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Report of the Director of Children's Services

Executive Board

1st April 2009

Children's Services Update: JAR and APA Progress and Safeguarding Activity

Electoral Wards Affected:

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Eligible for Call In

Not Eligible for Call In

(Details contained in the report)

EXECUTIVE SUMMARY

1.1 This report provides Executive Board with:

- An overview of progress against the recommendations made by the Joint Area Review (JAR) Inspection of Children's Services. The final JAR report was presented to the Executive Board in June 2008 and an Action Plan against the recommendations in July 2008.
- An update on progress against the 'areas for development' identified more recently in the Annual Performance Assessment (APA) of Children's services, presented to Executive Board in January 2009.
- An update of the work done so far in 2009 to review the safeguarding of children and young people in Leeds and the next steps for action to strengthen practice in this area. In view of the particular attention that Leeds is focusing on improving its safeguarding performance the report asks the Board to consider the next stage of this work.

1.2 The information contained at appendix 2 is exempt/confidential under Access to information procedure rule 10.4 (1) (2). The appendix contains information relating to individuals at a Leeds Children's Home and as such the public interest in maintaining the exemption outweighs the public interest in disclosing it.

RECOMMENDATIONS

2. That the Executive Board

Consider the progress made against the Joint Area Review Action Plan and Annual Performance Assessment areas for development and the actions underway and proposed to strengthen performance against safeguarding priorities.

1.0 Purpose Of This Report

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- An update on progress against the 'areas for development' identified more recently in the Annual Performance Assessment (APA) of Children's services, presented to Executive Board in January 2009.
- An update of the work done so far in 2009 to review the safeguarding of children and young people in Leeds and the next steps for action to strengthen practice in this area. In view of the particular attention that Leeds is focusing on improving its safeguarding performance the report asks the Board to consider the next stage of this work.

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2.0 Background Information

2.1 The JAR inspection of children's services in Leeds took place at the end of 2007 with the inspector's final report published in May 2008. The inspection covered all services working with children and young people across the city and particularly the partnership between them. Leeds achieved a score of 'good' overall, with a mixture of 'good' and 'adequate' ratings for the key areas of investigation. There were ten recommendations for action made.

2.2 The latest APA of Children's Services took place at the end of 2008, the details of which were presented to Executive Board in January 2009. This inspection covered only those services provided by Leeds City Council. Leeds achieved an 'adequate' rating overall, with a mixture of 'good' and 'adequate' ratings for the key outcome areas. The final report identified 14 areas for improvement.

2.3 The full list of recommendations/areas for improvement from both inspections, are listed in the table at appendix 1. These cut across the five recognised Every Child Matters outcome areas, however there are common themes in the type of issues they are addressing. These themes are: 14-19 education; outcomes for vulnerable groups; health; and safeguarding. These themes have been used as sub-headings to group the recommendations and areas for improvement in the table at appendix 1 and to structure the commentary on progress below.

2.4 Within the table, a column is included that makes a self-assessment of progress made since the inspection against each of the areas identified. For ease of reference only, this assessment uses the recognised Ofsted grading format of 'poor', 'satisfactory', 'good' and 'excellent'. The commentary below provides detail behind the assessment made against each area.

2.5 In recent months, particular attention has been focused on issues that fall within the category of safeguarding. This attention reflects the importance Leeds attaches to

its safeguarding performance and areas for development identified in both the JAR and APA assessments which graded safeguarding practice as 'adequate'. It is also helping Leeds to respond effectively to the intensified national attention in this area, particularly following the 'Baby P' case, and to prepare for more focused and rigorous inspections specifically around safeguarding activity in the future. Within this context, the latter part of this report focuses particularly on recent safeguarding related learning, activity and progress in Leeds.

