



ST HELENS
BOROUGH COUNCIL

Children's Services Improvement Plan

Children at the heart of everything we do

Foreword

St Helens Borough Council has commenced its journey of improvement for children and families and as the Chief Executive of the council and having started out as a Social Worker in children's social care, I am passionate and committed to building a social work workforce that will drive forward change to make a difference in the lives of our children. It's important to us here in St Helens to ensure we've got the right mix: manageable caseloads, good support from colleagues, positive partnership working, and a range of benefits that allows us to build those relationships with young people and families and be the very best we can be. This Improvement Plan sets out the work we will be doing to achieve this.

Kath

I am so proud of our workforce and how hard they work to make a difference to our children, young people, and their families. This Plan sets out the actions required as we progress on our improvement journey. Updating the plan every six months evidences our commitment and drive to ensure the pace of change is both ambitious and effective.

Cllr Nova Charlton

Our Borough Strategy 2021-2030



Priority 1 - Ensure children and young people have a positive start in life



Priority 2 - Promote good health, independence, and care across our communities



Priority 3 - Create safe and strong communities and neighbourhoods for all



Priority 4 - Support a strong, thriving, inclusive, and well-connected local economy



Priority 5 - Create green and vibrant places that reflect our heritage and culture.



Priority 6 - Be a responsible council



All About Us

St Helens is a large and significant borough at the heart of the Northwest of England, situated in Merseyside and proud to be part of the Liverpool City Region. It is a place of great potential with many strengths and opportunities. It covers an area of 136 square kilometres, 65% of which is greenbelt, is home to over 180,000 residents and 4,800 businesses.



7.5

Happiness Score
(7.5 England)



181,095

People



33,108

Children & Young People



2.9

Anxiety Score
(3.1 England)

St Helens has the highest rate of admissions for alcohol specific conditions (0-17 years), the 4th highest <18 conception rate (showing a small improvement on the previous year) and the 4th highest rate of admissions for mental health conditions (0-17 years) in the Northwest. The life expectancy in St Helens is 2 years below the national average, and it ranks as the 8th most deprived place in terms of health in England.

There are higher rates of childhood obesity than England and our statistical neighbours – 25% of children in year 6 are obese

It has higher than average admissions to hospital for self-harm amongst children and young people (10-24) and the 4th highest rate of admissions for mental health conditions (0-17 years) in the Northwest.

29.8% of children aged 0-15 live in poverty

St Helens has higher rates of referrals to children's social care, children in need, children subject to child protections plans and looked after children than other local authorities in the Northwest and in England.

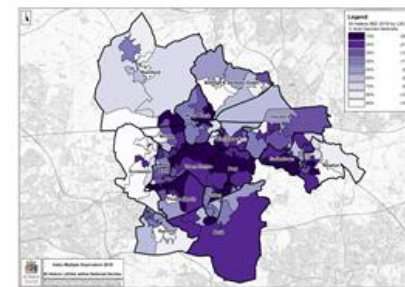
The Borough is not without challenges. In the 2019 Index of Multiple Deprivation (IMD), **St Helens is ranked as the 26th most deprived local authority in England out of 317**. