

Contract Measures – overview of changes for year 2 reporting period

Ref	Contract Performance Measure	Proposal	Replacement
A1	%Re-Referrals in last 12 months	Retain	n/a
A2	Timeliness of Single Assessment	Retain	n/a
A3	%case file audits <u>rated</u> as 'R1' or better	Retain	n/a – provide breakdown for each category
A4	%CP Plans where 2 weekly visits have not taken place	Replace	%CP visits in timescale where child was seen by their Social Worker
A5	%subject of Child Protection Plan for a second or subsequent time	Revise	% becoming the subject of CPP for a second or subsequent time within 2yr
A6	%Child Protection Plans ended lasting 2 years or more	Revise	%children currently on CPP for 2 years or longer
A7	%Children on CP & CiC with allocated QSW	Drop	n/a
B8	Average length of care proceeding	Revise	Same measure – report quarterly
B9	Stability of Placement of CiC: % length of placement >2yrs	Retain	n/a
B10	Stability of Placement of CiC: % of 3+ moves	Retain	n/a
B11	% of Care Leavers in suitable accommodation (age 19)	Replace	% of Care Leavers in suitable accommodation (age 19-21)
B12	% of Care Leavers in Employment, Training and Education (age 19)	Replace	% of Care Leavers in Employment, Training and Education (age 19-21)
C14	% of frontline FTE posts covered by Agency Staff	Retain	n/a
C15	Of the Permanent Staff that left, %left within 2 years of starting	Replace	Staff turnover (leavers in month expressed as % of FTE)
C16	% of staff with up-to-date 6wkly supervisions	Replace	% front line staff receiving supervisions in timescale in accordance with policy (policy is 4 weeks for majority of staff)
D17a	Year-end forecast –Income and Expenditure Account against plan	Retain	n/a
D17b	Forecast Income vs. budgeted Income	Drop	n/a
D17c	Forecast Operational Expenditure vs. plan	Drop	
D17d	Liquidity	Replace	Cash flow measure detailing 6 month cash flow, highlighting any drawdown need in line with contract
D17e	Current assets cover compared to current liabilities	Drop	n/a
D19	Forecast Operational Expenditure vs Plan	Replace	Separate spend against plan figure for each funding streams additional to annual contract agreement
D21	Progress against savings in Improvement Plan	Drop	n/a
NEW		New	%Children in Need with a current and open Plan
NEW	Measures specified by contract	New	Youth Offending Services – %cohort currently EET
NEW	Measures specified by contract	New	Youth Offending Services – reoffending rate after 12 months
NEW	Measures specified by contract	New	Youth Offending Services – custody rates
NEW		New	“Care Ladder” – quarterly report identifying number, budget & spend of

			children in the following placement types: Out of Authority Residential Home, Internal Residential Childrens Home, Independent Fostering Agency, With Trust Foster Carers, Special Guardianship Order.
	Measures specified by contract: Involvement and participation of Children and families – QA measure	Alternative approach	Standing item on each quarterly performance review meeting to cover activity and performance relating to involvement and participation of Children, Young People and Families. This will include (not exclusively) information on participation of children in reviews, contribution to recruitment activity, Children in Care council, analysis of audit, results of any survey activity
	Measures specified by contract: Competency of social work staff – QA measure	Alternative approach	Standing item on each quarterly performance review meeting to cover activity and performance relating to staff competency. This will include (not exclusively) information on PDR completion rates, results of any skills analyses and audits, staff capability.

