

2012/13 Children's Services Directorate Scorecard

Reporting Period : Quarter 2

Contribution to Cross Council Priorities	Progress Summary	Overall Progress	Supporting Measures	Target	Q1	Q2	Q3	Q4	Executive Portfolio
Appraisals	Completed appraisals were reported corporately on 31.08.12 and the Children's completion rate was 97.21% Work is ongoing with managers to ensure the system is ready for the 6 month reviews and that all exemptions are accurately identified and recorded. The deadline for the completion of the 6 month reviews is 21st December. Briefings are scheduled to assist managers with delivering "quality" 6 month reviews. A mandatory e-learning module will be completed by all employees. Appraisal champions have received additional training around the 6 month reviews and comprehensive guidance is available.	Green	Every year 100% of staff have an appraisal	100%	N/A	97%			Neighbourhoods, Planning and Support Services
Staff engagement	The Q2 engagement survey response rate was low at 25% but the overall engagement score was high at 73%. The greatest performance gaps relate to managing change well and good leadership. The highest scoring areas related to my job makes me want to do the best job I can everyday and I feel that the work I do makes a difference.	Amber	Extent to which the council is delivering what staff need to feel engaged	74%	70%	73%			Neighbourhoods, Planning and Support Services
Consultation	Only 20% (1/5) of reports met the criteria. Four reports failed to meet them, all of which failed to say if residents/service users should have been consulted or not, or give detail of any such activity.	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%	20%			Leader
Equality	Overall 80% (4/5) reports met the criteria. One report did not provide sufficient evidence to meet the criteria for this indicator as it 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 considered and there is evidence of this in the reports that met the criteria. The outcomes from the QA exercise will be discussed within the Directorate inform future reports and the report clearance process. This is being addressed by Children's Services through their Equality and Diversity Board.	Amber	Every year we will be able to evidence that equality issues have been considered in 100 per cent of major decisions	100%	92%	80%			Leader
Keep within budget	After 6 months of the financial year, the directorate is projecting an underspend of £82k against the net managed budget of £132m. At the end of September 2012, there were 87 children & young people in externally provided residential placements and 300 children & young people in placements with Independent Fostering Agencies. These placement numbers continue to compare favourably against the 2012/13 Turning the Curve financial model with overall externally provided placement numbers being -21 [-19 residential and -2 fostering] less than that anticipated in the model.	Green	No variation from agreed directorate budget in the year	£0	(£41k)	(£82k)			Leader
Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Target	Q1	Q2	Q3	Q4	Executive Portfolio
Create the environment for effective partnership working	An example of Children's Trust partnership working in the last quarter is the agreement between the council and the NHS to hold an OBA session to focus on the impact of term-time medical appointments and how these can be managed to minimise the impact on school attendance. A number of no-cost, low-cost ideas have already been formulated. Following a good discussion at the July Children's Trust Board on revised CAF processes, Board members have committed to raise awareness of CAF changes within their own agencies, so that there is a partnership recognition of CAFs as the city-wide model for early intervention work with families. For the quarter 2 round of report cards, Children's Trust Board will operate as small workshops looking at each priority, rather than committee style reporting, to enable partners to focus on action planning.	Green							Children's Services

Deliver the Children and Young People's Plan (CYPP) with the aim of creating a Child Friendly City	In recent months the Child Friendly Leeds work has gathered significant momentum. The development of the 'thumbs up' brand has created a strong and distinctive identity that partners can recognise and sign up to. Discussions with a growing number of business and organisations from all sectors are ongoing with a number of high profile pledges and initiatives underway or in development. On 19 July, to coincide with the visit of Her Majesty the Queen, a significant Child Friendly Leeds launch event was staged, with partners from all sectors and elected members invited to City Varieties to see over 100 children and young people perform dance, drama and poetry celebrating children in the city. Hundreds more children and young people lined Briggate for the royal walkabout. The current focus is on maintaining the momentum from this launch and a clear Child Friendly Leeds action plan is being developed with cross-council input and involvement.	Green							Children's Services
Put in place a joined-up children's directorate	The vast majority of children's services staff across the directorate have been aligned to the new structure, with only a few areas of the directorate remaining where review work has not yet been completed. These are the youth offer, the 14 to 19 service and the music service. Review of the sensory service is on hold pending a potential academy transfer.	Green	Complete restructure of children's services	New structures at tier 5 in place by June 2012	Amber	Amber			Children's Services
Build a strong relationship with schools which delivers improved outcomes and develops their role in their local area	The a Leeds Education Challenge (LEC) Board now has a revised membership and some changes to its governance structure. Meetings held with Primary Headteachers, especially the Landscape for Learning conference held in June, have been particularly successful at engaging many more headteachers in the challenge with a much more positive approach. The LEC has developed the "4Heads" brand for work with Primary schools. This is based on the work of the four seconded primary school headteachers and also has the strap line "For Heads by Heads". The brand has a logo and a website where key documents and updates are located and there are opportunities for virtual networks. In addition the Headteachers have refocused the work of the five strands to become "forums" implying greater engagement and leadership by headteachers, the five fora link more directly to the Ofsted inspection criteria but maintain the original strand work within them. This work will feed directly into the 0-11 partnership. In terms of secondary and post sixteen engagement a similar approach is being developed. The parallel brand has not yet been established but could build on the Leeds Learning Partnership brand that is in place through school improvement.	Green							Children's Services
Develop a high performing and skilled workforce	Appraisals were completed and the majority logged by the end of August 2012. Given the Directorate position at the end of July this reflects the huge effort made by HR and line managers to ensure appraisals were done and recorded. The Q2 engagement results show a decline in response rate across the whole council – in Children's Services the overall response rate was 25%, with the overall engagement score 73%.The top 3 performance gaps have remained the same in all three engagement surveys to date: how change is managed; quality of leadership; and my opinions matter. The new Assessed Year in Employment programme (that replaces the Newly Qualified Social Worker programme) was launched as part of the induction for new social workers. This was done jointly with adult social care and will provide the basis of an ongoing programme of development. Supervisory training for social care team leaders has begun, again in partnership with adult social care, and a new programme of support for experienced social care professionals under the title 'Research in Practice' will go live in early autumn.	Green							Children's Services
			Maintain percentage of children's homes that are rated good or better by Ofsted	100% by 2015	36%	36%			Children's Services
			Increase percentage of council-run children's centres that are rated good or better by Ofsted	82%	84%	84%			Children's Services
			Increase percentage of pupil referral units rated good or better by Ofsted	100%	67%	67%			Children's Services
			Maintain percentage of initial assessments carried out by social care within timescale	80%	72.3%	76.0%			Children's Services
			Maintain percentage of in-depth (or core) assessments carried out by social care within timescale	85%	69.2%	75.1%			Children's Services
			Increase percentage of children in care with a qualified social worker	100%	99.9%	99.7%			Children's Services

