

# North Lanarkshire Council Report

## Education and Families Committee

approval  noting

Ref

Date 12/11/19

### The Plan for North Lanarkshire : Strategic Performance Framework reporting arrangements

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#### Executive Summary

Elected Members are aware of The Plan for North Lanarkshire, Programme of Work, and four supporting Strategic Frameworks (i.e. Policy, Performance, Self-Evaluation, and Governance).

Having secured committee approval at Policy and Strategy Committee on 26<sup>th</sup> September 2019, this report outlines the next steps in terms of the reporting arrangements to service committees for the Strategic Performance Framework.

This aims to ensure evidence is presented to committee that allows for day to day activities, and progress towards achieving the shared ambition, to be regularly reported, monitored, assessed, and scrutinised.

This will also enable performance issues to be identified and remedial action to be undertaken to ensure the council remains on track towards achieving the shared ambition.

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#### Recommendations

It is recommended that the Education and Families Committee:

- (1) Note the contents of this report and accompanying appendices,
- (2) Review the performance presented and identify where further information is required to understand or investigate performance further, and
- (3) Note the next steps.

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#### The Plan for North Lanarkshire

Priority Support all children and young people to realise their full potential

Ambition statements

- (6) Raise attainment and skills for learning, life, and work to enhance opportunities and choices
- (7) Enhance collaborative working to maximise support and ensure all our children and young people are included, supported, and safe
- (8) Engage children and families in early learning and childcare programmes and making positive transitions to school

- (9) Invest in early interventions, positive transitions, and preventative approaches to improve outcomes for children and young people
  - (10) Engage with children, young people, parents, carers, and families to help all children and young people reach their full potential
  - (14) Ensure the highest standards of public protection
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## **1. Background**

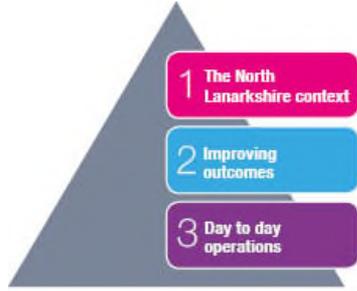
- 1.1 Members will recall The Plan for North Lanarkshire (approved in February 2019) articulates the long-term vision for North Lanarkshire that focusses on inclusive growth and prosperity for all.
  - 1.2 Having set the long-term vision it is important this is cascaded down to day to day activities that provide a consistent focus for resources and working practices.
  - 1.3 In this respect, a Programme of Work is in place which outlines the activities required to underpin delivery of The Plan; this was approved at Committee in March 2019.
  - 1.4 The Plan and Programme of Work are supported by four complementary frameworks designed to enable a regular structured approach to assessing progress, measuring success, and identifying (where necessary) areas requiring improvement. These are:
    - Strategic Policy Framework, approved at Committee in September 2018.
    - Strategic Self-Evaluation Framework, approved at Committee in February 2019.
    - Strategic Performance Framework, approved at Committee in February 2019.
    - Strategic Governance Framework, which is currently under development and will be presented to Corporate Management Team in the autumn of 2019.
  - 1.5 This report provides the Education and Families Committee with an outline of their performance monitoring responsibilities in line with the Strategic Performance Framework. It outlines the Ambition Statements aligned to the Education and Families Committee and provides the accompanying *extracts* from the Strategic Performance Framework.
  - 1.6 The purpose of the report is to set the context, raise awareness, clarify responsibilities and present the performance information, in line with The Plan for North Lanarkshire, which the Committee will be responsible for scrutinising moving forward.
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## **2. Performance results**

### **Strategic Performance Framework**

- 2.1 The Strategic Performance Framework comprises a group of performance indicators at three levels. These aim to collectively provide an overview of performance and demonstrate the impact of the programmes of work and service activities on the people and communities of North Lanarkshire.

2.2 As has been previously approved, the three levels are summarised below.



**(1) The North Lanarkshire context**

Suite of 28 Health Check Indicators that collectively provide the North Lanarkshire context.

**(2) Improving outcomes**

Suite of indicators and information to enable an assessment of progress towards improving the priorities and ambitions outlined in The Plan for North Lanarkshire.

**(3) Day to day operations**

Performance indicators that allow the quality, efficiency, and effectiveness of day to day operations to be assessed.

2.3 The detailed Strategic Performance Framework, approved in September 2019, aligns the indicators to one or more of the 25 Ambition Statements in The Plan for North Lanarkshire. It also shows the connections between the Ambition Statements, Programme of Work elements, Strategic Policy Framework, and performance indicators at the three levels in the Framework.

**Education and Families Committee responsibilities**

2.4 In line with terms of reference outlined in the Scheme of Administration, the Education and Families Committee will be responsible for monitoring and reviewing performance information for the following Ambition Statements:

- 6. **Raise attainment and skills for learning, life, and work to enhance opportunities and choices**
- 7. **Enhance collaborative working to maximise support and ensure all our children and young people are included, supported, and safe**
- 8. **Engage children and families in early learning and childcare programmes and making positive transitions to school**
- 9. **Invest in early interventions, positive transitions, and preventative approaches to improve outcomes for children and young people**
- 10. **Engage with children, young people, parents, carers, and families to help all children and young people reach their full potential**
- 14. **Ensure the highest standards of public protection**

2.5 The Strategic Performance Framework *extracts*, relevant to the Education and Families Committee (see Appendix 1), provide all relevant information that aligns to The Plan for North Lanarkshire for these Ambition Statements. This information comprises the following:

- **Priorities**                      Ambition Statements 6, 7, 8, 9, 10 and 14 mainly impact on two priorities:  
 (2) Support all children and young people to realise their full potential  
 (3) Improve the health and wellbeing of our communities
  
