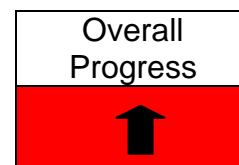


**HW-3a - Improve safeguarding arrangements for vulnerable children and adults through better information, recognition and response to risk**

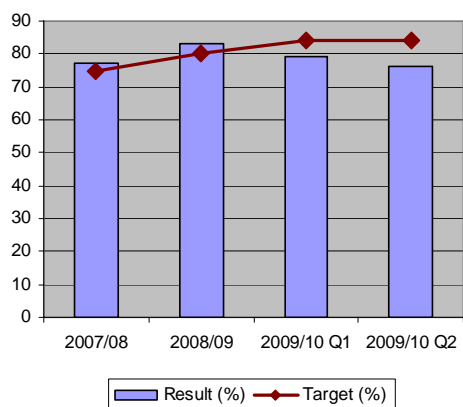
**HW-1e - Improve assessment and care management of children**

**CYPP 9 – Strengthening safeguarding**

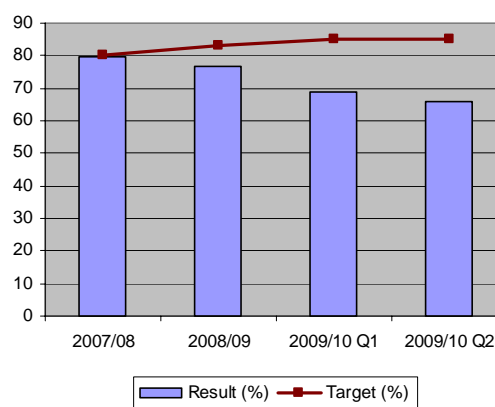


**Lead Officer – Jackie Wilson**

<b>Why is this a priority</b>	If children and young people are to achieve positive outcomes, they need to be safe and secure. With our partners it is important that we can identify when a child or young person is vulnerable, take decisive and timely action to make sure children are safe and to plan with them for a more secure future. If this 'preventative approach' doesn't work there are concerns that children or young people may be at risk of, or suffering, significant harm.
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NI 60 % Core Assessment completed in 35 days



NI 59 % Initial Assessment Completed in 7 days

**Overall Progress to date and outcomes achieved 1<sup>st</sup> April – 30<sup>th</sup> September 2009**

**Overall Summary**

The unannounced inspection highlighted key concerns about the clarity of existing procedural guidance and inconsistent application of these. Case files examined in the inspection and in our own audit work showed a significant variation in quality, and in compliance with recording requirements. There was limited evidence of robust quality assurance frameworks to test compliance with requirements and to assure the safety and quality of work undertaken. To address these issues a new Chief Officer and an interim management team have been brought in. However, there is still much more to do to drive further change and improvement, to embed new procedures and work practices and ensure consistency and high quality. The overall assessment is red due to the fact that key indicators (see graphs above) are underperforming. Some of this underperformance is due to the need to reassess 400 cases following analysis undertaken after the unannounced inspection. This will not need to be repeated. Clearer threshold guidance and a quality framework are now being embedded and SDMs are auditing all referral decisions. Given this activity the quality and timeliness of assessment should improve over time, hence the upward direction of travel.

**Achievements since the last report**

- Immediate follow up on cases of concern identified by Ofsted inspectors and a full review of all referrals since 1/4/09 where no further action was taken to ensure children were not left at risk.
- Implemented revised section 47 Child Protection Enquiry process supplemented by a quality assurance process for all new referrals to ensure the right decision are being made.
- Established Children's Services Corporate Improvement Board (5 meetings held) to support improvement, provide constructive challenge and oversee preparations for an Announced inspection.
- Development of a clear plan with prioritised actions to address areas of weaknesses from unannounced inspection. Longer term actions have also been identified to improve services in the mid to long term.
- Revised guidance on decision-making during referral process along with a suite of clear and succinct 'threshold' guidance documents have been developed and are now in use across CYPSC meaning that there is now:
  - An effective process for routing cases which are not appropriate for social care into other agencies for action
  - An appropriate increase in conversion to initial assessment in referrals which do come into social care
  - An appropriate reduction in the rate of 'no further action' decisions and
  - An increase in the numbers of initial child protection conferences being convened.

