 to 18 year olds who are not in education, training or employment (NEET) – New national definition	Low is Good	n/a	No national data	7%
	The number of maternities to under 18s per 1000 women aged 15-17 years	Low is Good	25	15.8 (published Feb 2012)	20
Value and support independence for our older residents, carers and those with special needs	ASCOF 2B part 1 (Effectiveness of service) - Proportion of older people (aged 65 or over) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services.	High is Good	92%	83% (2011/12)	90%
	ASCOF 2B part 2 (Availability of service) - Proportion of older people (aged 65 or over) offered reablement / rehabilitation services as a percentage of all older people hospital discharges.	High is Good	2.2%	3.2% (2011/12)	3.2%
	ASCOF 3A - Overall satisfaction of people who use services with their care and support	High is Good	67%	63% (2011/12)	70%
	Y&H definition of ASCOF 1C part 1. Social care clients receiving self-directed support in year to 31 March as a percentage of all clients receiving mainstream, long-term community-based services, and, carers receiving mainstream, long-term carer sp	High is Good	71%	No national data	76%
	ASCOF 1C Part 2: Proportion of people using social care who receive direct payments in the year to 31 March as a percentage of all clients receiving community-based services, and, carers receiving a specific carer service	High is Good	26%	14% (2011/12)	28%

2013 Aim	Indicator	Positive Direction	* 12/13 Outturn	National Average (Latest)	13/14 Target
Value and support independence for our older residents, carers and those with special needs	Achieving at least the expected level in: <ul style="list-style-type: none"> the early learning goals in the prime areas of learning (personal, social and emotional development; physical development; and communication and language) and; the early learning goals in the specific areas of mathematics and literacy. 	High is Good	New Measure	No national data	To be confirmed (within 2% of national average)
	*First time entrants to the Youth Justice System aged 10 – 17 PSA 14	Low is Good	320	593	360
Ensure children, young people and vulnerable adults feel safe and are safe	ASCOF 4A – Percentage of people using adult services who feel safe	High is Good	70.3%	63.8% (2011/12)	70%
	Assessments for children's social care that were carried out within 45 working days of their commencement DCSF DSO	High is Good	New Measure	No national data	80%
	Stability of placements of looked after children: number of moves	Low is Good	9.9	11 (2011/12)	10
	Looked after children cases which were reviewed within required timescales	High is Good	100%	91% (2009/10)	95%
	Child protection cases which were reviewed within required timescales	High is Good	100%	97% (2011/12)	97%
	Decisions taken in single duty team within 24 hours	High is Good	99%	No national data	95%
	PESS 03 : Average time taken for a child to be placed in adoption (days)	Low is Good	588	636 (2011/12)	560

- The 12/13 outturn is currently under validation, slight changes may occur during to this process
- Indicators marked * are those which are also part of the Public Health Outcomes Framework

Appendix 3 - Corporate KPI's (as reported monthly through PMS)

2013 Aim	Indicator	Positive Direction	12/13 Outturn	13/14 Lower Target (worse than which is red)	13/14 Upper Target (better which is green)	Frequency	Note
Spend on priority services providing value for money and keep our council tax as low as possible	% of regulatory services to vulnerable adults, children and young people, directly provided by North Lincolnshire council, that meet the required standard, good or better	High is good	100% (Childrens Provision only)	50%	85%	Quarterly	Data collection systems under development, range of service expanded from 12/13
Raise aspirations and empower our young people	Rate of permanent exclusions from school DCSF DSO	Low is good	0%	0.04%	0.03%	Monthly	
	Children achieving first choice in secondary school admission	High is good	94%	80%	90%	Annual	
	% of pupils in good or better primary schools	High is good	64%	60%	70%	Monthly	Approx 12,880 children in primary schools
	% of pupils in good or better secondary schools	High is good	44%	40%	70%	Monthly	Approx 9,489 children in secondary schools
	The percentage of eligible 2 year olds accessing the early education offer	High is good	New provision	80%	90%	Termly	
	Achievement of a Level 3 qualification by the age of 19 PSA 10	High is good	48%	48%	51%	Annually	
	Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold) PSA 10	High is good	56%	56%	59%	Annually	
	The number of maternities to under 18s per 1000 women aged 15-17 years	Low is good	25	25	20	Quarterly	
	16 to 18 year olds who are not in education, training or employment (NEET) PSA 14 - New methodology	Low is good	new measure	10.00%	7.00%	Quarterly	Targets to be set once impact of new national methodology determined

2013 Aim	Indicator	Positive Direction	12/13 Outturn	13/14 Lower Target (worse than which is red)	13/14 Upper Target (better which is green)	Frequency	Note
Value and support independence for our older residents, carers and those with special needs	ASCOF 2B part 1 (Effectiveness of service) - Proportion of older people (aged 65 or over) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services. Measure on rolling 3 months	High is good	92.2%	87.80%	90.0%	Monthly	92.2% = 784 people still at home 91 days after discharge
	ASCOF 2B part 2 (Availability of service) - Proportion of older people (aged 65 or over) offered reablement / rehabilitation services as a percentage of all older people hospital discharges. Measured rolling 12 months	High is good	2.2%	3.00%	3.2%	Monthly	2.2% = approx 850 people in receipt of R&R service
	ASCOF 3A - Overall satisfaction of people who use services with their care and support	High is good	66.70%	66.70%	70.00%	Annual	
	Y&H definition of ASCOF 1C part 1. Social care clients receiving self-directed support in year to 31 March as a percentage of all clients receiving mainstream, long-term community-based services, and, carers receiving mainstream, long-term carer sp	High is good	71.1%	74.10%	76.0%	Monthly	Approx 2,100 people in year eligible for self directed support
	ASCOF 1C Part 2: Proportion of people using social care who receive direct payments in the year to 31 March as a percentage of all clients receiving community-based services, and, carers receiving a specific carer service. Measured on a rolling 12	High is good	25.6%	27.30%	28.0%	Monthly	
	Achieving at least the expected level in: • the early learning goals in the prime areas of learning (personal, social and emotional development; physical development; and communication and language) and; • the early learning goals in the specific areas of mathematics and literacy.	High is good				Annual	Target to be confirmed (within 2% of national average)
	First time entrants to the Youth Justice System aged 10 – 17 PSA 14	Low is good	320	506	360	Monthly	50 young people PA
ASCOF 4A - Percentage of people using adult services who feel safe	High is good	70.3%	67.0%	70.0%	Annaul		
Assessments for children's social care that were carried out within 45 working days of their commencement DCSF DSO	High is good	new measure	65%	80%	Monthly	Approx 1650 initial assesments	
Stability of placements of looked after children: number of moves	Low is good	9.9	15	10	Monthly		

2013 Aim	Indicator	Positive Direction	12/13 Outturn	13/14 Lower Target (worse than which is red)	13/14 Upper Target (better which is green)	Frequency	Note
Ensure children, young people and vulnerable adults feel safe and are safe	Looked after children cases which were reviewed within required timescales	High is good	100%	85%	95%	Monthly	Approx 180 cases reviewed @ 1, 3 and six months
	Child protection cases which were reviewed within required timescales	High is good	100%	85%	97%	Monthly	Approx 80 cases reviewed @ 3 months then 6 months
	Decisions taken in single duty team within 24 hours	High is good	99%	85%	95%	Monthly	Approx 2300 contacts during year
	PESS 03: Average time taken for a child to be placed in adoption (3 year average in days)	Low is good	588	620	560	Quarterly	There are approx 10 adoptions PA

Note: The monthly tolerances within the Performance Management System (PMS) will be profiled to achieve the year end position shown