Contract Measures for Year 2

Contract Performance Measure	Frequency	RAG - thresholds			Notes
		Green	Amber	Red	
%Re-Referrals in last 12 months	Monthly	<=24%	<=28%	>28%	
Timeliness of Single Assessment	Monthly	>=92%	>=90%	<90%	
%case file audits <u>rated</u> as 'RI' or better	Monthly	>=95%	>=90%	<90%	provide breakdown for each category
%CP visits in timescale where child seen	Monthly	>=80%	>=75%	<75%	
% becoming the subject of CPP for a second or subsequent time within 2yr	Monthly	<=16%	<=20%	>20%	
%children currently on CPP for 2 years or longer	Monthly	<=3%	<=5%	>5%	
Average length of care proceeding	Quarterly	<=26wks	<=30wks	>30wks	
Stability of Placement of CiC: % length of placement >2yrs	Monthly	>=70%	>=60%	<60%	
Stability of Placement of CiC: % of 3+ moves	Monthly	<=9%	<=12%	>12%	
% of Care Leavers in suitable accommodation (age 19-21)	Monthly	>=85%	>=80%	<80%	
% of Care Leavers in Employment, Training and Education (age 19-21)	Monthly	>=45%	>=40%	<40%	
%FTE posts covered by Agency Staff	Monthly	<=8%	<=12%	>12%	
Staff turnover (leavers in month expressed as % of FTE)	Monthly	TBC with HR	TBC with HR	TBC with HR	
% front line staff receiving supervisions in timescale in accordance with policy	Monthly	>=90%	>=80%	<80%	
Year-end forecast –Income and Expenditure Account against plan	Quarterly	>=1%	>=-1%	<-1%	
Cash flow measure detailing 6 month cash flow, highlighting any drawdown need in line with contract	Quarterly	TBC	TBC	TBC	
Separate spend against plan figure for each funding streams additional to annual contract agreement	Quarterly	>=1%	>=-1%	<-1%	Line against each funding stream
%Children in Need with an open Plan	Monthly	>=95%	>=90%	<90%	
Youth Offending Services – %cohort currently EET	Monthly	>=75%	>=65%	<65%	
Youth Offending Services – reoffending rate after 12 months	Monthly	<=32%	<=40%	>40%	
Youth Offending Services – custody rates	Monthly	<=0.42	<=0.75	>0.75	
“Care Ladder” – quarterly report identifying number and budget/forecast of children in the following placement types: Out of Authority Residential Home, Internal Residential Childrens Home, Independent Fostering Agency, With Trust Foster Carers, Special Guardianship Order.	Quarterly	No target set, report will be against budget			

Indicator Review and Rationale for Change

Operational Performance Measures

Measure	A1:Percentage of Re-Referrals in last 12 months				
Target	<25%	Tolerance	<30%	Performance First year	23%
Numerator	Of the numerator, those referrals that were a repeat referral				
Denominator	Total number of referrals opened in last 12 months				
Relevance	Measure of effectiveness of practice through prevention of children being subject to a referral for a second or subsequent time. Prior performance for Doncaster has been poor.				
Reliability	Repeatable measure, based on large numbers.				
Proposal	Retain as effective pulse measure of effective step down arrangements, application of thresholds and front door arrangements				
Proposed Target and Tolerance	Target 24% - being the national average and above median performance Tolerance 28%				

Measure	A2:Timeliness of Single Assessment (within 45 days)				
Target	<95%	Tolerance	<90%	Performance First year	87% Max: 95%
Numerator	Of the denominator, those that were completed within 45 working days				
Denominator	All assessments completed in the calendar month				
Relevance	Measure of Trust's ability to complete timely assessments in order to identify needs of a child and how to meet them. Does not identify those assessments that can quickly be closed with NFA. Performance not yet consistently within target range and is influenced by referral rates and staffing numbers.				
Reliability	Repeatable measure, based on large numbers.				
Proposal	Retain as performance not yet sustained, and also to ensure move to locality teams has positive impact on meeting this statutory deadline.				
Proposed Target and Tolerance	Target 92% - would place Trust in top quartile performance, and was achieved for 4 months in 2014/15 Tolerance 90%				

Measure	A3:Percentage of monthly case file audits rated as 'requires improvement' or better				
Target	<95%	Tolerance	<90%	Performance First year	88%
Numerator	Of the denominator, those with an overall grading of requires improvement or better				
Denominator	Number of case file audits completed each calendar month as part of routine auditing activity by managers				
Relevance	Single measure of quality within indicator set. Performance not yet sustained and has revised due to improved training and consistent application of audit thresholds.				
Reliability	Dependent upon audit numbers completed each week. As with any quality judgement relies upon consistent application of standards. Reliability improved through training and external moderation				
Proposal	Retain as measure of quality, but also supplying breakdown in each grade band.				

