

**Report of Assistant Chief Executive (Customer Access and Performance) / Director of Children's Services**

**Report to Children's Services Scrutiny Board**

**Date: 15<sup>th</sup> March 2012**

**Subject: 2011/12 Quarter 3 Performance Report**

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|--|---|--|
| Are specific electoral Wards affected?<br>If relevant, name(s) of Ward(s):   | <input type="checkbox"/> Yes            | <input checked="" type="checkbox"/> No |
| Are there implications for equality and diversity and cohesion and integration?  | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No            |
| Is the decision eligible for Call-In?  | <input type="checkbox"/> Yes            | <input checked="" type="checkbox"/> No |
| Does the report contain confidential or exempt information?<br>If relevant, Access to Information Procedure Rule number:<br>Appendix number: N/A | <input type="checkbox"/> Yes            | <input checked="" type="checkbox"/> No |

**Summary of main issues**

1. This report presents to Scrutiny a summary of the quarter 3 performance data relevant to the Children Services Scrutiny Board. A number of key performance issues have been highlighted for Members attention.

**Recommendations**

2. Members are recommended to:
  - Note the positive progress in relation to the Ofsted Annual Assessment and the lifting of the Improvement Notice.
  - Note the quarter three performance information and the key performance issues raised of the number of looked after children, school place pressures and appraisals and consider if they are satisfied with the work underway to address these issues.
  - Identify any further reports or information that they may require to fulfil their scrutiny role in relation to the delivery of the outcomes for Children's Services.

## **1 Purpose of this report**

- 1.1 This report presents to Scrutiny a summary of the quarter three performance data for 2011-12 which provides an update on progress in delivering the relevant priorities in the Council Business Plan 2011-15 and City Priority Plan 2011-15.

## **2 Background information**

- 2.1 A new set of delivery plans for the Council and the city were adopted by Council in July 2011 and this report is the first performance update setting out the progress in delivery of these plans. The plans and performance management arrangements that form the basis of this report have been developed alongside the revised partnership boards for the city in a whole system approach. Members will note that the delivery of City Priority Plan priorities are shared with partners across the city while the Council Business Plan sets out the Council's contribution to these shared priorities. This report whilst providing an overview of the performance relating to the City Priority Plan deliberately focuses more on the council's contribution which will best enable Scrutiny to challenge the organisation.
- 2.2 The new performance management arrangement include a number of new reports including:
- Performance Reports – these are produced quarterly for the each of the City Priority Plan priorities (these are the same as the obsessions from the CYPP) and for the 5 Cross-Council Priorities in the Council Business Plan. They are a one page summary of progress in delivering the priority including a RAG rating of overall progress. Where possible the headline indicator is shown in a graph to clearly indicate progress and the reports include a look forward to the actions due over the next 3-6 months. We have adopted the principles of outcomes based accountability in these reports.
  - Directorate Priorities and Indicators – a directorate scorecard has been produced for each directorate which sets out the high level progress against each of the directorates priorities and indicators in the Council Business Plan. These are all available on the intranet and published on the Council's website. It also includes the directorates contribution to the cross council priorities and indicators. For Scrutiny purposes these scorecards have been divided up so that each Scrutiny Board receives an update on the priorities within the remit of their Board recognising that these do not necessarily align directly to the Council's directorates in all case. Members will note that this does mean that some priorities will go to two or more Scrutiny Boards and Boards are asked to consider working jointly on any follow up inquiries or nominate a lead Board.
  - Self Assessment – each directorate has the opportunity in this section to raise any other performance issues that might not be directly represented within the directorate priorities and indicators.
- 2.3 These reports are designed to provide a high level overview of performance issues related to the City Priority and Council Business Plans only. Members will need to use this information and the discussion in their boards to identify what further reports and more detailed information they might require in order to fulfil their scrutiny role. Therefore, these reports are designed to be a starting point for the work of the board.
- 2.4 This report includes three appendices:
- Appendix 1a – Performance Reports for the 3 City Priority Plan Priorities (these are the same as the "obsessions" from the CYPP).
  - Appendix 1b – Children's Services Directorate Priorities and Indicators

### 3 Main issues

#### Performance Overview

##### City Priority Plan (CPP)

- 3.1 There are 3 priorities in the Children and Families City Priority Plan (NB these are also the obsessions from the CYPP) and all 3 are assessed as amber with the rating remaining the same as those reported at Quarter 2. These are:
- Help children to live in safe and supportive families – number of children looked after
  - Improve behaviour, attendance and achievement – primary and secondary school attendance
  - Increase numbers of young people in employment, education or training
- 3.2 Members will note that when the performance reports for the 3 obsessions were approved by the Children's Trust Board they included the most up to date data available at the time which was for the end of November 2011. Since then more up to date figures for the numbers of young people not in education, employment or training (NEET), whose status is not known and looked after children (LAC) have become available, for December 2011, and these are provided on the Directorate Scorecard.