- **Strategic Policy Framework**                      There are 6 service policies / strategies in place to facilitate delivery of Ambition Statements 6, 7, 8, and 14:
  - Children’s Services Plan
  - Child Protection Business Plan
  - Communication Strategy
  - Digital and IT Strategy
  - Education and Families Improvement Plan

- There are 7 service policies / strategies in place to facilitate delivery of Ambition Statements 9 and 10:
  - Children’s Services Plan
  - Child Protection Business Plan
  - Communication Strategy
  - Digital and IT Strategy
  - Education and Families Improvement Plan
  - Health and Social Care Strategic Plan
  - Tackling Poverty Strategy

- Health and Social Care Strategic Plan

• **Programme of Work**

For ambition Statement 6, there are 8 corresponding elements in the Programme of Work:

- P033 Improve attainment and qualifications
- P034 Performance and improvement
- P035 Additional Support Needs (ASN) provision
- P036 Developing the Young Workforce - curricular progression
- P037 - Developing the Young Workforce - employability
- P038 Digital NL classroom
- P039 Scottish Attainment Challenge and Pupil Equity Fund
- P040 North Lanarkshire research lab

For Ambition Statements 7 and 14, there are 5 corresponding elements in the Programme of Work:

- P034 Performance and Improvement
- P040 North Lanarkshire research lab
- P042 Local operating models
- P043 Young people on the edges of care
- P044 Looked after children and young people

For Ambition Statement 8, there are 3 corresponding elements in the Programme of Work:

- P030 Early year's expansion
- P034 Performance and improvement
- P040 North Lanarkshire research lab

For Ambition Statements 9 and 10, there are 9 corresponding elements in the Programme of Work:

- P004 Review of Integration / Integration Scheme changes
- P006 Child poverty
- P031 Getting it Right for Every Child (GIRFEC)
- P034 Performance and improvement
- P035 Additional Support Needs (ASN) provision
- P041 Child poverty - anti-poverty approaches
- P042 Local operating models
- P043 Young people on the edges of care
- P044 Looked after children and young people

• **Health Check Indicators (level 1)**

There are 6 main indicators which activities towards Ambition Statement 6 is expected to have an impact on:

- Population projections
- % pupils gaining 5+ awards at Level 6
- % pupils living in 20% most deprived areas gaining 5+ awards Level 6
- % of pupils entering positive destinations
- % of the working age population (aged 16-64) that have no formal qualifications
- % of children in poverty after housing costs

There are 6 main indicators which activities towards Ambition Statements 7 and 14 are expected to have an impact on:

- Population projections
- % of babies breastfed at 6- 8 week review - overall rate
- % of children reviewed at 27 to 30 months with no concerns recorded
- School exclusion rates, looked after children -
- % of children in poverty after housing costs
- Life expectancy at birth

There are 4 main indicators which activities towards Ambition Statement 8 is expected to have an impact on:

- Population projections
- % of children reviewed at 27 to 30 months with no concerns recorded
- % of children in poverty after housing costs
- Life expectancy at birth

There are 6 main indicators which activities towards Ambition Statements 9 and 10 are expected to have an impact on:

- Population projections
- % of babies breastfed at 6- 8 week review - overall rate
- % of children reviewed at 27 to 30 months with no concerns recorded
- School exclusion rates, all pupils
- School exclusion rates, looked after children
- % of children in poverty after housing costs

- **Performance Indicators** (for level 2 and 3) This contains the detail for each performance indicator in the Strategic Performance Framework relevant for the Education and Families Committee. Where provided by services, this also shows baseline, trend, and target/threshold information for each indicator.

2.6 The Strategic Performance Framework established a set of guiding principles to ensure the right information to the right audience at the right time. Members may wish to use this as a guide when reviewing the performance information presented to Committee.

2.7 The guiding principles are that reporting is:

- **Aligned** - to The Plan for North Lanarkshire to give stakeholders an insight into the performance of council activities in the short-term and against the shared ambition in the long-term ambition.
- **Consistent** - to ensure a standard process across time and each committee. This aims to help build credibility, reliability, and a common understanding.
- **Transparent** - to allow stakeholders to understand what is being measured, what it means, and what level of performance has actually been achieved and what change has taken place.
- **In context** - to avoid the *So What?* question and provide a coherent narrative to ensure fully informed review, scrutiny, and decision making processes.
- **Balanced** - to ensure any text adds value and tells a balanced narrative that identifies areas requiring improvement and any remedial action undertaken.

### Next steps

2.8 Having set the scene, future reports in 2020 will thereafter update the Education and Families Committee on performance against the items outlined in the Strategic Performance Framework *extracts*.

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## 3. Equality and Diversity

### 3.1 Fairer Scotland Duty

There is no requirement to carry out a Fairer Scotland Duty assessment on this report. However, services will provide further information to the Education and Families Committee, where relevant, in this respect.

### 3.2 Equality Impact Assessment

There is no requirement to carry out an equality impact assessment on this report. However, services will provide further information to the Education and Families Committee, where relevant, in this respect.

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## 4. Implications

### 4.1 Financial impact

There is no financial impact arising from the performance information presented in this report. However, services will provide further information to the Education and Families Committee, where relevant, in response to any matter in this respect arising from the performance results and scrutiny process.

### 4.2 HR/Policy/Legislative impact

There are no HR/policy/legislative impacts arising from the performance information

presented in this report. However, services will provide further information to the Education and Families Committee, where relevant, in response to any matter in this respect arising from the performance results and scrutiny process.