		Maintain percentage of children with a child protection plan with a qualified social worker	100%	100%	100%		Children's Services
		Increase percentage of complaints resolved within 20 days	83%	55%	56%		Children's Services
		Maintain percentage of complaints resolved by the initial investigation ¹	95%	96%	99%		Children's Services

City Priority Plans	Overall Progress	Headline Indicator	Q1	Q2	Q3	Q4	Executive Portfolio
Help children to live in safe and supportive families.	Amber	Reduce the number of children in care ²	1432	1431			Children's Services
Improve behaviour, attendance and achievement.	Green	Raise the level of attendance: primary schools ³	95.9%	95.8%			Children's Services
	Amber	Raise the level of attendance: secondary schools ³	94.1%	93.8%			
Increase the levels of young people in employment, education or training.	Amber	Reduce the number of 16- to 19-year-olds who are not in education, employment or training ⁴	7.0% (1603) Not known: 8.9% (2153)	8.6% (1691) Not known data unavailable			Children's Services

Self Assessment

Quarter 2 has seen the launch of Families First Leeds; an initiative funded through the Government's Troubled Families scheme which will tackle anti-social behaviour, improve school attendance, and support parents to move into work over the next three years. Leeds City Council is an early adopter of the scheme and has secured up to £8million in funding over the next three years. It is estimated that around 2,000 families will benefit from the additional support to help reduce offending, improve attainment and raise aspirations.

During quarter 2 national school attendance data was published for the spring term and this shows that for primary attendance Leeds is in the top quartile of local authorities for the first time. This is evidence of the impact of city-wide partnership work to improve attendance and to provide earlier help for families who need support.

Although the percentage of children's homes judged to be good or outstanding has not changed since last quarter, one local authority children's home has improved its grade from good to outstanding. Among other points, the Ofsted report praises the fact that children at the home have full school attendance and are making excellent progress at school. Many of the recommendations and requirements that have been issued to children's homes by Ofsted after this round of inspections have been around arrangements for evaluating the impact of work with children and young people, and around auditing and quality assurance work done by residential home managers, rather than needing to see improvements around the quality of care that young people receive. Even where homes have been judged to be adequate, Ofsted reports have often commented favourably on the quality of relationships between staff and children in the home and described how young people are looked after safely and protected from harm.

The NEET result for quarter 2 is the position as at 30 September 2012. This needs to be understood in the annual cycle of reporting, as September is the month when Year 11 leavers become part of this cohort. Not known data is currently unavailable as returns from schools and colleges about their new starters are being processed, a full update will be given next quarter.

Collaborative improvement work is taking place between the performance service and the customer relations service to identify ways of improving performance on responding to complaints within timescale.

At quarter 1 performance was lower than usual on the indicators for carrying out core and initial assessments to timescale. This had been caused by backlogs that had arisen as a result of restructuring work to children's social work teams. These backlogs have now been overcome and assessments are now being carried out at close to or above target timescales. Performance in August 2012 was 79.9% for the initial assessment indicator and 90.1% for the core assessment indicator, but because these indicators are cumulative throughout the year, the impact of disruption caused in quarter 1 will continue to have an impact on how performance is reported against these indicators for the rest of the reporting year. At the time of reporting there were four looked after children cases that were allocated to social work team managers (who are appropriately qualified) rather than to social workers. These were all cases that were shortly to be transferred to social workers.

Notes

1 - The percentage of complaints resolved within 20 working days can only be calculated 20 working days after the end of each quarter, and complainants 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 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 and is confirmed the following autumn.

3 - The quarter 1 result is for half-terms 1 and 2 of the 2011/12 academic year. The quarter 2 result is for half-terms 1 to 4 of the 2011/12 academic year.

4 - The NEET and Not Known figures reported above are the positions as at 30 June 2012, 30 September 2012, 31 December 2012 and 31 March 2013.