	Supplemented by reporting on audit activity and findings through monthly/quarterly challenge meetings.
Proposed Target and Tolerance	Target %RI or better: 95% retain current target and tolerance Tolerance: 90%

Measure	A4:Percentage of young people with CP Plans where 2 weekly visits have not taken place			
Target	<5%	Tolerance	<10%	Performance 3%
Numerator	Of the denominator, those who have had a visit within last 2 weeks of report date.			
Denominator	Number of children who have been subject to a CPP as at month end, who had been subject of a CP for more than 28 days.			
Relevance	There is no statutory expectation of visits to take place each 2 weeks, although it is a current expectation of the service. It is an Ofsted recommendation that children are seen and seen alone.			
Reliability	Repeatable measure, based on large numbers.			
Proposal	Revise measure to become positive and to include the element of child being seen: %visits in timescale where child seen”			
Proposed Target and Tolerance	Target: 80% Tolerance: 75%			

Measure	A5:Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time			
Target	<15%	Tolerance	Between 5 and 20%	Performance 13%
Numerator	Of the denominator, those that had previously subject to a child protection plan, irrespective of time			
Denominator	Number of children starting a child protection plan in the calendar month			
Relevance	Measure of effectiveness of practice through prevention of children being subject to a CPP for a second or subsequent time. Prior performance for Doncaster has been poor. Measures appropriate thresholds for starting and ending the CP process			
Reliability	Numbers of children beginning a plan fluctuate between months, meaning the denominator can be low, thus skewing performance. Measure can sometimes be influenced by two plans many years apart			
Proposal	Revise to reflect national measure of Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time within 2 years.			
Proposed Target and Tolerance	Target: 16% Tolerance: 20%			

Measure	A6:Child Protection Plans ended lasting 2 years or more			
Target	<10%	Tolerance	<15%	Performance 4%
Numerator	Of the children in the denominator, the number who had been the subject of a Child Protection Plan continuously for two years or longer (i.e. for more than 729 calendar days including days of cessation).			
Denominator	The number of children ceasing to be the subject of a Child Protection Plan during the calendar month. This may count a child more than once if they ceased to be the subject of a Child Protection Plan more than once during the month.			

Relevance	Measure of effectiveness of practices through prevention of drift on CP cases. Good performance is typified by a lower percentage. However It is recognise that some children will need child protection plans for longer than 2 years.
Reliability	Numbers of children plans ceasing fluctuate between months, meaning the denominator can be low, thus skewing performance.
Proposal	To change to %children currently on CPP for 2 years or longer.
Proposed Target and Tolerance	Target: 3% Tolerance: 5%

Measure	A7:Children on CP & CiC with allocated QSW				
Target	99%	Tolerance	99%	Performance	100%
Numerator	Of the denominator those allocated a qualified social worker				
Denominator	Children currently identified as being either being in care or subject to a child protection plan at the point of the report				
Relevance	Demonstrates that Trust has appropriate complement of staff and that children have a social worker. However does not reflect on caseload.				
Reliability	Reliable as pulled direct from Liquid Logic. All staff have an appropriate job title that is checked.				
Proposal	Drop as performance is routinely at 100% and at target.				

Measure	B8:Average length of care proceedings (weeks)				
Target	<26 weeks	Tolerance	<30 weeks	Performance	28 weeks
Numerator	Of those in the Denominator total number of weeks the care proceedings have taken to complete				
Denominator	Number of care proceedings completed in previous calendar month				
Relevance	Demonstrates timeliness of care proceedings as a counter indicator of drift/delay.				
Reliability	Figures have to be reported with a month delay due to delay in court system being updated. Averages can be based on very small numbers (<10 in one month).				
Proposal	Drift/Delay remains an issue as identified in Ofsted report so retain. However, consider moving to quarterly.				
Proposed Target and Tolerance	Target: <26 weeks Tolerance: <30 weeks				

Measure	B9: Stability of placements of looked after children: length of placement				
Target	>70%	Tolerance	>60%	Performance	67%
Numerator	All children in the denominator who were living in the same placement for at least 2 years, or are placed for adoption and their adoptive placement together with their previous placement together last for at least 2 years				
Denominator	All children aged under than 16 on last day of the month who had been looked after for 2.5 years. Exclude children who had been looked after at any time during the 2.5 year period under an agreed series of short term-placements				
Relevance	Gives good indication of whether the decision making with regards suitable of placement is robust and considers the needs of the child. Generally the higher the % the better, although performance should never reach 100% as some placement change is necessary.				