#### 4.3 **Environmental impact**

There is no environmental impact arising from the performance information presented in this report. However, services will provide further information to the Education and Families Committee, where relevant, in response to any matter in this respect arising from the performance results and scrutiny process.

#### 4.4 **Risk impact**

Risks are identified in each service specific report when the respective policies/strategies are presented to committee. Risks are also identified within each Programme of Work report. This identifies what the risk is and where the risk is managed (i.e. through the corporate risk register, service risk register, or a particular project management framework).

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### 5. **Measures of success**

5.1 Key measures of success include the following:

- The evidence presented demonstrates a positive impact on day to day operations and improving outcomes for the people and communities of North Lanarkshire.
- The evidence presented supports the delivery of The Plan for North Lanarkshire.

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### 6. **Supporting documents**

6.1 Appendix 1 - Strategic Performance Framework *extracts* relevant to the Education and Families Committee



**Katrina Hassell**  
**Head of Business Solutions**

**Shared Ambition**

The Plan for North Lanarkshire

5 priorities  
25 ambition statements  
28 health check indicators

**Strategic Policy Framework**

**Programme of Work / Activities**

**Strategic Policy Framework**

- \* Children's Services Plan
- \* Child Protection Business Plan
- \* Communication Strategy
- \* Digital and IT Strategy
- \* Education and Families Improvement Plan
- \* Health and Social Care Strategic Plan

**Programme of Work**

- \* **P033** Improve attainment and qualifications
- \* **P034** Performance and improvement
- \* **P035** Additional Support Needs (ASN) provision
- \* **P036** Developing the Young Workforce - curricular progression
- \* **P037** - Developing the Young Workforce - employability
- \* **P038** Digital NL classroom
- \* **P039** Scottish Attainment Challenge and Pupil Equity Fund
- \* **P040** North Lanarkshire research lab

**Priorities:**

2. Support all children and young people to realise their full potential

3. Improve the health and wellbeing of our communities

**Ambition statement 6** Raise attainment and skills for learning, life, and work to enhance opportunities and choices

1. Health Check Indicators	Baseline - NL	Baseline- Scotland	Measuring this indicator will tell us if we have we have	What does success look like	The North Lanarkshire context
C01: <b>Population projections - % change</b> <i>Every 2 years</i>	+1.0% 2016-26	+3.2% 2016-26	Increased our population and net inward migration	Steadily increasing population in NL, and in particular growth in the number of school age children and the working age population.	The NL population is projected to increase 1% by 2026, then decrease by 0.9% to 2041, meaning a net change overall of 0.1% (+233 people) by 2041. Of note is the change in the structure of the population which will see a 16% reduction in the number of school age children and a 10% reduction in the working age population, but a 51% increase in adults aged 65+.
C11: <b>% of pupils gaining 5+ awards at Level 6</b> <i>Annual</i>	32% 2017/18	34% 2017/18	Improved the outcomes for our young people	Every child leaving a NL school achieves a basic qualification as a minimum, or qualifications that support their chosen pathway.	Educational attainment at this level continues to improve in line with national trends. This indicator does not tell the whole story however, SCQF Level 6 provides a measure for those achieving at the highest level in school, it does not provide a picture of those who have chosen other pathways. For 47% of leavers, SCQF Level 6 was the highest qualification achieved, 38% of leavers achieved a level lower than this.
C12: <b>% of pupils living in 20% most deprived areas (as per SIMD) gaining 5+ awards at Level 6</b> <i>Annual</i>	18% 2017/18	16% 2017/18	Improved the outcomes for the young people living in our most disadvantaged communities	Having no gap in attainment levels across all of NL.	While educational attainment at this level continues to improve, there is still a marked difference in attainment at this level for those pupils living in the 20% most deprived areas, compared to the overall student population.
C13: <b>% of pupils entering positive destinations</b> <i>Annual</i>	91.8% 2016/17	93.7% 2016/17	Improved the further education and employment prospects for our young people	Every child leaving a NL school is able to share equally in the improving economic picture and achieve the pathway they wish to.	The proportion of young people leaving school in NL and entering a positive destination has shown a year on year improvement. However, of more note is the 8.2% of young people who do not. This can equate to approx 300 children, most of whom are those hardest to reach and disengaged from school.
C21: <b>% of the working age population (aged 16-64) that have no formal qualifications</b> <i>Annual, updated quarterly</i>	13.6% 2017	8.7% 2017	Increased the qualification levels of our workforce	An increase in formal qualifications are important for the working age population in order to increase skills and flexibility within the workforce.	While the proportion of NLs working age population with formal qualifications has shown year on year improvement, a significant number of 16 to 64 year olds have no qualifications (29,400 people). This restricts their ability to access current or developing employment opportunities.
C22: <b>% of children in poverty after housing costs</b> <i>Every 2 years</i>	24.9% 2017	23.0% 2017	Reduced the number of our children and their families living in poverty	No child in NL experiences disadvantages because of poverty.	Child poverty remains a concern in NL, in particular the disparity across wards. NL still has significantly higher levels of child poverty; with all but four wards above the Scottish average.