3.0 Main Issues

14-19 Education

- 3.1.1 **Progress against three of the key areas** identified under this theme has been **good**. In terms of reducing the number of young people who leave school without a qualification, 97.7% of learners achieved a qualification in 2008. The rate of increase in 2008 was in the top 5% of authorities nationally and consequently the gap with the national average has now closed to 0.9% points. Progress in low-performing secondary schools has also been good. The number of schools below the 2011 Floor Target has reduced from 14 to 6, one ahead of target. Leeds' improvement is in the top 20% nationally. There have also been improvements in value-added scores. The review of 14 – 19 provision is progressing well. Arrangements for Confederations and new college structures have been agreed. The required progress is being made around 'Machinery of Governance' reform (i.e. the process for transferring LSC powers to local authorities). Most 14-19 Progress Check targets are recording good progress.
- 3.1.2 Progress to improve **attendance** has been **satisfactory** with evidence that Leeds is moving in a positive direction. Over the past year Leeds has seen its best ever levels of secondary school attendance and a significant fall in persistent absence. There has been a 22% reduction in the number of persistent absentees between 2005/06 and 2007/08. There has been particular progress in those schools targeted for specific focus. Attention in this area will continue as, whilst significant progress has been made, secondary attendance figures remain 2.5% below the national average. Leeds is classified by the DCSF as an intensive support authority and a reduction of 1.2 percentage points is required in the 2008/09 academic year for the authority to achieve its target of 7.7%. Ongoing intensive support to target schools will enable continued improvement; a new attendance strategy will be completed during the spring with ownership across key partners. Discussions with schools to enable the sharing of best practice and support are ongoing. Improving attendance will be a key priority in the new Children and Young People's Plan.
- 3.1.3 Progress on reducing **the number of young people not in education, employment or training (NEET)** has been **satisfactory**. There has been an improvement in the NEET rate, with the most recent annual figures showing a decline from 10% to 9.5%. The rate of improvement has not been as fast as hoped however. This was reflected in the Annual Performance Assessment. In view of this, the Integrated Strategic Commissioning Board, Children Leeds Learning Partnership, and the 14 to 19 Strategy Group have all made NEET a priority area for attention and effort over the coming year. Recent measures taken include the commissioning from April 2009 of a new main provider of Connexions services which has an excellent track record elsewhere in the country. Additional significant external funding has been secured for targeted NEET activity and new mobile provision has been introduced. Like attendance, reducing NEET numbers is also a priority in the new Children and Young People's Plan.

- 3.1.4 It is too early to make an assessment in relation to the proportion of young people obtaining a Level 3 qualification by the age of 19. Data relating to this from 2008 should be available during the week commencing 23rd March 2009 and an update should therefore be possible at the Executive Board meeting. Progress in this area is closely linked to the work being done to review 14-19 provision (see above). Detailed analysis of the causes behind the limited improvement in level 3 performance in recent years is helping partners identify issues that particularly need to be addressed and this has been supported through an action plan agreed with the Learning and Skills Council.

Outcomes for Vulnerable Groups

- 3.2.1 In terms of outcomes for looked after children, there has been **good progress** in relation to **reducing offending**, with a decrease in the number of offences committed by looked after children and stronger arrangements now in place for better joint working between key partners (e.g. children's homes and the police), faster, targeted referrals towards positive activities and more constructive arrangements to address 'low level' offences. There has also been **good progress** in relation to **LAC exclusions**, with a reduction from 353 in autumn 2007 to 282 in autumn 2008. More targeted support and capacity for this group is now in place.
- 3.2.2 Progress for **looked after children in terms of improved health outcomes**, specifically around dental health, is **satisfactory**. However, a number of measures have been established in recent months to target this area including a dedicated LAC Dental Health Team to provide dental services to all young people in care and the funding of a specialist sexual health nurse for Looked After Children. Further investment in the LAC Health Team and improvements in performance management over the coming year are expected to bring improvements in this area, when 2009 data becomes available. Progress in terms of **looked after children who are NEET** is **satisfactory**. This reflects the wider ongoing challenges around reducing NEETs. Within the context of the work being done to target NEETs, there is further capacity and targeted support to looked after children, but more development of this work is needed to increase its impact.
- 3.2.3 Progress has been **good** in **reducing the number of young offenders who are NEET** with increased numbers of these young people staying on in education. Leeds now has one of highest proportion of school age young offenders in full time provision.
- 3.2.4 Progress on **improving the achievement of black and minority ethnic groups** has been **satisfactory**. The APA area for improvement focuses on children of Kashmiri Pakistani origin and the 5+ A*-C measure for this group on pupil performance has increased by nearly 9% points. However, the 5+ A-C GCSEs including English and maths measure for Bangladeshi and Kashmiri Pakistani pupils has fallen back in the past two years. Overall the majority of black and minority ethnic groups recorded increases in the numbers of pupils leaving school with a qualification in the past two years. Kashmiri Pakistani and Other Pakistani heritage pupils' rates are better than the Leeds average.
- 3.2.5 In primary schools a new project for fourteen schools with high numbers of Pakistani heritage children will consider the causes of underachievement in each school. Good practice is being identified in order for schools to learn from one another. There is evidence that targeted programmes can have a positive impact. However, embedding this success into mainstream provision and for all priority groups is an

ongoing challenge. To support this, various programmes have been brought together into a raising attainment strategy, enabling a better targeting of resources.