Reliability	Drawn from Liquid logic so dependent upon timely recording of placement changes. This may have an associated lag but insufficient to substantially affect impact
Proposal	Retain. Key measure of LAC wellbeing and effective strategy for provision. Performance not yet at desired level.
Proposed Target and Tolerance	Target: 70% Tolerance: 60%

Measure	B10: Stability of placements of looked after children: number of placements				
Target	<9%	Tolerance	<12%	Performance	7%
Numerator	<p>Of the children looked after in the denominator, the number who had three or more separate placements during the last 12 months. All placements of 24 hours or more are counted, regardless of duration. Any placements that were already open on 1 April at the beginning of the year, and any which were open on 31 March at the end of the year are included.</p> <p>All placements regarded as temporary are included, the only exceptions being the following special cases:</p> <ul style="list-style-type: none"> • temporary periods on holiday or in hospital; • where a foster carer goes on holiday for 21 days or less and the child temporarily stays with another carer during this time (only two such breaks allowed in any one year); <p>Other temporary absences of seven consecutive days or less, where the child then returned as planned to the previous placement.</p>				
Denominator	The total number of children who were looked after at month end, excluding any children who were looked after on that date under an agreed series of short term-placements				
Relevance	Gives good indication of whether the decision making with regards suitable of placement is robust and considers the needs of the child. Good performance is typified by a lower percentage, although performance should never reach 0% as some placement change is appropriate for the needs of the child.				
Reliability	Drawn from Liquid logic so dependent upon timely recording of placement changes. This may have an associated lag but insufficient to substantially affect impact.				
Proposal	Retain. Key measure of LAC wellbeing and effective strategy for provision. Performance not yet stable at desired level.				
Proposed Target and Tolerance	Target: 9% Tolerance: 12%				

Measure	B11: Percentage of Care Leavers in suitable accommodation (age 19yrs)				
Target	>90%	Tolerance	>85%	Performance	96%
Numerator	Of those and who were in suitable accommodation on or nearest to 19 th birthday. (3 months before and one month after the young person's birthday)				
Denominator	The total number of young people aged 19 who were looked after under any legal status (other than V3 or V4) on 1 April in their 17th year.				
Relevance	Good performance is typified by a higher percentage,				
Reliability	The use of the criteria of suitable is subjective and is open to different interpretations, particularly between Authorities. However, as an internal measure it should be a reliable measure of whether or not care leavers are living in suitable accommodation				

Proposal	Extend to 19-21 year old cohort to reflect national measure and accurately reflect 18+ service activity. This will mean some revision of targets and tolerances due to the extension of the age group
Proposed Target and Tolerance	Target: 85% (to reflect broader age range) Tolerance: 80%

Measure	B12:Percentage of Care Leavers in Employment, Training and Education (age 19yrs)			
Target	>55%	Tolerance	>50%	Performance 54%
Numerator	Of those in the denominator who were 'In education, employment or training': Engaged either full (at least 16 hrs per week) or part-time (less than 16 hrs per week) in one of the following: Higher education, Education other than higher or Training or employment on or nearest to 19 th birthday. (3 months before and one month after the young person's birthday)			
Denominator	The total number of young people aged 19 who were looked after under any legal status (other than V3 or V4) on 1 April in their 17th year.			
Relevance	Good performance is typified by a higher percentage			
Reliability	Measure is reliable as 18+ service routinely record activity during their casework and tracking. Some care leavers refuse a service, however it is still appropriate to ensure that the Service understands their current situation. This is a nationally recorded and reported indicator so will allow for benchmarking.			
Proposal	Extend to 19-21 year old cohort to reflect national measure and accurately reflect 18+ service activity. This will mean some revision of targets and tolerances due to the extension of the age group			
Proposed Target and Tolerance	Target: 45% (to reflect broader age range) Tolerance: 40%			

HR Measures

Measure	C14:Percentage of frontline FTE posts covered by Agency Staff				
Target	<8%	Tolerance	<12%	Performance	10%
Numerator	Of the number of FTE posts, count of those currently filled by an agency worker				
Denominator	Number of FTE posts identified as frontline through title (social worker, etc)				
Relevance	Doncaster started with a high reliance on Agency Staff and has successfully managed to reduce this. However, the labour market for social work remains volatile with neighbouring authorities offering different salaries and packages to attract social workers. There is an additional cost associated with employing agency staff, although the Trust will continue to use Agency staff in order to meet demand and ensure children receive a good service.				
Reliability	Nationally reported measure although there are different interpretations of the requirement so benchmarking should be treated with caution. Internal reporting should be reliable.				
Proposal	Retain as an indicator of establishment rates.				
Proposed Target and Tolerance	Target: 8% Tolerance: 12%				

