

Appendix 1b 2011/12 Children's Services Directorate Scorecard

Reporting Period : Quarter 2 2011/12

Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Q1	Q2	Q3	Q4
Create the environment for effective partnership working	The Children's Trust Board (CTB) is functioning well, with productive relationships at board level. There is also increased front-line partnership and integration work taking place in early adopter clusters and through initiatives such as the 'Early Start' service; that has brought health visiting services and children's centres together. The CTB has agreed a new performance framework and is reviewing the sub-group structure. Good relationships are also being developed with the shadow health and wellbeing board, which will assume statutory responsibility for commissioning, including commissioning of children's services during 2012. The recently published Ofsted report on safeguarding services in Leeds acknowledges that the CTB "provides effective and ambitious leadership" and notes that partners are fully engaged in working together to deliver the CYPP priorities.	Green					
Deliver the Children and Young People's Plan (CYPP) with the aim of creating a Child Friendly City	The agreed approach for addressing the improvement priorities in the CYPP is through outcomes based accountability sessions being held in clusters for each of the three obsession areas, to identify local improvement activity. Clusters are well underway with this process and local action plans are being formulated. A wide range of consultation activity has taken place with young people to shape the Child Friendly City work programme. The Children's Trust Board are developing draft pledges, based on the priorities identified by young people and an Ambassador programme is being developed. The monitoring of the impact of delivery is being done through the new CTB performance framework.	Green					
Put in place a joined-up children's directorate	The JNC tier 3 and 4 recruitment process was delayed due to the Ofsted inspection of safeguarding services. Assessment centres took place in October, with interviews in November. The new Deputy Director: Safeguarding, Targeted and Specialist Services will take up his post in December and the Chief Officer for Partnership Development and Business Support started in October. Interviews for the vacant Deputy Director: Learning, Skills and Universal Services are planned to take place in early December.	Amber	Complete restructure of children's services	Amber	Amber		
Build a strong relationship with schools which delivers improved outcomes and develops their role in their local area	The Leeds Education Challenge is a city-wide commitment to a child friendly city that drives school improvement and reflects the new relationship with schools. The Children's Trust Board recently agreed the leadership structure for the Leeds Education Challenge, which embraces partnership working and includes direction from nationally renowned experts. Changes in the governance structures of much of the secondary provision in Leeds is intended to secure further improvement in pupil outcomes, although a growing number of academy conversions, does have the potential to create fragmentation. Mitigating this is the positive headteacher involvement to date in committing to continued partnership working as part of the 'big conversation;' a discussion with school leaders about the changing relationship between schools and the local authority.	Green					
Develop a high performing and skilled workforce	There has been significant workforce development activity in quarter 2. A directorate workforce development plan has been approved by CSLT; Mark Friedman has delivered OBA awareness sessions to both directorate based staff and to a wider council audience; a full programme of training to support the statutory requirements in early years/social care and youth has been delivered; autumn NQT induction sessions have taken place with numbers up on last year despite charging for the events for the first time; and school improvement and organisational development colleagues have delivered a workshop for newly appointed school NQT induction coordinators. School based leaders and participants from the directorate's 'Aspiring leaders' programme participated in a pilot event run by Common Purpose that brought participants face to face with colleagues from various organisations across the city. Feedback showed that this type of workshop is a useful method of bringing together participants from partner organisations. In September the formal 3 year partnership between the directorate and the Refugee Council came to an end as the funding for the refugee teacher project ceased. This is not the end of the relationship as we will continue to work with RETAS to secure work and voluntary placements in the classroom for refugee teachers, contributing to the diversification of the school workforce. In recognition of the work that has taken place over the last 3 years we were awarded a 'Certificate of Recognition' for the 'outstanding commitment to supporting overseas experienced teachers from refugee backgrounds.'	Green					

			Increase percentage of children's homes that are rated good or better by Ofsted	50%	45%		
			Increase percentage of council-run children's centres that are rated good or better by Ofsted	83%	85%		
			Increase percentage of pupil referral units rated good or better by Ofsted	67%	67%		
			Maintain percentage of initial assessments carried out by social care within timescale	85.9%	80.1%		
			Maintain percentage of in-depth (or core) assessments carried out by social care within timescale	91.8%	88.9%		
			Increase percentage of children in care with a qualified social worker	99.4%	100%		
			Increase percentage of children with a child protection plan with a qualified social worker	99.7%	100%		
			Increase percentage of complaints resolved within 20 days	63%	62%		
			Increase percentage of complaints resolved by the initial investigation	96%	available Dec ¹		

Self Assessment

A significant focus of improvement activity during quarter 2 was concentrated on Ofsted's re-inspection of safeguarding services in Leeds. Inspectors have recognised the significant improvements made across the city. Overall, five of the nine categories that Ofsted assess have been rated as 'good' and four are 'adequate' - there are no longer any categories rated as inadequate. On the key judgements of 'overall effectiveness' we have been rated as 'adequate' and our 'capacity to improve' is now rated as 'good'. The report confirms that the changes we have put in place are making a significant difference to the wellbeing and safety of children in Leeds. The inspection has found that 'arrangements to ensure children are safeguarded are now secure', it highlights 'significant progress in improving outcomes'. The inspectors did not identify any children left at potential risk of harm, and no cases they reviewed were deemed to be inadequate.

The next step on this journey is to address the areas where the inspectors have highlighted that further improvement should be prioritised. These areas mirror those identified in our own self-assessment and include:

- The need to improve our electronic social care record system (ESCR) – where we've started the work to put in place a new system.
- Continuing to improve the timescales for initial children protection conferences.
- Improving the quality of assessments to help achieve a consistent standard across the service.
- Information sharing between partner agencies in relation to domestic violence.

Quarter 2 covers the period when academic year outcomes for 2010/11 become available. Early Years Foundation Stage Profile results show an encouraging improvement in the percentage of children reaching the 'good level of development' indicator requirements, with the 2011 rate of improvement being greater than the national and statistical neighbour rates. At Key Stage 2 (still provisional until December 2011), the trend of longer-term trend of static performance has continued. At Key Stage 4 (still provisional until January 2012) there has been further improvement against the headline measure of the percentage of young people achieving 5 A*-C GCSEs including English and maths GCSE. although the gap to national performance has widened slightly.

There have been improvements in the attendance rates in primary and secondary schools in Leeds. Attendance remains lower in Leeds than nationally and in comparable authorities, but the gap has narrowed because improvement achieved in Leeds is greater than national improvement and improvement in statistical neighbours.

Performance against five of the council business plan indicators for children's services is green. Complaints performance remains largely similar to quarter one; improvement strategies are in place focusing primarily on improving response rates to complaints about children and young people's social care. Response rates to early years and education complaints are above 90%. The indicator on the percentage of children's homes rated good or better has fallen in quarter two. One children's home has been closed as it was no longer fit for purpose. A full review of children's homes is taking place as part of a placements task and finish group.

Notes

1- The percentage of quarter 2 complaints resolved within 20 working days can only be calculated 20 working days after the end of September, and complaints 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 2011 and 30 September 2011.

3 - Half-terms 1 to 4 of the 2010/11 academic year.