

2011/12 Children's Services Directorate Scorecard

Reporting Period :

Quarter 3 2011/12

Contribution to Cross Council Priorities	Progress Summary	Overall Progress	Supporting Measures	Q1	Q2	Q3	Q4
Appraisals	<p>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. Neither of these staffing issues is likely to get resolved much before end of March as recruitment is ongoing.</p> <p>CSLT leadership team have been made aware of the current picture and the full leadership team will be discussing the current picture and identifying local level actions at a full leadership event on 27 January.</p>	Amber	Every year 100% of staff have an appraisal	19%	87%	88%	
Staff engagement	<p>The results of the employee engagement survey were shared with the full leadership team at a leadership event on Friday 27 January – this event included all tier 3 and 4 leaders as well as chief officers and deputy directors. Following discussions 2 directorate objectives were agreed – the wording of which is still to be finalised. It was also agreed that we would do a directorate based communication around 'you said this... we are doing this....' to go live shortly.</p>	Amber	increase the level of staff engagement	N/A	N/A	72%	
Consultation	An interim assessment made in Quarter 3 suggest that significant improvements in performance against this indicator have been achieved in Q3. Quality assurance suggests that reports are being written in different templates, especially school-related issues, which may be fine, but we may need to explore whether such reports should be included in the VAL3 count.	Green	Every year we will be able to evidence that consultation has taken place in 100 per cent of major decisions affecting the lives of communities	Indicator being developed - to be reported in Quarter 4			
Equality	Qualitative analysis undertaken suggests that this result may not reflect the true position within the Directorate. The agreed definition that is being used for this indicator is very specific in terms of requiring report authors to make reference to screening forms or equality impact assessments (EIA). There are some examples where due regard to equality through a screening form or EIA has been given but has not been explicitly referenced within reports, this is a particular issue for Design and Cost reports. The Directorate has undertaken analysis and where a negative result was recorded all the reports related to school developments. Screenings had been undertaken and reported on at an earlier stage in the process however this was not included in the narrative within the reports. Work has taken place to ensure future reports will report this. The Equality Team are working with directorate colleagues to ensure ongoing improvements are made.	Amber	Every year we will be able to evidence that equality issues have been considered in 100 per cent of major decisions	Indicator being developed - to be reported in Quarter 4			
Keep within budget	Overspend mainly reflects the cost of increased numbers of externally provided residential and fostering placements, £10.2m. This is offset by savings in employee costs, £0.9m, the distribution of the remaining £1.6m Education Leeds operating surplus and £2m of costs more properly charged against standards fund grant.	Red	No variation from agreed directorate budget in the year	£7,797,000 overspend	£4,911,000 overspend	£3,840,000 overspend	

Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Q1	Q2	Q3	Q4
Create the environment for effective partnership working	The lifting of the Improvement Notice gives confidence that partnership arrangements across the city are much improved and characterised by shared commitment and responsibility. An updated improvement plan, that outlines how further progress will be sustained is in the process of being developed. The Children's Trust Board will be instrumental in monitoring this improvement plan. A review has taken place of the sub-group structure of the Children's Trust Board that has included ensuring that any changes dovetail with the Leeds Initiative's other partnership arrangements. The relationship with the shadow health and well-being board continues to develop productively.	Green					
Deliver the Children and Young People's Plan (CYPP) with the aim of creating a Child Friendly City	The ambition to make Leeds a child friendly city has now been recognised and given prominence through the Vision for Leeds and the City Priority Plan 2011 to 2015. This high-level commitment, demonstrated through the series of launch events that took place in September, is immensely helpful in engaging a broad range of partners in working towards making the ambition a reality. Consultation activity with young people has identified 14 priorities over five themes. There is support from the Yorkshire Evening Post to run a series of features on the child friendly city and to institute child friendly city awards in a range of categories. Leeds Trinity and Leeds University have made suggestions for working with the partnership on child friendly city initiatives. Child friendly city ambassadors are being recruited to promote the child friendly city priorities and pledges. December's full council meeting on the state of the city report included child friendly city breakout sessions led by children and young people.	Green					
Put in place a joined-up children's directorate	Appointments have now been made to a number of the posts in the tier 3 and 4 leadership structure, and these staff formally took up their posts at the start of January 2012. After a second round of recruitment in December 2011, the Deputy Director for Learning, Skills and Universal Services post remains vacant, with cover provided through interim leadership capacity. Expressions of interest are taking place in January for a headteacher to take on this leadership role for an initial period of six months, after which the arrangements will be reviewed.	Amber	Complete restructure of children's services	Amber	Amber	Amber	
Build a strong relationship with schools which delivers improved outcomes and develops their role in their local area	During quarter 3, work took place to underpin the Leeds Education Challenge; developing the governance and working arrangements to drive this work forward. In November representatives from across schools joined nationally recognised experts to put some more detail and substance to our plans. School representation will also start to become more closely incorporated into the directorate's leadership, as during quarter 4 we will be establishing a group of between five and ten heads who will meet regularly in support of the interim deputy director leadership model (described above) and work closely with the leadership team to focus on the three key areas of the Leeds Education Challenge: teaching and learning; leadership and management; and schools in challenging circumstances. This approach puts headteachers right at the heart of our leadership arrangements.	Green					
Develop a high performing and skilled workforce	Q3 has seen the momentum maintained around critical development activity, in particular Restorative Practice. Three RP sessions have taken place in the three different areas of Leeds and a number of colleagues had the opportunity to meet with Ted Wachtel and colleagues from Hull in November. Two successful whole school events have taken place at Carr Manor, the second combining RP and OBA. This year's Step Up to social work programme has been recruited in the region and we will once again be offering placements to participants. Discussions are ongoing re: the new social work standards in particular around the first year in social work practice – a directorate wide approach will need to be agreed and in place for September 2012 Recently appointed leaders have had feedback from their assessment centres and all now have an individual development plan. The whole service was reviewed by our internal liP reviewers in November and the directorate shows considerable improvement against all the indicators compared to the last review. Just over 1000 staff participated in the recent employee engagement survey and results of both this and liP will be shared with senior colleagues shortly	Green					

			Increase percentage of children's homes that are rated good or better by Ofsted	50%	45%	45%	
			Increase percentage of council-run children's centres that are rated good or better by Ofsted	83%	85%	87%	
			Increase percentage of pupil referral units rated good or better by Ofsted	67%	67%	67%	
			Maintain percentage of initial assessments carried out by social care within timescale	85.9%	80.1%	81.9%	
			Maintain percentage of in-depth (or core) assessments carried out by social care within timescale	91.8%	88.9%	89.0%	
			Increase percentage of children in care with a qualified social worker	99.4%	100%	99.9% ¹	
			Increase percentage of children with a child protection plan with a qualified social worker	99.7%	100%	100%	
			Increase percentage of complaints resolved within 20 days	63%	62%	76%	
			Increase percentage of complaints resolved by the initial investigation	96%	95%	available late Feb ²	

Self Assessment

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 4 meetings will take place with the DfE to monitor progress, which will reference performance on some of the indicators above.

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 at all levels to support partnership work.

A new improvement plan is being developed to support the CYPP implementation and to provide the platform to achieve our longer-term ambitions of being "outstanding." As part of our improvement arrangements, the directorate will continue to draw on external expertise, support and challenge. We are in the process of setting up a new Leeds Children's Services Challenge and Support Panel, with input across a range of disciplines and from inside and outside the city, to meet twice a year, to maintain the focus on improvement.

Notes

1- Two looked after children did not have a qualified social worker allocated to them on 31 December 2011. Their key worker at the time was a specialist pathway planning advisor and both young people now have a qualified social worker allocated to them.

2 - The percentage of quarter 3 complaints resolved within 20 working days can only be calculated 20 working days after the end of December, and complainants have 20 working days after this point to decide if they wish to take a complaint to stage 2.

3 - Snapshot indicator, as at 30 June 2011, 30 September 2011 and 31 December 2011.

4 - Half-terms 1 to 4 of the 2010/11 academic year. The January school census that contains attendance data for half-terms 1 and 2 of the 2011/12 academic year will be available later in spring 2012.