- 3.2.6 In terms of improving outcomes as a result of **increased investment in family support and preventative services**, progress has been **satisfactory**. An analysis project in this area by partners at Leeds Metropolitan University has been completed and shared with leaders across children's services organisations through the Integrated Strategic Commissioning Board (ISCB). It has identified particular issues and groups of children (primarily 0-2 year olds and 10-14 year olds) where preventative services can be better targeted and care pathways for children and families most at risk need to be re-modelled, for example with better use of the common assessment framework (CAF) to assist earlier intervention. This intelligence will support more targeted work in the coming months and will also inform the transformation work in Children and Young People's Social Care that is discussed in more detail below.

Health:

- 3.3.1 Overall progress against health recommendations and areas for improvement has been **good**. The latest figures for **teenage conceptions** show rates are declining after several years of increase. In 2006 the rate was 50.9/1000 teenage conceptions in our 15-17 year old population. The rate for 2007 is showing a decrease, down to a rate of 48.1/1000. This is a 4.6% reduction from the baseline figure of 50.4/1000 in 1998. Reducing teenage conceptions remains a priority for children's services partners. New leadership and commissioning arrangements are now in place and starting to make an impact through more targeted service delivery. This has been underpinned with the agreement of a new strategy, additional investment to improve access to support for young people, a social marketing campaign and an initiative to target resources to the six wards with the highest levels of need.
- 3.3.2 Progress in **reducing levels of Infant mortality** has been **good**. The data for 2007 indicates a decline in the infant mortality rate. A support visit from the Department of Health national Support Team produced good outcomes, with the Team positive about the plans in place. The new Infant Mortality Strategy is being implemented with the development of targeted action plans for the areas with highest need.
- 3.3.3 Progress in **establishing the mental health needs of the BME population** has been **satisfactory**. The Joint Strategic Needs Assessment has identified the baseline mental health needs of this group. A more detailed assessment is taking place as part of the ongoing work programme relating to the commissioning of CAMHS provisions.

Safeguarding:

- 3.4.1 The specific work recommended in the JAR around the **electronic case record system (ESCR)** progress is **good**. At the time of the inspection the functionality for recording audit trails did exist, but was not readily accessible or user friendly. As part of the development to meet the national Integrated Children's System requirements this functionality was improved and is now easily accessible for users and more robust. All staff will be using the new version of ESCR over the coming months. As discussed below, improving the ESCR system is an important strand of the improvement programme taking place in children and young people's social care.

- 3.4.2 The **timeliness of child protection conferences and quality of core assessments**, show **satisfactory** progress. Child protection conferences processes have been improved, as have monitoring and management of the system. The latest data show 48.3% of conferences are completed on time, compared with 31% in the quarter prior to the publication of the JAR Action Plan. In terms of core assessments progress has been more limited. Implementation of the new national approach to assessment and IT systems (Integrated Children's System or ICS) is delayed, but assessment training is now ongoing and feedback to date on these sessions has been positive. Again this work forms part of the improvement programme outlined below.
- 3.4.3 Progress on **improving the quality of children's homes** has been **satisfactory**. All but one of these homes have now been judged by OfSTED to be adequate or better. One home was judged to be 'outstanding' with all but one of the remainder judged adequate or good. An update on the current position regarding children's homes is attached at appendix 2.
- 3.4.4 Work to **improve the fostering service** following the inadequate grading at inspection has been **satisfactory**. There has been focused effort to address the areas for improvement identified by the inspection. An OfSTED monitoring visit took place in mid-February 2009 and at the time of writing no formal feedback has been received.
- 3.4.5 Progress on improving the **timeliness of looked after children's reviews** has been **good**. This reflects investment in additional capacity. During the second quarter, 98% of reviews were on time (although, the year end performance measure will be slower to change due to the cumulative way it is measured), improved performance is expected to continue into 2009/10. Progress on **looked after children and young people participating in their reviews** is **satisfactory**. As outlined in the January 2009 APA report, actions are in place to improve performance more significantly, including training, the development of a specialist participation sub-group within the reviewing team and the introduction of a set of standards for participation. These should make a greater impact as the year progresses.
- 3.4.6 There has been **good** progress on **reducing the number of unfilled Children and Young People's Social Care vacancies**. Current field social worker vacancies are at approximately 1% and targeted initiatives for specific services areas have made a positive impact. This targeted approach will continue to maintain the trend of reducing the overall number of unfilled posts across Children and Young People's Social Care.

