

2011/12 Children's Services Directorate Scorecard

Reporting Period : **Quarter 4 2011/12**

Contribution to Cross Council Priorities	Progress Summary	Overall Progress	Supporting Measures	Q1	Q2	Q3	Q4
Appraisals	Focus on appraisals has been maintained by leadership teams throughout the last quarter. A number of teams have been identified as having different appraisal processes and timescales, for example, all staff on teaching contracts, which is now being rectified and the data corrected. There remains on our staffing list a significant number of peripatetic teaching staff who work very minimal hours in one year and an alternative appraisal process is being proposed. Significant time is being set aside by leadership teams to prepare for the new process.	Amber	Every year 100% of staff have an appraisal	19%	87%	88%	86%
Staff engagement	Results of the autumn survey were shared with leadership team in January- following this heads of service were asked to take the key messages into their local teams. This has resulted in some good and new practice, for example one head of service has instigated 'Time to Talk' sessions for staff and another has engagement as a standing item on the leadership team agenda. Work continues on how we ensure that key messages are communicated to staff who work in localities and in particular, those staff who 'hot desk' or work in a number of different locations.	Amber	Increase the level of staff engagement NB the engagement score measures the extent to which the organisation is satisfying what employees need to feel engaged	N/A	N/A	72% Baseline	N/A
Consultation	A QA exercised showed that although there was often a great deal of relevant information on consultation, report-writers also need to explicitly state why consultation has not been necessary, if that is the case. However, One report did do this well. Not all reports made it clear how the results of consultation impacted on the final decision. Officers should remember to reference Talking Point records of relevant consultation activity.	Green	Every year we will be able to evidence that consultation has taken place in 100 per cent of major decisions affecting the lives of communities	To be reported in Quarter 4			100%
Equality	Significant improvements have been made this quarter. The one report that did not provide sufficient evidence to meet the criteria for this indicator, it did not include any reference to how due regard to equality had been given. A QA undertaken of how due regard to equality was demonstrated overall within in reports has shown that across the board minor improvement are needed within reports from Children's Services. The outcomes from the QA exercise will be discussed within the Directorate and a specific session on giving due regard within decision making is being planned. In addition, Children's Services are putting actions into place to ensure future reports do give due regard to equality as outlined in the methodology for this indicator.	Amber	Every year we will be able to evidence that equality issues have been considered in 100 per cent of major decisions	To be reported in Quarter 4			89%
Keep within budget	The main pressure on the budget has been around the high number of looked after children and in particular the externally provided residential and fostering placement budgets. These pressures have been partly offset by other savings across the directorate and the allocation of £2m transitional funding from NHS Leeds.	Green	No variation from agreed directorate budget in the year	£7,797,000 overspend	£4,911,000 overspend	£3,840,000 overspend	£19,000 overspend
Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Q1	Q2	Q3	Q4

<p>Create the environment for effective partnership working</p>	<p>Officers supporting each of the Leeds Initiative Boards have begun meeting regularly to develop consistency and partnership between the Boards and the City Priority Plans. A first meeting of the Chairs of each of the LI Boards has also been arranged for April. The March Children's Trust Board meeting included two very good partnership discussions: the first on NEET resulted in a commitment from partners to participate in a further OBA workshop with a focus around a '0-24' approach, skills needs and data sharing; the second on an agreement for next year's education standards reports to include input from the colleges. The Children's Trust Board is continuing to receive and consider regular performance information at city and cluster level. This includes the second round of progress reports against the three obsessions in the CYPP.</p>	<p>Green</p>					
<p>Deliver the Children and Young People's Plan (CYPP) with the aim of creating a Child Friendly City (CFC)</p>	<p>The CYPP is being refreshed, to reflect national and local change; to build on the excellent momentum around the obsessions, and to make clearer links with the Leeds Education Challenge. The CYPP refresh is being reported to Children's Trust Board in April. Progress on CFC work in quarter 4 includes: 40 CFC Young Advisors have been recruited across the city. The Yorkshire Evening Post (YEP) are working in partnership with LCC to develop CFC awards for the city, managed through the newspaper. This will be a great promotion of the CFC initiative. A group of CFC young advisors have been involved in the initial development and met with the editor in February to start to categorise the awards. The Leeds Youth Council have pledged to campaign on 3 of the twelve priorities, following on from their involvement in the consultation and development phase of the CFC, and the CFC seminar with elected members.</p>	<p>Green</p>					
<p>Put in place a joined-up children's directorate</p>	<p>We have completed a restructure to create a single leadership and management structure for children's services. To date consultation with over 3000 staff has either been closed or is in the process of being formally concluded. This consultation means that all staff in these areas know about the proposals for posts in their areas, or are aware of longer term pieces of work that are in development, that they will be formally consulted on at an appropriate time. Over 1900 staff have been placed into positions, with the vast majority being slotted into posts. In some areas, consultation is ongoing and has been extended at the request of staff and Trade Unions. This extension is to support a meaningful dialogue over the proposals for structural change in these areas. This involves 1130 staff, with interviews likely to affect fewer than 100 staff once the proposals are finalised. In those areas where consultation has concluded and staff are being formally slotted into posts, the implementation date was 31 March 2012. Where consultation is still being undertaken it is likely to be by 1 June 2012.</p>	<p>Green</p>	<p>Complete restructure of children's services</p>	<p>Amber</p>	<p>Amber</p>	<p>Amber</p>	<p>Amber</p>
<p>Build a strong relationship with schools which delivers improved outcomes and develops their role in their local area</p>	<p>This term has seen a major review and refresh of our approach following feedback from headteachers. This has changed the nature of the underpinning activity and the restructure of children's services has placed the Leeds Education Challenge (LEC) at the centre of the new directorate's work. We have also begun detailed conversations with the local universities about the contribution they might be able to make. The operational focus now is to substantially increase the engagement by schools and headteachers, to enable more detailed activity to begin. A primary and secondary headteacher have each been seconded on a 0.5 basis to cover Learning Improvement work, that brings headteachers to the heart of directorate decision-making.</p>	<p>Amber</p>					