## 2. Improving Outcomes

- \* **Educational attainment** - % of pupils achieving 5 or more awards at SCQF Level 5 or higher; 5 or more awards at SCQF Level 6; % living in the 20% most deprived areas achieving 5 or more awards at SCQF Level 5 or higher; % living in the 20% most deprived areas achieving 5 or more awards at SCQF Level 6
- \* **Educational attainment, visually and hearing impaired learners** - % of pupils gaining national qualifications level 3 and above in Maths or English within the SCQF framework
- \* **Achievements in national qualifications** - overall average tariff score for pupils in the senior phase, average tariff score for pupils in the senior phase living in SIMD quintile 1 (most deprived area), average tariff score for pupils in the senior phase living in SIMD quintile 5 (least deprived area)
- \* **Educational attainment gap** - % gap between pupils living in SIMD 1-2 compared to SIMD 9-10.
- \* **Participation rate** - % 16-19 year olds engaged with an organisation for the purposes of learning, training, or work
- \* **Pupils leaving school** - % of young people entering a positive destination; % not achieving a positive destination
- \* **Additional Support Needs (ASN) pupils positive destinations** - % of ASN pupils from ASN schools leaving school and entering a positive destination; % of ASN pupils from all schools leaving school and entering a positive destination
- \* **Community learning and development programmes** - % of young people enrolled from the 20% most deprived areas
- \* **Activity agreements** - % of young people on agreements progressing to education training, employment, or volunteering
- \* **Attendance at school** - % attendance for all pupils, primary and secondary school, % attendance for looked after children, % attendance for disabled children

## 3. Day to Day Operations

- \* **Cost of education** - %per primary school pupil, per secondary school pupil
- \* **Satisfaction** - % of adults satisfied with local schools
- \* **HMIe inspection reports, schools** - % of positive reports
- \* **Duke of Edinburgh's Award** - number of certificates awarded
- \* **Accredited youth learning** - number of individuals receiving awards

## 2. Improving Outcomes

What is being measured?	Baseline	Trend	2019/20 Target / threshold	2020/21 Target / threshold	2021/22 Target / threshold
<b>Pi032</b> Educational attainment - % of pupils achieving 5 or more awards at SCQF Level 5 or higher	<b>61%</b> 2017/18 ranked 19 out of 32 Family group average: <b>59.0%</b> National average: <b>62.0%</b>	↑			
<b>Pi033</b> Educational attainment - % of pupils achieving 5 or more awards at SCQF Level 6	<b>32.0%</b> 2017/18 ranked 17 out of 32 Family group average: <b>29.3%</b> National average: <b>34.0%</b>	↔			
<b>Pi034</b> Educational attainment - % of pupils living in the 20% most deprived areas achieving 5 or more awards at SCQF Level 5 or higher	<b>46.0%</b> 2017/18 ranked 8 out of 32 Family group average: <b>43.6%</b> National average: <b>42.0%</b>	↑			
<b>Pi035</b> Educational attainment - % of pupils living in the 20% most deprived areas achieving 5 or more awards at SCQF Level 6	<b>18.0%</b> 2017/18 ranked 8 out of 32 Family group average: <b>16.7%</b> National average: <b>16.0%</b>	↑			
<b>Pi036</b> Educational attainment, visually and hearing impaired learners - % of pupils gaining national qualifications level 3 and above in Maths or English within the SCQF framework	<u>Visually impaired</u> <b>69%</b> <u>Hearing impaired</u> <b>71%</b> 2017/18	↓  ↑			
<b>Pi037</b> Achievements in national qualifications - overall average tariff score for pupils in the senior phase - average tariff score for pupils in the senior phase living in SIMD quintile 1 (most deprived area) - average tariff score for pupils in the senior phase living in SIMD quintile 5 (least deprived area)	<u>overall</u> <b>871</b> 2017/18 ranked 19 out of 32 Family group average: <b>826</b> National average: <b>891</b>	↑			
	<u>Tariff 1</u> <b>654</b> 2017/18 ranked 10 out of 32 Family group average: <b>619</b> National average: <b>618</b>	↑			
	<u>Tariff 5</u> <b>1,205</b> 2017/18 ranked 13 out of 32 Family group average: <b>1,173</b> National average: <b>1,221</b>	↓			

What is being measured?	Baseline	Trend	2019/20 Target / threshold	2020/21 Target / threshold	2021/22 Target / threshold
<b>Pi038</b> Educational attainment - % gap between pupils living in SIMD 1-2 compared to SIMD 9-10. (for P1, P4, P7, S3 in numeracy, reading, writing, and listening and talking)	<u>S3</u> Numeracy 12.4% Reading 14.9% Writing 16.0% Listening and Talking 13.5%				
	<u>P1</u> Numeracy 14.5% Reading 20.3% Writing 20.7% Listening and Talking 15.7%				
	<u>P4</u> Numeracy 19.6% Reading 20.5% Writing 21.4% Listening and Talking 16.0%				
	<u>P7</u> Numeracy 22.2% Reading 22.1% Writing 20.8% Listening and Talking 19.5%				
<b>Pi039</b> Participation rate - % 16-19 year olds engaged with an organisation for the purposes of learning, training, or work	<b>90.5%</b> 2017/18 ranked 25 out of 32 Family group average: <b>91.0%</b> National average: <b>91.8%</b>	↑			
<b>Pi040</b> Pupils leaving school - % of young people entering a positive destination	<b>93.5%</b> 2017/18 ranked 24 out of 32 Family group average: <b>93.7%</b> National average: <b>94.4%</b>	↑			
<b>Pi041</b> Additional Support Needs (ASN) - %pupils from ASN schools, and all schools, leaving school and entering a positive destination	<u>ASN schools</u> <b>65%</b> <u>All schools</u> <b>82%</b> 5 year rolling averages				
<b>Pi042</b> Pupils leaving school - % not achieving a positive destination	<b>5.9%</b> 2017/18	↓			
<b>Pi043</b> Community learning and development programmes - % of young people enrolled from the 20% most deprived areas	<b>43.2%</b> 2018/19	↑	<b>46%</b> + / - 10%	<b>46.5%</b> + / - 10%	<b>47%</b> + / - 10%
<b>Pi044</b> Activity agreements - % of young people on agreements progressing to education training, employment, or volunteering	<b>80.0%</b> 2018/19	↑	<b>66%</b> + / - 10%	<b>67%</b> + / - 10%	<b>68%</b> + / - 10%
<b>Pi045</b> Attendance at school % attendance for all pupils, primary and secondary school % attendance for looked after children % attendance for disabled children	<u>All pupils</u> <b>91.8%</b> 2016/17 ranked 31 out of 32 Family group average: <b>92.7%</b> National average: <b>93.3%</b>	↓			
	<u>Looked after children</u> <b>84.8%</b> 2016/17 ranked 31 out of 32 Family group average: <b>89.6%</b> National average: <b>91.0%</b>	↓			
	<u>Disabled children</u> <b>87.5%</b> 2016/17	↓			

