

2012/13 Children's Services Directorate Scorecard

Reporting Period :

Quarter 1 2012/13

Contribution to Cross Council Priorities	Progress Summary	Overall Progress	Supporting Measures	Target	Q1	Q2	Q3	Q4	Executive Portfolio
Appraisals	Quality Appraisal and PAL briefing sessions attended by over 500 staff. 1-1 training and drop in sessions on using PAL is also being provided to services. The April leadership event was dedicated to appraisal training with the emphasis on quality appraisals as well as PAL system. The July leadership event was dedicated to receiving the survey feedback and to identify actions in service teams – these are now being progressed by the relative service areas.	Amber	Every year 100% of staff have an appraisal	100%	N/A				Neighbourhoods, Planning and Support Services
Staff engagement	In the most recent newsletter from Nigel Richardson he commits the senior team to being more visible and getting out to all parts of the Directorate in the next few weeks. 38% of reports met the criteria. Eight reports failed to meet them, for a variety of reasons: <ul style="list-style-type: none"> report writers failing to state if and why public consultation was not necessary no detail on any recent consultation or any planned consultation failing to refer to consultation activity in section 4.1 that was alluded to in other sections Within the reports that met the criteria there was a wide range of quality in section 4.1. Some reports did not use the standard template and had no section on consultation. The better examples noted extensive user involvement in the decision, but lacked detail on dates or the volume of people participating or their views.	Amber	Increase the level of staff engagement	74%	70%				Neighbourhoods, Planning and Support Services
Consultation	Improvements have been made this quarter. The one report that did not provide sufficient evidence to meet the criteria for this indicator, made no reference within the narrative to an EIA/screening and did not explicitly state how due regard to equality was considered within the proposals. A QA has been undertaken to determine how due regard to equality is demonstrated within reports. This has shown that whilst some reports are in line with the report writing guidance, some significant improvements are still needed for example explicit referencing of any potential impacts and findings from the screening and EIAs. The outcomes from the QA exercise will be discussed within the Directorate inform future reports and the report clearance process.	Red	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	100%	38%				Leader
Equality	After 3 months of the financial year, the directorate is projecting an underspend of £40k against the net managed budget of £132m. In Leeds the number of looked after children has stabilised and there are now the same number of looked after children as there were in late 2010. This contrasts with other local authorities where the number of cases has continued to steadily rise.	Amber	Every year we will be able to evidence that equality issues have been considered in 100 per cent of major decisions	100%	92%				Leader
Keep within budget		Green	No variation from agreed directorate budget in the year	£0	(£41k)				Leader

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Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Target	Q1	Q2	Q3	Q4	Executive Portfolio
Create the environment for effective partnership working	Following on from a productive partnership discussion around NEET at the March Children's Trust Board, this led to a partnership wide NEET OBA session. The resulting Turning the Curve report has been used to develop a high level action plan, so partnership engagement and commitment is leading to practical steps to bring about improvement against our priorities. The CTB is responding to changes in national policy, and Clinical Commissioning Groups have been invited to join the Board. Sub-boards of the CTB are also functioning well: the Troubled Families Board has been established as a multi-agency partnership board and the Leeds Education Challenge Board also met for the first time this quarter.	Green							Childrens Services
Deliver the Children and Young People's Plan (CYPP) with the aim of creating a Child Friendly City	The CYPP refresh was approved at the Children's Trust Board in April. The Leeds Initiative Board received a progress report on Child Friendly City in June and agreed that all members of the LI Board and all partner boards should be asked to commit their organisations to making Child Friendly City pledges. Child Friendly City work in quarter 1 has focused around: recruitment of Voice and Influence Lead and Team, reviewing and strengthening governance arrangements, partnership work with CFC young advisors, reviewing CFC networks and the bulletin with Ambassadors, development of web content and marketing materials ready for the launch in July, commissioning a branding and marketing partner and building effective engagement strategies with businesses and the third sector. At the start of quarter 2 in July there was a very high profile launch for Child Friendly Leeds, attended by the Queen.	Green							Childrens Services
Put in place a joined-up children's directorate	The Children's Services restructure is one of the biggest undertaken by the authority, involving more than 3000 staff across city-wide functions. The vast majority of staff, more than 2500 in total, are now in position across the new structure. Some aspects of work to complete the restructure are dependent on other developments. For example, the health and wellbeing structure is dependent on the finalisation of the Public Health Local Authority transfer, and the proposed review of the sensory service is paused pending consideration of a potential academy transfer.	Green	Complete restructure of children's services	New structures at tier 5 in place by June 2012	Amber				Childrens Services
Build a strong relationship with schools which delivers improved outcomes and develops their role in their local area	More than 20 headteachers are now engaged in steering groups for the five strands of the Leeds Education Challenge (LEC) and seven seconded headteachers leading much of the work. Each strand now has a detailed work programme, and a directory of school improvement information is being developed. This will build a picture of what is happening across the authority in terms of partnerships and to identify future school to school collaborations. A 'Landscape of Learning' event for Leeds primary schools was held in June 2012 that enabled headteachers to share successful work undertaken in the light of the LEC.	Amber							Childrens Services
Develop a high performing and skilled workforce	The leadership programme has continued with further session on Restorative Practice and OBA; and feedback on the quarter 1 engagement survey. All heads of service and colleagues have agreed actions to deliver local level improvement on the council wide actions approved by CLT. Appraisals are continuing – however there have been persistent problems with logging the information and ongoing issues with structures on the system. As at 20 July Children's Services are showing the fewest appraisal completions of any Directorate with less than five working days left for these to be completed. The new intake of social workers attended a 'keeping warm' session where plans for their induction and training were shared along with other information to prepare them for working in Leeds. Detailed work is progressing with foster carers to identify a new programme of support and development for this group of staff.	Amber							Childrens Services