##### Council Business Plan

##### *Directorate Priorities and Indicators*

- 3.3 There are 5 Directorate Priorities which support the delivery of the Children's Services priorities. Of these none are red, 1 is amber and 4 are green. These are supported by 10 performance indicators that can be reported at quarter three of these 1 is red, 3 are amber, 5 are green and one has no result. The one red indicator is:
- Percentage of children's homes that are rated good or better by Ofsted.
- 3.4 The number of local authority run Children's Homes rated good or better was 45% (5 of 11) at Q3; a further inspection in January has taken this to 55% with 4 remaining satisfactory and 1 inadequate. Initial Children's Home review and consultation work has been completed, except for an accompanying staffing review, the initial draft report will be ready for the end of February. This work is now informing the development of a Looked After Children's Accommodation sufficiency plan.
- 3.5 The number of complaints resolved within 20 days has improved from red to amber. This is down to more proactive case management and more targeted follow up. Meetings are held with relevant officers to follow up complaints. The complainants are also contacted to answer questions in relation to the original complaints. Many of the complaints are withdrawn when they are followed up.

#### **Key performance issues for Children's Services Scrutiny Board**

##### ***i) Looked-after children***

- 3.6 At Q3 the number of looked after children continues to be high but stable within year. While there are monthly variations the quarter 3 December figure is similar to the number at the end of March. There is a national context to this with the number of children being brought into care in January 2012 hitting an all time high in England. The Children Leeds actions to address this city priority are based on: partnership early intervention and family support strategies to reduce demand over the medium term; improvements in the initial response to cases raised with children's social care; and work on the suitability, sufficiency and cost of placements that addresses both budget issues and the effective transition out of care. The outcomes for these children remains an issue for Scrutiny to monitor.

## **ii) Basic Need - Schools**

- 3.7 The projected deficit in Children's Services' capital budget for the financial year 2014/15 constitutes a significant risk to the Council's ability to meet basic need requirements. The growth in the primary population is ongoing with current peak birth years yet to reach school age; this growth will increasingly impact on secondary places (11-16 age range) with pressure being city-wide by 2015/16. The raising of the participation age will have a further impact on provision but not necessarily school-based provision. National capital funding for schools is only confirmed a year at a time impacting on both planning and the predictability of capital deficits. Additional secondary provision is not yet factored into the level of deficit projected. This is a national issue with consequent competing demands on central government capital funding.

## **iii) Appraisals**

- 3.8 Staff appraisals is a cross council priority and at Q3 88% of Children's services staff had had an appraisal compared to a council average of 94%. Restructuring in the Directorate has meant a significant change in the leadership and management role which has meant that some teams have not had an appropriate manager in place to conduct the 6 month review. Restructuring has also meant that a number of co-ordinators have change role and this has meant some information has not been recorded. Children's services is committed to improving performance during this next period as the directorate structure is finalised.

## **iii) Lifting of Improvement Notice and Improved Ofsted Annual Assessment**

- 3.9 A major success for the directorate in quarter 3 was the decision by the Government to lift the Improvement Notice that Children's Services has been subject to since March 2010. There remain some significant challenges to address not just to sustain our improvements around safeguarding, but also to address some key issues around education. During quarter 3, Ofsted published their annual assessment of Children's Services, which judged children's services in Leeds to be performing adequately. This is an improvement from the previous two years when the service has been judged as performing poorly. The assessment noted that, *"The majority of services, settings and institutions inspected by Ofsted are good or better. The very large majority of provision supports children and young people well in staying safe and the large majority helps them to enjoy their learning."* The new integrated directorate is being implemented and senior staff are being appointed. As part of the new directorate, service planning, appraisal, risk and performance arrangements will continue to be strengthened. The Directorate's commitment to partnership working remains central to meeting the needs of Leeds children and young people.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

- 4.1.1 This report provides an update on performance information and therefore it is not a decision requirement public consultation, however, all performance information is provided to the public via the council's website.

### **4.2 Equality and Diversity / Cohesion and Integration**

- 4.2.1 This report provides an information update only and therefore it is not a decision which required due regard to be given to equality and diversity. However, due regard for equality was given during the development of the City Priority Plan and Council Business Plan.
- 4.2.2 Members will note that these reports provide a high level update only in terms of equalities issues relating to the priorities. However, further analysis and more detailed information is available to underpin and support this high level assessment.

### **4.3 Council Policies and City Priorities**

- 4.3.1 This report provides an update on progress in delivering the council and city priorities in line with the council's performance management framework.

#### **4.4 Resources and Value for Money**

- 4.4.1 There are no specific resource implications from this report; however, it includes a high level update of the Council's financial position as this is a cross council priority within the Business Plan.

#### **4.5 Legal Implications, Access to Information and Call In**

- 4.5.1 All performance information is publically available and will be published on the council and Leeds Initiative websites.

#### **4.6 Risk Management**

- 4.6.1 The Performance Reports include an update of the key risks and challenges for each of the priorities. This is supported by a comprehensive risk management process in the Council to monitor and manage key risks. CLT continue to review the corporate risk register alongside the performance information which ensures that the Council's most significant risks are effectively identified and managed.

### **5 Conclusions**

- 5.1 This report provides an overall summary of the current performance issues relating to the priorities from our strategic plans which are relevant to the Board. These reports cannot cover everything but aim to provide an overview which the Board can use to inform their future work programme.

### **6 Recommendations**

- 6.1 Members are recommended to:

- Note the positive progress in relation to the Ofsted Annual Assessment and the lifting of the Improvement Notice.
- Note the quarter three performance information and the key performance issues raised of the number of looked after children, school place pressures and appraisals and consider if they are satisfied with the work underway to address these issues.
- Identify any further reports or information that they may require to fulfil their scrutiny role in relation to the delivery of the outcomes for Children's Services.

### **7 Background documents**

- City Priority Plan 2011-15
- Council Business Plan 2011-15
- Council and City Performance Management Framework (Draft)