### 3. Day to Day Operations

What is being measured?	Baseline	Trend	2019/20 Target / threshold	2020/21 Target / threshold	2021/22 Target / threshold
Primary school education - cost per pupil	<b>£5,206</b> 2017/18 ranked 22 out of 32 Family group average: <b>£5,046</b> National average: <b>£4,984</b>	↑	This measure is used for benchmarking purposes		
Secondary school education - cost per pupil	<b>£6,677</b> 2017/18 ranked 10 out of 32 Family group average: <b>£6,985</b> National average: <b>£6,880</b>	↑	This measure is used for benchmarking purposes		
Satisfaction - % adults satisfied with local schools	<b>79.0%</b> 2015-18 ranked 9 out of 32 Family group average: <b>76.4%</b> National average: <b>72.3%</b>	↓	This measure is used for benchmarking purposes		
HMIe inspection reports, schools - % of positive reports	<b>92.3%</b> 2018/19	↑	<b>100%</b> + 0 / - 15	<b>100%</b> + 0 / - 15	<b>100%</b> + 0 / - 15
Duke of Edinburgh's Award - number of certificates awarded	<b>241</b> 2018/19	↓	<b>255</b> + / - 10%	<b>260</b> + / - 10%	<b>265</b> + / - 10%
Accredited youth learning - number of individuals receiving awards	<b>1,507</b> 2018/19	↑	<b>1,225</b> + / - 10%	<b>1,250</b> + / - 10%	<b>1,275</b> + / - 10%

#### Trend

This arrow shows the pattern of change from the data in the previous period compared to the current period.

↔ Performance has remained the same since last figure reported

For indicators where a higher number is the preferred direction of travel:

↑ Performance has improved since last figure reported  
↓ Performance has not improved since last figure reported

For indicators where a lower number is the preferred direction of travel:

↓ Performance has improved since last figure reported  
↑ Performance has not improved since last figure reported

The trend arrow is based on a simple statistical comparison of the data from one reporting period to the next, e.g. one year to the next year.

# Inclusive growth and prosperity for all - where North Lanarkshire is the place to Live, Learn, Work, Invest, and Visit

**Shared Ambition**

**The Plan for North Lanarkshire**

**5 priorities  
25 ambition statements  
28 health check indicators**

**Strategic Policy Framework**

**Programme of Work / Activities**

**Strategic Policy Framework**

- \* Children's Services Plan
- \* Child Protection Business Plan
- \* Communication Strategy
- \* Digital and IT Strategy
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- \* Health and Social Care Strategic Plan

**Programme of Work**

- \* **P034** Performance and Improvement
- \* **P040** North Lanarkshire research lab
- \* **P042** Local operating models
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- \* **P044** Looked after children and young people

**Priorities:**

2. Support all children and young people to realise their full potential

3. Improve the health and wellbeing of our communities

**Ambition statement 7** Enhance collaborative working to maximise support and ensure all our children and young people are included, supported, and safe

**Ambition statement 14** Ensure the highest standards of public protection

1. Health Check Indicators	Baseline -NL	Baseline-Scotland	Measuring this indicator will tell us if we have we have	What does success look like	The North Lanarkshire context
C01: <b>Population projections - % change</b> <i>Every 2 years</i>	+1.0% 2016-26	+3.2% 2016-26	Increased our population and net inward migration	Steadily increasing population in NL, and in particular growth in the number of school age children and the working age population.	The NL population is projected to increase 1% by 2026, then decrease by 0.9% to 2041, meaning a net change overall of 0.1% (+233 people) by 2041. Of note is the change in the structure of the population which will see a 16% reduction in the number of school age children and a 10% reduction in the working age population, but a 51% increase in adults aged 65+.
C09: <b>% of babies breastfed at 6- 8 week review - over-all rate</b> <i>Annual</i>	23.1% 2017/18	41.7% 2017/18	Improved the wellbeing of our youngest children	The majority of NLs babies get the best start in life and where issues occur they are addressed at the earliest opportunity.	NL has not experienced the same improvements in this indicator as has been seen nationally. 76.9% of babies in NL are not breastfed at their 6-8 week review. This suggests that fewer babies get the best start in life in NL.
C10: <b>% of children reviewed at 27 to 30 months with no concerns recorded</b> <i>Annual</i>	81.1% 2016/17	82.4% 2016/17	Improved the wellbeing of our youngest children	The majority of NLs babies get the best start in life and where issues occur they are addressed at the earliest opportunity.	While 81.1% of children in NL have no concerns in any domain at their 27-30 month review, there is still 18.9% who have concerns recorded in at least one domain. Early identification of developmental issues is crucial to ensuring that children reach their full potential.
C15: <b>School exclusion rates, looked after children - rate per 1,000 pupils</b> <i>Annual</i>	137.1 2016/17	79.9 2016/17	Reduced the number of our most vulnerable children and young people not in education	No child looked after in NL is excluded from education.	A downward trend indicates that improvements have been made in this indicator, however NLs exclusion rates for looked after children remain higher than the national average and comparator councils.
C22: <b>% of children in poverty after housing costs</b> <i>Every 2 years</i>	24.9% 2017	23.0% 2017	Reduced the number of our children and their families living in poverty	No child in NL experiences disadvantages because of poverty.	Child poverty remains a concern in NL, in particular the disparity across wards. NL still has significantly higher levels of child poverty; with all but four wards above the Scottish average.
C23: <b>Life expectancy at birth - estimates</b> Male Female <i>Annual</i>	75.3 79.4 2015-17	77.0 81.1 2015-17	Improved the life expectancy of our residents	More of NLs residents remain healthy for longer.	Even though life expectancy has continued to rise, gains have started to stall both locally and nationally. Life expectancy for males and females in NL remains below the national average. When considering healthy life expectancy, only 75% of life (for males and females) is spent in good health as compared with Scotland (males 81%, females 77%)