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		Maintain percentage of children's homes that are rated good or better by Ofsted	100% by 2015	36%				Childrens Services
		Increase percentage of council-run children's centres that are rated good or better by Ofsted	82%	84%				Childrens Services
		Increase percentage of pupil referral units rated good or better by Ofsted	100%	67%				Childrens Services
		Maintain percentage of initial assessments carried out by social care within timescale	80%	72.3%				Childrens Services
		Maintain percentage of in-depth (or core) assessments carried out by social care within timescale	85%	69.2%				Childrens Services
		Increase percentage of children in care with a qualified social worker	100%	99.9%				Childrens Services
		Maintain percentage of children with a child protection plan with a qualified social worker	100%	100%				Childrens Services
		Increase percentage of complaints resolved within 20 days	83%	55%				Childrens Services
		Maintain percentage of complaints resolved by the initial investigation ¹	95%	96%				Childrens Services

City Priority Plans	Overall Progress	Headline Indicator	Q1	Q2	Q3	Q4	Executive Portfolio
Help children to live in safe and supportive families.	↑	Reduce the number of children in care ²	1432				Childrens Services
Improve behaviour, attendance and achievement.	↑	Raise the level of attendance: primary schools ³	95.9%				Childrens Services
	↑	Raise the level of attendance: secondary schools ³	94.1%				Childrens Services
Increase the levels of young people in employment, education or training.	↑	Reduce the number of 16- to 19-year-olds who are not in education, employment or training ⁴	7.0% (1,603) Not known: 8.9% (2,153)				Childrens Services

Self Assessment

A major area of real improvement during quarter 4 has been the publication by the DfE of national school attendance data covering the first term of the 2011/12 academic year. Attendance in both primary and secondary schools in Leeds during the Autumn Term reached the highest levels ever. Primary attendance improved by 1.7% on the previous year to 95.9% and secondary attendance increased by 1.7% to 94.1%. The increase in primary attendance places Leeds in the top half of all authorities nationally (rank 61 of 152 local authorities). This improvement evidences the impact of the work we have put in place to transform targeted services for the children and families who are most in need.

Another improvement on performance against our obsessions from last quarter is that Leeds' NEET result now places us in the third quartile nationally, up from the fourth as reported in the quarter 4 directorate scorecard. Based on national comparative data from May 2012, our rank has improved to =104 of 149 authorities from 121 in February 2012.

The number of looked after children (LAC) in June 2012 is at its second lowest point in the last 12 months, and is 2.9% lower than the 2011-12 year-end figure of 1,475. The number of LAC remained stable for three-quarters of the last financial year, but then rose between November 2011 and March 2012. This rise has been reversed since March 2012. Comparative national data will be available in the autumn.

The result of 99.9% of children in care having a qualified social worker is due to delays in recording the named social worker when cases are being transferred between teams.

The Social Work service was reconfigured in quarter one, with new teams being created across the city that are locality-based and offer children and families greater consistency and continuity. This change involved the transfer of cases to the new teams and some initial retraining of staff. In the short-term, this has impacted on performance on the indicators of initial and core assessments being completed within deadline. As the new team working arrangements have settled into place, and backlogs created during the transition period have been cleared, performance has improved back up to previous levels for initial assessments and was 81% in June (the indicator above is measured as a cumulative result.) Performance against core assessments will take slightly longer to come back up to previous levels, due to the additional complexity of the nature of these assessments.

During quarter one, two LA-run children's homes that were previously good were judged to be adequate, and so the percentage of good or outstanding settings has fallen since quarter 4. However the children's home that was judged to be inadequate by Ofsted was re-inspected and judged to be adequate, so there are now no inadequate LA-run children's homes in Leeds. The provisional outcome of one more recent inspection is that one home has been judged to be outstanding, this will be confirmed in next quarter's scorecard.

Notes

- 1 - The percentage of quarter 1 complaints resolved within 20 working days can only be calculated 20 working days after the end of June, and complainants have 20 working days after this point to decide if they wish to take a complaint to stage 2. Data for this indicator is therefore available in late August
- 2 - Snapshot indicator, as at 30 June 2012, 30 September 2012, 31 December 2012 and 31 March 2013. Please note that in-year data on the number of looked after children is provisional. The confirmed annual result for 2011-12 is available in late summer 2012.
- 3 - The result is for half-terms 1 and 2 of the 2011/12 academic year.
- 4 - The NEET and Not Known figures reported above are the positions as at 30 June 2012.