

2012/13 Children's Services Directorate Scorecard

Reporting Period :

Quarter 3 2012/13

Contribution to Cross Council Priorities	Progress Summary	Overall Progress	Supporting Measures	Target	Q1	Q2	Q3	Q4	Executive Portfolio
Appraisals	The completion rates for 6 month reviews were reported corporately mid January. In Children's Services 67% of mid year reviews are recorded as complete. Lists of outstanding mid year reviews have been sent to Heads of Service for action as appropriate.	Amber	Every year 100% of staff have an appraisal	100%	N/A	97.2% (Annual appraisal)	67% (Mid year review)		Neighbourhoods, Planning and Support Services
Staff engagement	The Children's Services Q3 engagement results show a 5% increase in response rates from 25% in Q2 up to 30%, coupled with a nominal reduction in overall engagement scores from 73% in Q2 down to 72%. The top 3 performance gaps in the directorate have remained the same in all 3 engagement surveys to date: how change is managed; quality of leadership; and my opinions matter. However this quarter has seen a new statement emerge with an equally large performance gap, which is: I feel safe to challenge the way things are done at work.	Amber	Extent to which the council is delivering what staff need to feel engaged	74%	70%	73%	72%		Neighbourhoods, Planning and Support Services
Consultation	There was 90% compliance with the criteria, a very significant improvement. Some reports could be even stronger in this regard if section 4.1 included more detail of how people were consulted, and how their views affected the decision. Care should also be taken to very clearly state if and when it was not appropriate to consult the public on any decisions  One report failed to meet the criteria as it failed to give any detail on who was consulted, or if the public needed to be consulted.	Amber	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	100%	38%	20%	90%		Leader
Equality	There was 100% compliance with the performance indicator.  All reports in scope demonstrated evidence to meet the criteria of the performance indicator. The QA carried out identified some good examples of evidence where the equality considerations are a key part of the decision making process. The outcomes from the QA exercise will be discussed with the Directorate inform future reports.	Green	Every year we will be able to evidence that equality issues have been considered in 100 per cent of major decisions	100%	92%	80%	100%		Leader
Keep within budget	After 9 months of the financial year, the directorate is projecting an underspend of £602k against the net managed budget of £132m. At the end of December 2012, there were 84 children & young people in externally provided residential placements and 300 children & young people in placements with Independent Fostering Agencies. These placement numbers continue to compare favourably against the 2012/13 Turning the Curve financial model with overall externally provided placement numbers being -11 [-19 residential and +8 fostering] less than that anticipated in the model.	Green	No variation from agreed directorate budget in the year	£0	(£41k)	(£82k)	(£602k)		Leader

Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Target	Q1	Q2	Q3	Q4	Executive Portfolio
Create the environment for effective partnership working	Discussion has taken place between the chair of Children's Trust Board and the Clinical Commissioning Groups to agree CCG involvement in the Children's Trust partnership. A new Complex Needs Partnership Board is being established as a sub-group of Children's Trust Board to be a strategic inter-agency group that will develop the complex needs strategy for Leeds. Children's Trust Board will be working closely with the Youth Council and Youth Parliament to involve them in the CYPP review in Spring 2013.	Green							Children's Services
Deliver the Children and Young People's Plan (CYPP) with the aim of creating a Child Friendly City	A great deal of work this quarter has involved ensuring all learning places are signed up to work on making Leeds a Child Friendly City. All school councils have received Child Friendly Leeds packs with suggestions of how they can contribute to Child Friendly Leeds. All schools have also been asked to nominate a member of staff to become a Child Friendly Leeds ambassador.	Green							Children's Services
Put in place a joined-up children's directorate	While the vast majority of restructuring within the children's services directorate has successfully taken place, in a small number of services this has not yet been completed due to the need to take account of other developments. A review of the Leeds Youth Offer has recommended that the youth service be restructured to better meet more targeted need (rather than being a 'generalist' service) and it is intended that this restructuring takes place by September 2013. The Skills for Life team is currently undergoing a restructure that will ensure the integration of our work as a council around employers and the progression of young people into jobs. It will also lead to a focusing of the work of the team on implementing the Raising of the Participation Age and reducing the number of young people not in education, employment or training. Restructuring is also still ongoing with the sensory service and the music service.	Green	Complete restructure of children's services	New structures at tier 5 in place by June 2012	Amber	Amber			Children's Services
Build a strong relationship with schools which delivers improved outcomes and develops their role in their local area	<p>The seven seconded headteachers have worked hard to improve relationships with schools and this has been very effective. They have established a brand for their work '4Heads' which is shorthand for 'For heads, by heads, with heads' an approach to school-led school improvement. Amongst other things they have established a website, led workshops for secondary head colleagues and organised two very successful landscape for learning conferences in November 2012 for primary headteachers. The conferences addressed various topics such as city-wide attendance protocols, social networking and Area Inclusion Partnerships.</p> <p>The directorate's new Head of Learning, Gail Webb, took up her post in December 2012, who will have a significant role in the Leeds Education Challenge. The Closing the Gap Lead post has also been recruited to, to work with schools around supporting learners from groups at risk of poor outcomes.</p> <p>Much collaborative work between schools and the council took place in quarter 3 to prepare for the judicial review in relation to the issue of the GCSE English grading boundary. Leeds City Council were at the forefront of this action that involved 46 local authorities, 147 schools, 6 national organisations and a significant number of young people.</p>	Green							Children's Services
Develop a high performing and skilled workforce	<p>The Children's Services Q3 engagement results show an increase in response rates from 25% in Q2 up to 30%, coupled with a nominal reduction in overall engagement scores from 73% in Q2 down to 72%. A small decline in response rates is evident council-wide down from 34% in Q2 to 32%, with the overall engagement score moving up to 68% compared to Q2's 66%. The top 3 performance gaps in the directorate have remained the same in all 3 engagement surveys to date: how change is managed; quality of leadership; and my opinions matter. However this quarter has seen a new statement emerge with an equally large performance gap, which is: I feel safe to challenge the way things are done at work.</p> <p>The new Assessed Year in Employment programme (that replaced the Newly Qualified Social Worker programme) is continuing well with training workshops well attended and Action Learning sets well received. The new Social Care training calendar has been designed in conjunction with the Social Care Senior leaders and will be launched early January. It contains training available for NSWs, Advanced Practitioners, SWAs and Team Managers. Andy Lloyd was appointed head of service for workforce reform and took up post in October 2012. A good deal of work has gone in to developing the structure for this new service and it is anticipated that this will be implemented by April 2013.</p>	Green							Children's Services