**2. Improving Outcomes**

- \* **Child protection** - % child protection re-registrations within 18 months.
- \* **Balance of care for looked after children** - % of children being looked after who are cared for in the community.
- \* **Placements for looked after children** - % with more than one placement in the last year.

- \* **Co-ordinated support plan** - % of standard requests turned around within 16 weeks.
- \* **Children's social background reports** - % due to be returned, submitted in 20 working days
- \* **Looked after children** - % seen by a supervising officer within 15 days
- \* **Child protection** - number of children on the child protection register; average

number of areas of concern recorded for each child

### 3. Day to Day Operations

\* **Looked after children** - cost of children looked after in residential based services per child per week; gross cost of children looked after in a community setting per child per week.

## 2. Improving Outcomes

What is being measured?	Baseline	Trend	2019/20 Target / threshold	2020/21 Target / threshold	2021/22 Target / threshold
<b>Pi081</b> Child protection - number of children on the child protection register (rate per 1,000 population aged 0 to 15)	<b>2.1</b> 2017				
<b>Pi082</b> Child protection - average number of areas of concern recorded for each child	<b>2.6</b> 2018				
<b>Pi046</b> Child protection - % child protection re-registrations within 18 months	<b>8.7%</b> 2017/18 ranked 27 out of 32 Family group average: <b>4.8%</b> National average: <b>6.1%</b>	↑	This measure is used for benchmarking purposes		
<b>Pi047</b> Balance of care for looked after children - % of children being looked after who are cared for in the community	<b>94.6%</b> 2017/18 ranked 2 out of 32 Family group average: <b>78.4%</b> National average: <b>89.7%</b>	↓	This measure is used for benchmarking purposes		
<b>Pi048</b> Placements for looked after children - % with more than one placement in the last year	<b>4.4%</b> 2017/18 ranked 1 out of 32 Family group average: <b>21.0%</b> National average: <b>20.6%</b>	↓	This measure is used for benchmarking purposes		
<b>Pi049</b> Co-ordinated support plan - % of standard requests turned around within 16 weeks	<b>100%</b> 2018/19	↔	<b>100%</b> + 0 / - 5	<b>100%</b> + 0 / - 5	<b>100%</b> + 0 / - 5
<b>Pi050</b> Children social background reports - % due to be returned, submitted in 20 working days	<b>88.2%</b> 2018/19	↑	<b>87%</b> + / - 5%		
<b>Pi051</b> Looked after children - % seen by a supervising officer within 15 days	<b>85.4%</b> 2018/19	↓	<b>95%</b> + / - 5%		

## 3. Day to Day Operations

What is being measured?	Baseline	Trend	2019/20 Target / threshold	2020/21 Target / threshold	2021/22 Target / threshold
Looked after children - gross cost of children looked after in residential based services per child per week	<b>£2,797</b> 2017/18 ranked 7 out of 32 Family group average: <b>£3,329</b> National average: <b>£3,485</b>	↓	This measure is used for benchmarking purposes		
Looked after children - gross cost of children looked after in a community setting per child per week	<b>£199</b> 2017/18 ranked 2 out of 32 Family group average: <b>£304</b> National average: <b>£328</b>	↑	This measure is used for benchmarking purposes		

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**Shared Ambition**

**The Plan for North Lanarkshire**

**5 priorities  
25 ambition statements  
28 health check indicators**

**Strategic Policy Framework**

**Programme of Work / Activities**

**Strategic Policy Framework**

- \* Children's Services Plan
- \* Child Protection Business Plan
- \* Communication Strategy
- \* Digital and IT Strategy
- \* Education and Families Improvement Plan
- \* Health and Social Care Strategic Plan

**Programme of Work**

- \* **P030** Early year's expansion
- \* **P034** Performance and improvement
- \* **P040** North Lanarkshire research lab

**Priorities:**

2. Support all children and young people to realise their full potential

3. Improve the health and wellbeing of our communities

**Ambition statement 8** Engage children and families in early learning and childcare programmes and making positive transitions to school