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**CYPP 9 – Strengthening safeguarding**

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- A major programme of further audit and QA activity has taken place. The key points are:
  - A retrospective audit of decisions on 1600 cases took place between 22 July and 19 August
  - every '24 hour decision' at the point of referral since 22 July is now subject to a QA review by a service manager
  - compliance checks on over 400 files have been undertaken by internal audit staff and correction sheets issued
  - the new QA framework sets out clear expectations of managers at every level in the service to undertake quality audits of files using the new audit tools and
  - the quality of assessments has improved, with now 4% of decisions requiring urgent action following the senior manager review.
- Programme of managers seminars established (6 delivered and 5 more planned) these have been used to keep managers updated with the rapid changes underway post-inspection and to get their input into the new guidance and procedures.
- Self evaluation for announced inspection completed with an action plan for key improvement areas.
- Implementation of a triage system for referrals received at the contact centre where to ensure appropriate onward referrals are made to services other than social care – this has resulted in a 20% reduction in referrals.
- Electronic Social Care Record (ESCR) system review has been completed and a business case being prepared to transfer to an market leading off the shelf system.
- Implementation and ensuring compliance with HR procedures to ensure CRB checks are refreshed 3-yearly.
- There have been significant changes to the leadership of the service with additional senior posts identified to lead the fieldwork services and changes in personnel in the senior team. The new Chief Officer is supported by an interim team which in addition to experienced social care professionals now includes senior staff with backgrounds in Business Process Re-engineering, Programme Management, ICT and Quality Assurance.
- Significant additional funding has been identified for 12 new Advanced Practitioner posts for this financial year.

**Challenges/Risks**

- Continuing the fast pace of change particularly the impact this has on front line staff in terms of capacity and morale.
- Identification of additional capacity to support the service to deliver the improvement plans.
- Recruitment and retention of Social Workers in an issue in Leeds as well as nationally.
- Lead time for the project to transfer to a new ESCR IT system will be 18-24 months and therefore the service will have to continue to use an unsuitable system which will have an impact on the pace of improvement.
- High likelihood of an announced inspection by Ofsted in the short term.

<b><u>Council / Partnership Groups</u></b>	<b>Children Leeds</b>		
<b><u>Approved by</u></b> <i>(Accountable Officer)</i>	Jackie Wilson	<b><u>Date</u></b>	11/11/09
<b><u>Approved by</u></b> <i>(Accountable Director)</i>	Rosemary Archer	<b><u>Date</u></b>	11/11/09

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<b>Key actions for the next 6 months</b>				
	<b>Action (Desired Achievements)</b>	<b>Contributory Officer / Partner</b>	<b>Milestone / Actions</b>	<b>Timescale</b>
1	Delivery of Unannounced Inspection Action Plan NB the list of key actions/milestones is only a selection of the activities on-going	Jackie Wilson	<ul style="list-style-type: none"> <li>Recruitment of QA and Performance team in CYPSC</li> <li>Continue manager seminar programme</li> <li>Review access and pathways project</li> <li>Roll out revised guidance and thresholds across partner agencies</li> <li>Develop alternative referral process for contact centre</li> <li>Recruitment to advanced practitioner social work posts</li> </ul>	<p>Mar 09</p> <p>On-going Mid Oct Oct</p> <p>On-going</p>
2	Children's Services Corporate Improvement Board – continues to meet to support the improvement/challenge process	Board Members		On-going
3	Review of the operation of the Local Safeguarding Children Board (LSCB) and implement the recommendations of the review to ensure it's effective operation.	Nick Garrett	Review report completed. Next step is to implement the recommendations made.	Nov 09 On-going

