

2012/13 Children's Services Directorate Scorecard

Reporting Period :

Quarter 4 2012/13

Contribution to Cross Council Priorities	Progress Summary	Overall Progress	Supporting Measures	Target	Q1	Q2	Q3	Q4	Executive Portfolio
Appraisals	The completion of appraisals was significantly higher than 11/12, however the completion of 6 month reviews was disappointing. Managers have attended the performance ratings workshops in preparation for the introduction of the ratings. In 2013/14 HR will be working with managers within social care to support more employees to complete their appraisals online.	Amber	Every year 100% of staff have an appraisal	100%	N/A	97.2% (Annual appraisal)	67% (Mid year review)	N/A	Neighbourhoods, Planning and Support Services
Staff engagement	Throughout the survey year the Directorate has noted a comparable set of engagement scores (Q4 74%, Q3 72%, Q2 73% and Q1 70%), each quarter achieving a higher result than the council wide average. All performance gaps have improved since Q1, with Q4 finishing above the council wide average in this area as well. CSLT and HR Business Partners have reviewed the years data with a view to formulating specific service area action plans, it is the intention to link this into IIP Action Plans.	Green	Extent to which the council is delivering what staff need to feel engaged	74%	70%	73%	72%	74%	Neighbourhoods, Planning and Support Services
Consultation	There was 87% compliance with the criteria. 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. This can include reference to other sections of the report if these describe the consultation. Care should also be taken to very clearly state if and when it was not appropriate to consult the public on any decisions. Two reports failed to meet the criteria.	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%	87%	Leader
Equality	67% of reports provided evidence that met the criteria (12/18)  The six that did not provide sufficient evidence to meet the criteria did not explicitly reference in the relevant section of the reports how due regard to equality had been considered within the proposals and if any impacts were identified. Of these 5 of the reports were produced for Executive Board which raises an issue about the signing off process within the Directorate. A QA has been undertaken to determine how due regard to equality is demonstrated overall. As with previous quarters report writers are complying with the requirements of the report writing guidance with relevant narrative explicitly referencing potential impacts and findings from the screening and EIAs. The QA carried out identified some very 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 and in particular the signing off process.	Amber	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%	67%	Leader
Keep within budget	The directorate is projecting an underspend of £983k against the net managed budget of £132m. At the end of February 2013, there were 82 children & young people in externally provided residential placements and 311 children & young people in placements with Independent Fostering Agencies. These placement numbers are marginally above the 2012/13 Turning the Curve financial model with overall externally provided placement numbers being +16 [-19 residential and +35 fostering] more than that anticipated in the model.	Green	No variation from agreed directorate budget in the year	£0	(£41k)	(£82k)	(£602k)	(£983k)	Leader

Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Target	Q1	Q2	Q3	Q4	Executive Portfolio
Create the environment for effective partnership working	Partnership commitment to the outcomes of the CYPP was renewed at a CYPP refresh meeting where members of the Youth Council attended. This meeting included an OBA session exploring the issues around substance misuse, as for 2013 onwards we have added minimising substance misuse as part of priority 7. This reflects the importance of the misuse of drugs, alcohol and tobacco by children and adults and its role as a primary factor in many poor outcomes. The format of Children's Trust Board meetings has been revised to be run as workshops at every meeting. This means that meetings are more productive in securing commitments across the partnership to take forward specific shared pieces of work.	Green							Children's Services
Deliver the Children and Young People's Plan (CYPP) with the aim of creating a Child Friendly City	Recent work on making Leeds a child friendly city has focused on gathering the pace and audience for involvement in Child Friendly Leeds through liaison with external organisations such as businesses and third sector groups; increasing children and young people's involvement; further strengthening governance arrangements; ambassador recruitment; and embedding the brand and developing engagement strategies with all partners. Momentum is building in terms of city-wide 'sign-up' and robust systems developed to record pledges of support. Two Olympic divers, Alicia Blagg and Hannah Starling have agreed to be CFC ambassadors. Leeds Rhino player Danny McGuire has agreed to be an ambassador focusing on promoting uptake of free school meals.	Green							Children's Services
Put in place a joined-up children's directorate	The restructure of the Skills for Life service is progressing, with some staff having been transferred to City Development to better align work with the Employment and Skills service. Restructuring is also still in the consultation phase for the music service and the sensory service.	Amber	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	Relationships with schools are now greatly improved compared to the starting point when this measure was set. The local authority structure is stabilised, though greatly reduced in size. A sign of the improvement in relationships is that there is an honest and mature approach to the quality of provision. A new school improvement strategy makes clear the local authority view of schools. The relationships with most sponsors and most convertor academies are now good and improving.	Green							Children's Services
Develop a high performing and skilled workforce	A good deal of work has been undertaken over recent months to develop the new Workforce Development service, due to be fully in place by the end of April. This will ensure that each Head of Service has a named workforce development colleague who can work with them to identify training needs and ensure that a high quality programme is developed. The new Workforce Development Service has three priorities, to be: child friendly; informed by restorative practices; and research informed. To this end, we are beginning to make good links with the three Universities in the city as well as with others in the wider region. In early May we are running seven large Restorative Practice Awareness events. Each of these events will allow up to 100 people to attend a morning of training in RP theory and practice.	Amber							Children's Services