1. Health Check Indicators	Baseline -NL	Baseline-Scotland	Measuring this indicator will tell us if we have we have	What does success look like	The North Lanarkshire context
C01: <b>Population projections - % change</b> <i>Every 2 years</i>	<b>+1.0%</b> 2016-26	<b>+3.2%</b> 2016-26	Increased our population and net inward migration	Steadily increasing population in NL, and in particular growth in the number of school age children and the working age population.	The NL population is projected to increase 1% by 2026, then decrease by 0.9% to 2041, meaning a net change overall of 0.1% (+233 people) by 2041. Of note is the change in the structure of the population which will see a 16% reduction in the number of school age children and a 10% reduction in the working age population, but a 51% increase in adults aged 65+.
C10: <b>% of children reviewed at 27 to 30 months with no concerns recorded</b> <i>Annual</i>	<b>81.1%</b> 2016/17	<b>82.4 %</b> 2016/17	Improved the wellbeing of our youngest children	The majority of NLS babies get the best start in life and where issues occur they are addressed at the earliest opportunity.	While 81.1% of children in NL have no concerns in any domain at their 27-30 month review, there is still 18.9% who have concerns recorded in at least one domain. Early identification of developmental issues is crucial to ensuring that children reach their full potential.
C22: <b>% of children in poverty after housing costs</b> <i>Every 2 years</i>	<b>24.9%</b> 2017	<b>23.0%</b> 2017	Reduced the number of our children and their families living in poverty	No child in NL experiences disadvantages because of poverty.	Child poverty remains a concern in NL, in particular the disparity across wards. NL still has significantly higher levels of child poverty; with all but four wards above the Scottish average.
C23: <b>Life expectancy at birth - estimates</b> Male Female <i>Annual</i>	<b>75.3</b> <b>79.4</b> 2015-17	<b>77.0</b> <b>81.1</b> 2015-17	Improved the life expectancy of our residents	More of NLS residents remain healthy for longer.	Even though life expectancy has continued to rise, gains have started to stall both locally and nationally. Life expectancy for males and females in NL remains below the national average. When considering healthy life expectancy, only 75% of life (for males and females) is spent in good health as compared with Scotland (males 81%, females 77%)

**2. Improving Outcomes**

- \* **Early years** - % of children meeting developmental milestones at their 27-30 month review
- \* **Quality ratings of early year provision** - % of funded provision which is graded good or better .

New indicators under development:

As the early year's expansion Programme of Work is rolled out, appropriate indicators will be developed to reflect take up and effectiveness.

**3. Day to Day Operations**

- \* **Pre-school education** - cost for each child registered for early learning and child care.
- \* **HMIe inspection reports, early years** - % of positive reports

## 2. Improving Outcomes

What is being measured?	Baseline	Trend	2019/20 Target / threshold	2020/21 Target / threshold	2021/22 Target / threshold
<b>Pi052</b> Early years - % of children meeting developmental milestones at their 27-30 month review	<b>68.6%</b> 2017/18 <i>ranked 23 out of 32</i> Family group average: <b>45.3%</b> National average: <b>57.1%</b>	↑			
<b>Pi053</b> Quality ratings of early year provision - % of funded provision which is graded good or better	<b>94.7%</b> 2017/18 <i>ranked 11 out of 32</i> Family group average: <b>91.5%</b> National average: <b>91.0%</b>	↑			

## 3. Day to Day Operations

What is being measured?	Baseline	Trend	2019/20 Target / threshold	2020/21 Target / threshold	2021/22 Target / threshold
Pre-school education - cost for each child registered for early learning and child care	<b>£4,626</b> 2017/18 <i>ranked 18 out of 32</i> Family group average: <b>£5,489</b> National average: <b>£4,437</b>	↑			
HMIe inspection reports, early years - % of positive reports	<b>80%</b> 2018/19	↓	<b>100%</b> + 0 / - 15	<b>100%</b> + 0 / - 15	<b>100%</b> + 0 / - 15

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# Inclusive growth and prosperity for all - where North Lanarkshire is the place to Live, Learn, Work, Invest, and Visit

**Shared Ambition**

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**Programme of Work / Activities**

## Strategic Policy Framework

- \* Children's Services Plan
- \* Child Protection Business Plan
- \* Communication Strategy
- \* Digital and IT Strategy
- \* Education and Families Improvement Plan
- \* Health and Social Care Strategic Plan
- \* Tackling Poverty Strategy

## Programme of Work

- \* **P004** Review of Integration / Integration Scheme changes
- \* **P006** Child poverty
- \* **P031** Getting it Right for Every Child (GIRFEC)
- \* **P034** Performance and improvement
- \* **P035** Additional Support Needs (ASN) provision
- \* **P041** Child poverty - anti-poverty approaches
- \* **P042** Local operating models
- \* **P043** Young people on the edges of care
- \* **P044** Looked after children and young people

## Priorities:

2. Support all children and young people to realise their full potential

3. Improve the health and wellbeing of our communities

**Ambition statement 9** Invest in early interventions, positive transitions, and preventative approaches to improve outcomes for children and young people

**Ambition statement 10** Engage with children, young people, parents, carers, and families to help all children and young people reach their full potential