Measure	C15:Of the Permanent Staff that left, how many left within 2 years of starting				
Target	<25%	Tolerance	<35%	Performance	0%
Numerator	Of the denominator, those that had less than 2 years' service within the Trust/LA				
Denominator	The number of staff that leave the organisation in the month				
Relevance	Introduced as a proxy for turnover and staff satisfaction.				
Reliability	Numbers of leavers are low each month, making the monthly figure unreliable. So far performance reported against this measure has not given any indicator of satisfaction and is not a reliable measure of overall turnover rates.				
Proposal	Drop and replace with turnover measure, aligned to the annual Social Care workforce return to DFE. However, turnover to be reported for all staff not just those that are caseholding.				

Measure	C16:Percentage of staff with up-to-date 6wklly supervisions				
Target	TBC	Tolerance	TBC	Performance	76%
Numerator	Of the denominator, those that received a supervision in the last 6 weeks.				
Denominator	Number of caseholding staff employed by the Trust at the end of the calendar month				
Relevance	Supervisions were identified as an issue within recent Ofsted Inspection and Trust accepts it did not have a routine and reliable method for recording and reporting supervisions of staff.				
Reliability	Routine method for all front line staff supervisions now in place. This can be used to report against this measure.				
Proposal	Amend the indicator so that it reports the percentage of front line staff receiving supervisions in timescale in accordance with policy. Expectation is that all staff receive at least a monthly supervision, with some exceptions that can be factored in.				
Proposed Target and Tolerance	Target: 90% Tolerance: 80%				

Finance Measures

(reviewed and agreed through Finance to Finance Meetings as part of the annual contract review)

Measure	D17a - Year-end forecast –Income and Expenditure Account against plan				
Target	>0	Tolerance	<0	Performance	£0.35M Adverse
Numerator	Forecasted year end spend and income against plan				
Denominator					
Relevance	Measure of Trust’s financial management against budget, taking into account any income. DMBC provides majority of funding to Trust and therefore a relevant measure of performance against spend.				
Reliability	Reliable as part of monthly management account activity.				
Proposal	Retain measure but change target/tolerance so that they are reported as +/-1% with (positive) = green and (negative) = red				

Measure	D17b - Forecast Income vs. budgeted Income				
Target	99.5%	Tolerance	>99%	Performance	255%
Numerator					
Denominator					
Relevance					
Reliability					
Proposal	Drop				

Measure	D17c - Forecast Operational Expenditure (before tax, depreciation etc.) vs. plan (excluding agreed adjustments)				
Target	99.5%	Tolerance	>99.5%	Performance	98%
Numerator					
Denominator					
Relevance					
Reliability					
Proposal	Drop				

Measure	D17d - Liquidity				
Target	>30d	Tolerance	<15d	Performance	55d
Numerator	Cash availability				
Denominator	Average daily expenditure				
Relevance	Not a relevant measure of Trust viability, and does not recognise the Trust’s ability to drawdown according to contract				
Reliability					
Proposal	Replace with Cash flow measure detailing 6 month cash flow, highlighting any drawdown need in line with contract				

Measure	D17e - Current assets cover compared to current liabilities				
Target	>2	Tolerance	<1	Performance	2
Numerator					
Denominator					

Relevance	Trust assets remain low and therefore a simple count is not an effective performance measure. More appropriate for this to be discussed on an individual basis through monthly finance to finance meetings.
Reliability	
Proposal	Drop

Measure	D19 - Capital expenditure/Income vs. Plan				
Target	<0	Tolerance	0	Performance	Nil
Numerator					
Denominator					
Relevance					
Reliability					
Proposal	Replace with a specific measure that reports funding streams additional to annual contract agreement (for example projects, capital) spend against plan. Each additional funding stream to be reported separately				

Measure	D21 - Progress against savings in Improvement Plan				
Target	-	Tolerance	-	Performance	66%
Numerator					
Denominator					
Relevance					
Reliability					
Proposal	Drop				