Focused work on Safeguarding:

- 3.5.1 The specific focus on safeguarding discussed in 2.5 above is at the forefront of children's services work in Leeds. In the APA Report submitted to Executive Board in January a number of actions were outlined as part of this. These were:
- Strengthened arrangements for leadership and management: reviewing the role of Chief Officer for CYP Social Care and also concentrating more focus on strong operational management.
 - Investment in additional capacity for quality assurance and performance management.

- An audit of child protection cases on all children aged 0-4 years.
- Independently supported evaluation of services, to inform improvement and preparation for future inspections.

3.5.2 Progress against these areas of work has been good. The Chief Officer post was fully reviewed and subsequently advertised during March 2009, with recruitment on track to be completed by early summer 2009. Stronger operational management arrangements within the CYP Social Care leadership team are enabling the Acting Chief Officer to take a more strategic overview of current priorities and challenges across the service. Additional investment in capacity around quality assurance and performance management was agreed as part of the 2009/10 budget.

3.5.3 The audit of child protection cases was completed on time for the end of February 2009. Through this, a clearer understanding has been established around issues of caseload, quality, consistency and timeliness of recording practice, and supervision support in place for social workers. This has informed both longer-term planning within the service and a number of immediate actions including: clearer, distinctive focus on risk-assessment and case-work planning in organising Child Protection Plans; improved case recording practices; and training for social workers to support consistent evidence-based assessments, with feedback from the audit included in the training. This process has been approached positively by staff and led by Service Delivery Managers, with a clear message around opportunities to learn and improve practice collectively.

3.5.4 An initial evaluation of safeguarding practice was also completed at the end of February. This had a broader remit than the audit discussed above, looking at different aspects of practice including decision-making, service management, performance management and workforce development. The evaluation identified a wide variety of good practice and strengths, as well as areas for improvement. Particular themes within the areas for improvement were: the need for greater consistency across a variety of areas of practice, for example in applying the common assessment framework and undertaking a common assessment in appropriate cases; the need to strengthen quality assurance arrangements across different areas of practice, for example by using the role of the Independent Reviewing Officers (IRO) more effectively; and the need to support staff development and retention by providing clearer career structure and opportunities.

Next Steps: CYP Social Care Transformation Programme

3.5.5 The audit and inspection activity, coupled with input from recent external inspections makes clear the need for targeted activity to strengthen and support those services with particularly significant safeguarding responsibilities relating to many of Leeds' most vulnerable young people. Within this context of improving safeguarding performance and ultimately therefore outcomes for young people, a specific transformation programme has been implemented in CYP Social Care. Working with the relevant service leaders, the Director of Children's Services has identified eight distinct areas of practice that this programme will cover. These are listed below, along with a brief explanation of some key elements:

- *Service Delivery*: This strand will pay particular attention to looked after children, establishing a stronger focus on LAC outcomes and using more targeted fieldworker support.

- *Service Transformation:* This incorporates both the re-design of service delivery in key improvement areas, for example in assessments and care planning. It also involves looking at how the workforce can be better supported and developed to deliver improved quality of practice, particularly through improved training.
- *Human Resources:* This strand focuses on ensuring the service is able to evidence safe recruitment practice, meeting the requirements of both the Richard Review by July 2009 and of the new Independent Safeguarding Authority scheme (an improved checking and monitoring scheme launched by the government).
- *Information Management:* This strand focuses on the Electronic Social Care Record (ESCR) system. It has two parts. In the first part immediate work is being done to ensure the system meets existing core business requirements and strengthening business processes to ensure they meet DCSF best practice guidelines. In the second part, by June 2009 a review will be completed to assess how effective the system is in meeting the future data recording and referencing requirements and therefore whether it will enable staff to meet the standards necessary to ensure strong safeguarding practice. Following this review, recommendations will be made about the short and longer-term future of the system.
- *Financial Management:* Over the coming financial year work will be done to establish formal pooled budgets (with health) for areas such as Children and Adolescent Mental Health Services (CAMHS), Children with Disabilities and Looked After Children.
- *Performance Management:* As part of a wider framework of performance management review across children's services this strand will develop more capacity for performance management within CYP Social Care and help to embed a performance management culture across the service. It will also improve capacity and processes for the independent monitoring of front-line practice to increase quality assurance. It is anticipated that the review and first stages of implementation around this work will be completed by September 2009.
- *Preparing for inspection:* A forward-plan of all known inspection activity across Children's services is now being developed to help support more targeted and sophisticated preparation for inspections within services with a particular safeguarding focus.

