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## Report of the Head of Policy, Performance and Improvement

Meeting: Children's Services Scrutiny Board

Date: 1<sup>st</sup> April 2009

Subject: Performance Report Quarter 3 2008/09

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**Electoral Wards Affected:**

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

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### 1 Executive Summary

- 1.1 This report discusses the key performance issues considered to be of corporate significance identified for each of the Directorates as at 31<sup>st</sup> December 2008.

### 2 Purpose of the Report

- 2.1 The purpose of this report is to present the key areas of under performance at the end of Quarter 3 (1<sup>st</sup> October to 31<sup>st</sup> December 2008).

### 3 Background Information

- 3.1 This 'highlight report' has been prepared in readiness for the Accountability process, which included the CLT meeting on 17<sup>th</sup> February, Leader Management Team on 19<sup>th</sup> February 2009 and the Scrutiny Boards in the March/April cycle.
- 3.2 The issues discussed in this report have been identified because performance in these areas impacts upon one of the following, the delivery of our corporate priorities, performance against the National Indicator set which will be reflected in our CAA judgement or the lack of assurance relating to data quality.
- 3.3 To accompany this report the following information is provided:

**Appendix 1 corporate balanced scorecard** – This provides an overall summary of progress for the whole of the Leeds Strategic Plan and Council Business Plan.

**Appendix 2 Performance Indicator Report** - This appendix list the Q3 performance indicator results for the indicators taken from the Leeds Strategic Plan, along with those from the rest of the 198 national indicator set and any locally agreed indicators for which quarterly results are available. Also included are the full year results for a number of indicators where these are now available.

## 4 Children's Services Performance Issues

Currently, there are two key indicators within Children and Young People's Social Care (C+YPSC) that are underperforming, namely **NI66 – Looked after children cases which were reviewed within required timescales** and **LSP – HW2Bi – number of children looked after and rate per 10,000**. Specific comments about these indicators are provided below but given the issues the service is currently facing, it is important to look at the overall context for change and improvement.

In order to address this a Social Care Transformation Programme has been developed. This is the most important priority within Children's Services currently and is being led by the Director of Children's Services and her senior leadership team. The key issues the programme is dealing with are: service delivery, service transformation, HR, information management, financial management, performance management and preparing for inspection.

The objectives of the transformation programme are:

1. To improve outcomes for all children, especially the most vulnerable;
2. To deliver a children's social care service that provides consistently high quality care and provides value for money;
3. To have in place a children's social care workforce with high levels of professionalism, confidence and quality of delivery;
4. To maximise the existing capacity within the wider children's services context

The key products of the transformation programme will be:

- Improved assessment and duty provision;
- Improved quality of children's social care practice;
- Services to better meet the needs of looked after children;
- Maximised resources and capacity within wider children's services
- Strengthened leadership and management
- Strong support services, system and business processes to support and inform the transformation agenda.

The programme will be delivered through a formalised rapid improvement methodology focused on using data and involving staff to identify and solve problems and achieve sustainable results quickly.

### **NI 66 – Looked after children cases which were reviewed within required timescales**

This indicator measures the proportion of children in care which have had all the statutory reviews that they are due to have within the required timescales. The results achieved (77.4%) reflect the fact that throughout the year a number of children are not getting their reviews within the specified timescales. The year end predicted result (70% against an annual target of 80%) reflects the fact that reviews completed on time will continue in quarter 4 at the same rate as the first three quarters.

To increase the timeliness of reviews two additional Independent Reviewing Officers (IRO) will be recruited during quarter 1 and further changes to the IRO role will be made. The additional capacity to undertake reviews should significantly increase the timeliness with which they are taking place.

### **LSP – HW2Bi – number of children looked after and rate per 10,000**

This indicator measures the number of citizen children being looked after by the local authority. The issues with this indicator have been well documented for a number of years. Currently at 81.6 per 10,000, Leeds performs less well than the England average (54.3 per 10,000) and its

statistical neighbours (59.5 per 10,000). The Integrated Service Board has agreed to tackle this issue as a joint commissioning process through the Children's Services Unit. In addition to this, achieving a sustainable decrease in the number of looked after children in Leeds is one of the major areas of work to be addressed within the Transformation Programme outlined above under the work stream relating to service delivery.

### **NI43 Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody**

This indicator measures the number of young people in the youth justice system receiving a conviction who are sentenced to custody. Quarter 3 performance (11.3%) and the predicted full year result (12%) are far above the 6.8% annual target which is set by the Youth Justice Board. Performance can be affected by a number of issues including the sentencing approach of magistrates, scale and seriousness of offending etc. The YOS have been working with magistrates to discuss sentencing and the need to curb 'excess' custodial sentencing. The service has also used consultants to focus on specific issues to Leeds and is implementing the findings of their report. It should also be noted that Q3 performance was skewed by particularly high rates of sentencing in the west area of the city.

## **5 Recommendation**

That the Children's Services Scrutiny Board note the Quarter 3 performance information and highlight any areas for further scrutiny.

### **Background Papers:-**

Council Business Plan 2008 - 2011

Leeds Strategic Plan 2008 - 2011