1. Health Check Indicators	Baseline -NL	Baseline-Scotland	Measuring this indicator will tell us if we have we have	What does success look like	The North Lanarkshire context
C01: <b>Population projections - % change</b> <i>Every 2 years</i>	+1.0% 2016-26	+3.2% 2016-26	Increased our population and net inward migration	Steadily increasing population in NL, and in particular growth in the number of school age children and the working age population.	The NL population is projected to increase 1% by 2026, then decrease by 0.9% to 2041, meaning a net change overall of 0.1% (+233 people) by 2041. Of note is the change in the structure of the population which will see a 16% reduction in the number of school age children and a 10% reduction in the working age population, but a 51% increase in adults aged 65+.
C09: <b>% of babies breastfed at 6- 8 week review</b> - overall rate <i>Annual</i>	23.1% 2017/18	41.7% 2017/18	Improved the wellbeing of our youngest children	The majority of NLS babies get the best start in life and where issues occur they are addressed at the earliest opportunity.	NL has not experienced the same improvements in this indicator as has been seen nationally. 76.9% of babies in NL are not breastfed at their 6-8 week review. This suggests that fewer babies get the best start in life in NL.
C10: <b>% of children reviewed at 27 to 30 months with no concerns recorded</b> <i>Annual</i>	81.1% 2016/17	82.4 % 2016/17	Improved the wellbeing of our youngest children	The majority of NLS babies get the best start in life and where issues occur they are addressed at the earliest opportunity.	While 81.1% of children in NL have no concerns in any domain at their 27-30 month review, there is still 18.9% who have concerns recorded in at least one domain. Early identification of developmental issues is crucial to ensuring that children reach their full potential.
C14: <b>School exclusion rates per 1,000 children</b> <i>Annual</i>	35.0 2016/17	26.8 2016/17	Reduced the number of children not in education	No child in NL is excluded from education.	Although NL schools have seen a 25% drop in exclusion rates since 2010/11, rates have remained consistently higher than the national average and comparator councils.
C15: <b>School exclusion rates per 1,000 looked after children</b> <i>Annual</i>	137.1 2016/17	79.9 2016/17	Reduced the number of our most vulnerable children and young people not in education	No child looked after in NL is excluded from education.	A downward trend indicates that improvements have been made in this indicator, however NLS exclusion rates for looked after children remain higher than the national average and comparator councils.
C22: <b>% of children in poverty after housing costs</b> <i>Every 2 years</i>	24.9% 2017	23.0% 2017	Reduced the number of our children and their families living in poverty	No child in NL experiences disadvantages because of poverty.	Child poverty remains a concern in NL, in particular the disparity across wards. NL still has significantly higher levels of child poverty; with all but four wards above the Scottish average.

## 2. Improving Outcomes

- \* **Exclusions from school** - exclusion rate per 1,000 pupils (all pupils); exclusion rate, looked after children, per 1,000 pupils; exclusion rate for children from Additional Support Needs (ASN) schools, per 1,000 children
- \* **Diversions programmes** - number of attendances at programmes

- \* **Provision of financial education** - number of pupils completing financial education
- \* **Parent satisfaction** - % who agree / strongly agree that the school keeps them well informed on their child's progress; % who agree / strongly agree that overall they are happy with the school; % who agree / strongly agree that the school is well led

- \* **Family learning programmes** - number of distinct individual participants
- \* **School meal uptake** - % uptake over all programmes

## 3. Day to Day Operations

- \* **Appeals hearings** - % acknowledged within 5 working days
- \* **Appeals hearings** - % heard within 28 working days.

- \* **Appeals hearings** - % notification of decision within 14 working days.

## 2. Improving Outcomes

What is being measured?	Baseline	Trend	2019/20 Target / threshold	2020/21 Target / threshold	2021/22 Target / threshold
<b>Pi054</b> Exclusions from school exclusion rate per 1,000 pupils (all pupils) exclusion rate, looked after children, per 1,000 pupils exclusion rate for children from Additional Support Needs (ASN) schools, per 1,000 children	<u>All pupils</u> <b>35.1</b> 2016/17 ranked 26 out of 32 Family group average: <b>29.3</b> National average: <b>26.8</b>	↑	This measure is used for benchmarking purposes		
	<u>Looked after children</u> <b>137.1</b> 2016/17 ranked 28 out of 32 Family group average: <b>90.5</b> National average: <b>79.9</b>	↑	This measure is used for benchmarking purposes		
	<u>ASN children</u> <b>104.7</b> 2017/18				
<b>Pi055</b> Diversionary programmes - number of attendances at programmes	<b>9,752</b> young people attended the Friday Night Project 2017/18 <b>20,209</b> attended Saturday Sportscene 2017/18				
<b>Pi056</b> Provision of financial education - number of pupils completing financial education	<b>4,205</b> 2018/19	↑			
<b>Pi057</b> Parent satisfaction - % who agree / strongly agree that the school keeps them well informed on their child's progress	<b>86.4%</b> 2018/19	↑	<b>93%</b> + / - 5		
<b>Pi058</b> Parent satisfaction - % who agree / strongly agree that overall they are happy with the school	<b>89.2%</b> 2018/19	↓	<b>94%</b> + / - 5		
<b>Pi059</b> Parent satisfaction - % who agree / strongly agree that the school is well led	<b>87.6%</b> 2018/19	↑	<b>94%</b> + / - 5		
<b>Pi060</b> Family learning programmes - number of distinct individual participants	<b>2,900</b> 2018/19	↑	<b>1,850</b> + / - 10%		
<b>Pi061</b> School meal uptake - % uptake over all programmes	<b>48.6%</b> 2018/19	↑	<b>48.5%</b> + / - 2	<b>49%</b> + / - 2	<b>49.5%</b> + / - 2

## 3. Day to Day Operations

What is being measured?	Baseline	Trend	2019/20 Target / threshold	2020/21 Target / threshold	2021/22 Target / threshold
Appeals hearings - % acknowledged within 5 working days	<b>100%</b> 2018/19	↔	<b>100%</b> + 0 / - 5	<b>100%</b> + 0 / - 5	<b>100%</b> + 0 / - 5
Appeals hearings - % heard within 28 calendar days	<b>100%</b> 2018/19	↑	<b>100%</b> + 0 / - 5	<b>100%</b> + 0 / - 5	<b>100%</b> + 0 / - 5
Appeals hearings - % notification of decision within 14 calendar days	<b>100%</b> 2018/19	↑	<b>100%</b> + 0 / - 5	<b>100%</b> + 0 / - 5	<b>100%</b> + 0 / - 5

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