3.5.6 An action plan for each of these strands of work is being led by a senior officer within children's services, and overseen by the Director through regular reporting to the CYP Social Care Commissioning and Improvement Board. A variety of communication and engagement work with employees both within the service and across children's services more widely has taken place and more work in this area is planned. Taken together these focused strands of work encompass significant change to strengthen safeguarding practice. They will ensure good momentum and self-awareness is in place for the arrival of a new Chief Officer for Children and Young People's Social Care later in 2009.

Wider safeguarding developments:

- 3.5.7 In addition to the targeted activity outlined above, other work is also supporting efforts to strengthen safeguarding activity. The Leeds Safeguarding Children Board (LSCB) will help to monitor the impact of the transformation programme, it will also continue to support the Leeds response to national developments around safeguarding, in particular “The Protection of Children in England” recommendations of Lord Laming’s review in the aftermath of the Baby P case.
- 3.5.8 The Children’s Services Scrutiny Board is undertaking two reviews into safeguarding. The first, on resources, will consider the adequacy of current children’s social work resources to meet core child protection responsibilities. The second, on the wider preventative duty, will consider the universal safeguarding duty and preventative work, particularly at a wedge level. This work is being supported by officers within key front-line services.
- 3.5.9 The combination of actions outlined above demonstrate the commitment in Leeds to strengthening safeguarding practice for children and young people, based on a thorough evaluation of current strengths and weaknesses and with commitment from partners right across children’s services. The involvement of senior leaders, front line staff and elected members in the improvement programme will support collective focus on making progress in this key area of work.

Monitoring of Progress:

- 3.6.1 Progress reports against the recommendations from the Joint Area Review are considered by the Integrated Strategic Commissioning Board. This is the Board overseeing the duty to cooperate across the Executive of relevant & key partners. The recommendations from the JAR and areas for improvement in the APA have informed the development of the new Children and Young People’s Plan and will shape the prioritisation of work and resources over the coming years. The issues identified through these inspections also feed into the quarterly reporting of performance to the Children’s Services Scrutiny Board. The Corporate Governance and Audit Committee also receives reports on progress against the JAR Action Plan.
- 3.6.2 The specific activity taking place around safeguarding is being overseen by the Director of Children’s Services and reported regularly to both the Executive Member for Children’s Services and the Council’s Corporate Leadership Team. It is likely that close monitoring of this area will continue for some time, not only to ensure the short and medium-term improvement of practice in Leeds, but also to respond to the recommendations and subsequent changes arising from the Laming Review.

4.0 Implications For Council Policy And Governance

- 4.1 There are no specific implications for Council Policy and Governance in this report.

5.0 Legal And Resource Implications

- 5.1 There are no specific legal or resource implications of this report. The new Children and Young People’s Plan will direct attention and resources to priority areas, which are informed by the recommendations and areas for improvement from the JAR and APA.

6.0 Conclusions

- 6.1 Both the Joint Area Review and Annual Performance Assessment provided a valuable evaluation of progress, strengths and areas for improvement in children's services in Leeds. Partners are working well together to address the areas for improvement and there is a good understanding of where good progress is being made and areas where more focus must continue.
- 6.2 Work relating to safeguarding is a particular priority in Leeds, reflecting both local ambitions for improvement and the wider national context. Leeds has established a thorough understanding of its current priorities in this area and has a clear transformation programme to support improvement. However, safeguarding will remain an ongoing complex challenge and a focus on learning and improvement will need to be a consistent feature of future children's services work.