<p>Develop a high performing and skilled workforce</p>	<p>This quarter the leadership development programme for all recently appointed leaders at tiers 2/3/4 began and many colleagues are now working with a mentor allocated through the council wide mentoring scheme. Information on the engagement survey and liP review was shared with leaders at their first leadership event – plans are now underway for the next engagement survey which will take place in May. Considerable work has been done and will continue throughout the next few weeks in preparation for the launch of the new appraisal process and Cornerstone learning management system. Plans are being developed to ensure staff and the directorate are prepared for the forthcoming changes to the social work 'Assessed Year in Employment' – this work is taking place alongside a joint adults and children's review of social work job descriptions and roles.</p>	<p>Amber</p>					
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			Increase percentage of children's homes that are rated good or better by Ofsted	50%	45%	45%	55%
			Increase percentage of council-run children's centres that are rated good or better by Ofsted	83%	85%	87%	82%
			Increase percentage of pupil referral units rated good or better by Ofsted	67%	67%	67%	67%
			Maintain percentage of initial assessments carried out by social care within timescale	85.9%	80.1%	81.9%	81.5% (7601/9325)
			Maintain percentage of in-depth (or core) assessments carried out by social care within timescale	91.8%	88.9%	89.0%	89.2% (2745/3077)
			Increase percentage of children in care with a qualified social worker	99.4%	100%	99.9% ¹	99.0% ² (1453/1467)
			Increase percentage of children with a child protection plan with a qualified social worker	99.7%	100%	100%	100%
			Increase percentage of complaints resolved within 20 days	63%	62%	76%	74%
			Increase percentage of complaints resolved by the initial investigation ³	96%	95%	98%	95%

City Priority Plans	Overall Progress	Headline Indicator	Q1	Q2	Q3	Q4
Help children to live in safe and supportive families.	↔	Reduce the number of children in care ⁴	1440	1452	1451	1474
Improve behaviour, attendance and achievement.	↑	Raise the level of attendance: primary schools ⁵	94.8%			
	↑	Raise the level of attendance: secondary schools ⁵	92.4%			
Increase the levels of young people in employment, education or training.	↑	Reduce the number of 16- to 19-year-olds who are not in education, employment or training ⁶	8.8% (2099) Not Knowns 7.6% (1874)	8.9% (2024) Not Knowns 28% (6807)	7.9% (1880) Not Knowns 11.3% (2739)	7.8% (1799) Not Knowns 8.9% (2159)

Self Assessment

A large focus of the directorate's activity in quarter 4 has been on concluding the restructure activity that has brought about one integrated directorate, with a range of support at different levels of need. The leadership structure is now virtually complete, and a development programme has begun.

Service redesign work in children's social care has also been completed, to ensure that children's social care services are delivered in a much more integrated way. The new service includes a significant increase in capacity and the new teams are much more locally based around clusters of services so they can work more closely with schools, health visiting teams and other professionals working with children, and develop better and more in-depth relationships.

City priority plan indicator traffic lights are derived from the quartile that Leeds' performance falls into when ranked by all national authorities, based on the most recent confirmed national data releases. This is because quartile rankings are the basis on which the DfE judge the performance of local authorities. Red ratings are where Leeds performance is in the fourth quartile, amber indicators are where Leeds performance is in the third quartile. These indicators have been selected as the 'obsessions' for Children's Services because they are the areas where we are confident that improvements will have a domino effect of a positive impact on a range of other outcomes for children and young people. The direction of travel is assured and work is in progress to bring about improvement in all three of these areas. These are long-term and complex programmes of change, so we are not yet at the point of seeing a shift in these indicator results.

Notes

- 1- Two looked after children did not have a qualified social worker allocated to them on 31 December 2011. Their key worker at the time was a specialist pathway planning advisor and both young people now have a qualified social worker allocated to them.
- 2- Only 1 child was not allocated to any key worker. 9 were allocated to Personal Advisors in the 13+ LAC teams who are unqualified but specialist in supporting young people aged 16+ preparing to leave care and the remainder were allocated to unqualified workers such as social work assistants
- 3- The percentage of quarter 4 complaints resolved within 20 working days can only be calculated 20 working days after the end of April, and complainants have 20 working days after this point to decide if they wish to take a complaint to stage 2.
- 4- Snapshot indicator, as at 30 June 2011, 30 September 2011, 31 December 2011 and 31 March 2012. Please note that in-year data on the number of looked after children is provisional. The confirmed annual result is available later in summer 2012.
- 5- The result is for the 2010/11 academic year.
- 6- The NEET and Not Known figures reported above are the positions as at March 2012. These figures differ to the figures reported in the 'Increase numbers in employment, education or training' report card. The NEET figure reported in the report card is the three month Nov to Jan average which is used as the national measure for NEET. The Not Known figure reported in the report card is the figure as at Jan 2012.