<b>Performance Indicators</b>										
Performance indicators aligned to the LSP Improvement Priority										
<b>Reference</b>	<b>Title</b>	<b>Owner</b>	<b>Frequency &amp; Measure</b>	<b>Rise or Fall</b>	<b>Baseline</b>	<b>2008/09 Result</b>	<b>2009/10 Target</b>	<b>2009/10 Quarter 2</b>	<b>Current Predicted Full Year Result</b>	<b>Data Quality</b>
LSP-HW2b(i) a	Number of looked after children (Numerical)	Children and Young People's Social Care (C&YPSC)	Quarterly Numerical	Fall	1281 (2007/08)	1255	1031	1293	1293	No concerns
LSP-HW2b(i) b	Number of children looked after (expressed as a rate per 10,000) excluding unaccompanied asylum seekers	(C&YPSC)	Quarterly Number	Fall	83.8 (2007/08)	82.1	67.5	84.6	84.6	No concerns

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NI 59	The proportion of Initial Assessments undertaken within 7 days	C&YPSC	Quarterly %	Rise	79.9% (08-09)	76.5%	80%	65.9%	65.9%	No concerns
NI 60	The percentage of core assessments that were completed within 35 working days	C&YPSC	Quarterly %	Rise	77.4% (08-09)	83.3%	84%	76.2%	76.2%	No concerns
CYPP P9-1	Ofsted judgement on the quality of Leeds Fostering Service	C&YPSC	Result updated when inspections happen and a judgement is received	N/A	Inadequate (July 2008 visit)	Inadequate	Adequate	Adequate	Adequate	No concerns
CYPP P9-2	Ofsted judgement on the quality of Leeds Private Fostering	C&YPSC	inspections happen and a judgement is received	N/A	Inadequate (July 2008 visit)	Inadequate	Satisfactory	Result updated when inspections happen		No concerns
CYPP P9-3	The proportion of residential homes judged by Ofsted to be good or better	C&YPSC	?	Rise	69% (9 out of 13 homes (08/09)	New PI for 09-10	100% (13 homes)	69% (9 out of 13 homes)	Unable to predict	No concerns
NI 61	Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption	C&YPSC	Quarterly %	Rise	81.4% (07/08)	87.30%	85%	96.0%	96.0%	Some concerns in year but subject to data validation at Q4
NI 63	Stability of placements of looked after children: length of placement	C&YPSC	Quarterly %	Rise	70.5% (Dec 07)	71.3%	75%	72.5%	72.5%	
NI 66	Looked after children cases which were reviewed within required timescale	C&YPSC	Quarterly %	Rise	66.3%	78.2%	89%	84.6%	84.6%	
NI 62	Stability of placements of looked after children: number of moves	C&YPSC	Annual %	Fall	9.5% (07/08)	9.2%	9.5%	Annual PI reported at Q4		No concerns
NI 64	Child Protection Plans lasting 2 years or more	C&YPSC	Annual %	Fall	7.8% (07/08)	7.6%	7.6%	Annual PI reported at Q4		No concerns
NI 65	Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time	C&YPSC	Annual %	Bell Shaped	17.5% (07/08)	8.9%	12.5%	Annual PI reported at Q4		No concerns
NI 67	Percentage of child protection cases which were reviewed within required timescales	C&YPSC	Annual %	Rise	98.4% (07/08)	99%	100%	Annual PI reported at Q4		No concerns

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<b>Reference</b>	<b>Title</b>	<b>Owner</b>	<b>Frequency &amp; Measure</b>	<b>Rise or Fall</b>	<b>Baseline</b>	<b>2008/09 Result</b>	<b>2009/10 Target</b>	<b>2009/10 Quarter 2</b>	<b>Current Predicted Full Year Result</b>	<b>Data Quality</b>
NI 68	Percentage of referrals to children's social care going on to initial assessment	C&YPSC	Annual %	Bell Shaped	56.8%	54.6%	60%	Annual PI reported at Q4		No concerns
NI 71	Children who have run away from home/care	Children's Services	Quarterly Number	Rise	Score of 5	New PI for 09/10	Score of 8	Score of 5	Score of 5	No checklist