		Maintain percentage of children's homes that are rated good or better by Ofsted	100% by 2015	36%	36%	36%		Children's Services
		Increase percentage of council-run children's centres that are rated good or better by Ofsted	82%	84%	84%	84%		Children's Services
		Increase percentage of pupil referral units rated good or better by Ofsted	100%	67%	67%	67%		Children's Services
		Maintain percentage of initial assessments carried out by social care within timescale	80%	72.3%	76.0%	78.2%		Children's Services
		Maintain percentage of in-depth (or core) assessments carried out by social care within timescale	85%	69.2%	75.1%	76.3%		Children's Services
		Increase percentage of children in care with a qualified social worker	100%	99.9%	99.7%	100%		Children's Services
		Maintain percentage of children with a child protection plan with a qualified social worker	100%	100%	100%	100%		Children's Services
		Increase percentage of complaints resolved within 20 days	83%	55%	56%	73%		Children's Services
		Maintain percentage of complaints resolved by the initial investigation <sup>1</sup>	95%	96%	99%	96%		Children's Services

City Priority Plans	Overall Progress	Headline Indicator	Q1	Q2	Q3	Q4	Executive Portfolio
Help children to live in safe and supportive families.	Amber	Reduce the number of children in care <sup>2</sup>	1432	1431	1395		Children's Services
Improve behaviour, attendance and achievement.	Green	Raise the level of attendance: primary schools <sup>3</sup>	95.9%	95.8%	95.8%		Children's Services
	Amber	Raise the level of attendance: secondary schools <sup>3</sup>	94.1%	93.8%	93.7%		
Increase the levels of young people in employment, education or training.	Amber	Reduce the number of 16- to 19-year-olds who are not in education, employment or training <sup>4</sup>	7.0% (1603) Not known: 8.9% (2153)	8.6% (1691) Not known data unavailable	6.0% (1374) Not known: 10.6% (2506)		Children's Services

#### Self Assessment

There has been a substantial increase in the number of young people in education, employment or training (EET) compared to the same period a year ago. The rate of 5.9% in November 2012 represents the lowest NEET rate that there has ever been in the city. There has been a delay nationally in releasing NEET data for other local authorities, so we cannot yet know how this compares with the performance of statistical neighbour authorities and also national levels of NEET. During quarter 3 the Apprenticeship Training Agency was launched, which will create career opportunities for young people to take up apprenticeships in small and medium sized businesses. Also during this quarter, an Expression of Interest around exploring the potential for the development of University Technical Colleges (UTCs) in Leeds was submitted to the DfE. UTCs could enhance the range of learning opportunities available to young people in Leeds, and further develop the relationship between education and business in the city.

The children's homes indicator will remain unchanged for the rest of this financial year, as all homes have been inspected during this cycle. The next cycle of full inspections begins from April 2013. Improvement work is ongoing, and a programme of refurbishment work begins in January 2013 for six children's homes, to improve the living environments for children and young people and to ensure that the homes continue to meet the requirements of the Children's Homes Minimum Standards.

During quarter 3 an action plan was developed (known as the '9 point plan') that sets out how the council intends to work with partners to further improve support for families, strengthen social work and deliver improved outcomes for children. The plan is structured around the 'journey of the child' and the implementation of the 9 Point Plan will be monitored and scrutinised by the Child and Family Scrutiny Panel; Children's Trust Board and Leeds Safeguarding Children Board; the external expert support and challenge board; Corporate Carers and the Children in Care Council.

#### Notes

1 - The percentage of complaints resolved within 20 working days can only be calculated 20 working days after the end of each quarter, and complainants have 20 working days after this point to decide if they wish to take a complaint to stage 2.

2 - Snapshot indicator, as at 30 June 2012, 30 September 2012, 31 December 2012 and 31 March 2013. Please note that in-year data on the number of looked after children is provisional and is confirmed the following autumn.

3 - The quarter 1 result is for half-terms 1 and 2 of the 2011/12 academic year. The quarter 2 result is for half-terms 1 to 4 of the 2011/12 academic year. The quarter 3 result is for half-terms 1 to 5 of the 2011/12 academic year.

4 - The NEET and Not Known figures reported above are the positions as at 30 June 2012, 30 September 2012, 31 December 2012 and 31 March 2013.