7.0 Recommendations

- 7.1 That the Executive Board

Consider the progress made against the Joint Area Review Action Plan and Annual Performance Assessment areas for development and the actions underway and proposed to strengthen performance against safeguarding priorities.

8.0 Background Papers

Report to Executive Board, 11th June 2008: Leeds Joint Area Review

Report to Executive Board, 16th July 2008: Children's Services Joint Area Review Action Plan

Report to Executive Board, 14th January 2009: Children's Services Annual Performance Assessment 2008.

Appendix 1: JAR Recommendations/APA Areas for Improvement (listed by theme)

Joint Area Review Recommendation*:	Assessment of progress	Annual Performance Assessment area for Improvement	Assessment of progress
<p><u>14-19 Education:</u></p> <ul style="list-style-type: none"> • Reduce the proportion of young people who leave school with no qualifications • Increase the rate of progress made by pupils in low-performing secondary schools. • Complete the review of 14–19 provision and address the issues involving small school sixth forms, excessive competition and duplication of provision and the low outcomes for some vulnerable groups 	<p>Good</p> <p>Good</p> <p>Good</p>	<p><u>14-19 Education:</u></p> <ul style="list-style-type: none"> • There remain a high proportion of young people who are not in employment, education or training, especially from minority ethnic groups. Progress to improve this has been slow. • The proportion of young people obtaining a Level 3 qualification by the age of 19 is lower than in similar councils and is not improving. • Attendance rates are below those of similar councils despite a significant reduction in the number of persistent absentees. 	<p>Satisfactory</p> <p>Full data unavailable at the time of report publication</p> <p>Satisfactory</p>
<p><u>Outcomes for vulnerable groups:</u></p> <ul style="list-style-type: none"> • Reduce the number of fixed-term exclusions for looked after children • Improve the proportion of looked after children in education, employment and training at age 16 and 17 • Ensure there is sufficient good quality education and training for young people who offend. 	<p>Good</p> <p>Satisfactory</p> <p>Good</p>	<p><u>Outcomes for vulnerable groups:</u></p> <ul style="list-style-type: none"> • The number of looked after children receiving final warnings or convictions over the past year is much higher than similar councils or the national average. • Whilst there has been some improvement in the rate of dental checks over the past year, there has been a reduction in the number of looked after children receiving annual health checks. Performance remains much lower than in similar councils. • Despite marked improvements in the achievement of children of Black Caribbean and Black African heritage, the achievement of children from some other minority ethnic backgrounds remains low, particularly children of Kashmiri Pakistani origin. • High levels of investment in family support and preventative services are not yet leading to improved 	<p>Good</p> <p>Satisfactory</p> <p>Satisfactory</p> <p>Satisfactory</p>

<p><u>Health:</u></p> <ul style="list-style-type: none"> Establish the mental health needs of the increasing number of 0-19 Black and minority ethnic population. 	<p>Satisfactory</p>	<p>outcomes for many young people.</p> <p><u>Health:</u></p> <ul style="list-style-type: none"> The number of teenage conceptions remains high and the rate has not decreased since the baseline of 1998. Although the council and its partners have taken action and have agreed a new strategy, in 2004-06 the infant mortality rate is significantly higher than the national average. 	<p>Good</p> <p>Good</p>
<p><u>Safeguarding:</u></p> <ul style="list-style-type: none"> Ensure all initial child protection conferences happen on time and all core assessments are of good quality Ensure the electronic case record system (ESCR) provides a fixed and permanent audit trail of entries made 	<p>Satisfactory</p> <p>Good</p>	<p><u>Safeguarding:</u></p> <ul style="list-style-type: none"> Action taken to improve the quality of children's homes has yet to have a significant impact across the provision as a whole. The council's fostering service has recently been judged inadequate. The timeliness of reviews for looked after children has improved but remains significantly below the national average and that found in similar councils. Despite continued improvement, the participation by looked after children in their reviews remains much lower than similar councils and nationally. The percentage of unfilled posts for social care staff directly employed for children and families is high and there is too much reliance on temporary staff, with social care vacancy rates nearly twice those found in similar councils. 	<p>Satisfactory</p> <p>Satisfactory</p> <p>Good</p> <p>Satisfactory</p> <p>Good</p>

* One JAR recommendation is not included in this list – this was to disseminate the findings of the report to children and young people. This recommendation was fully met through the development of a young people's version of the final report, shared with young people through schools with the support of 'the Project'.