		Maintain percentage of children's homes that are rated good or better by Ofsted	100% by 2015	36%	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%	84%	Children's Services
		Increase percentage of pupil referral units rated good or better by Ofsted	100%	67%	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%	78.4%	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%	76.5%	Children's Services
		Increase percentage of children in care with a qualified social worker	100%	99.9%	99.7%	100%	100%	Children's Services
		Maintain percentage of children with a child protection plan with a qualified social worker	100%	100%	100%	100%	100%	Children's Services
		Increase percentage of complaints resolved within 20 days	83%	55%	56%	73%	75%	Children's Services
		Maintain percentage of complaints resolved by the initial investigation <sup>1</sup>	95%	96%	99%	96%	91%	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	1377	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%	94.8%	Children's Services
	Amber	Raise the level of attendance: secondary schools <sup>3</sup>	94.1%	93.8%	93.7%	93.8%	
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)	6.2% (1401) Not known: 6.7% (1578)	Children's Services

#### Self Assessment

During quarter 4 Children's services were successful in meeting all seven LILAC standards. LILAC (Leading Improvements for Looked After Children) is a unique initiative in which young people with experience of the Care system have developed their own good practice standards for services and are trained to assess the performance of local providers against these LILAC standards. The outcome of the assessment of LILAC is important because it is based on the views and experiences of young people and their carers. Achieving this standard is a good measure of our progress in developing a more Child Friendly city and a child-centred social work service. It shows that the new ways of working are making a real difference to the lives of looked after children and young people. As future OFSTED inspections will similarly base their inspections on interviews with children and carers so success in this assessment gives some more confidence that improvements are making a difference and being recognised by children and carers.

Data from the autumn term of 2012 shows that attendance rates are still higher than in the same term of 2010/11 but the increases observed in autumn 2011 have not been sustained in the autumn 2012 term. Falls in attendance at both the primary and secondary phases are largely due to increases in illness in the autumn term. Comparative data covering the autumn 2012 term nationally will be available in the summer term.

The next round of full children's homes inspections begins in April 2013. Each home has one full inspection, followed by one interim inspection each year. During 2012/13 seven out of the eleven homes were judged to be making good progress at their interim inspections. This is the highest grade that can be given at an interim inspection and means that a home has demonstrated continuous improvement in quality of care and outcomes for children and young people, and where appropriate has addressed all requirements and the large majority of recommendations raised at the previous full inspection. This gives some confidence that the direction of travel during the next round of full inspections could be for more homes to be judged as good overall.

This is the last time that timeliness indicators will be reported for initial and core assessments as the DfE's revised statutory 'Working together to safeguard children' guidance that came into effect on 15 April removed the distinction between initial and core assessments.

To benchmark national performance, the DfE use an average of data from November, December and January of each year. This is usually published nationally around April but is not yet available at the time of writing. The projected out-turn for Leeds for 2012 is 6.6%, a reduction from 8.1% in 2011. Not known levels fell by more than 1000 during quarter 4, due to the work undertaken by Connexions providers to contact young people during NEET sweeps and through use of Welfare Call. This means that where young people are identified as being NEET, they can be offered targeted support to help them with pathways to EET. The most recent comparative data (from February 2013) shows that the Leeds percentage of not known (7.0%) was below the national rate of 8.2%.

#### 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. This quarter 4 result is for half-terms 1 and 2 of the 2012/13 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.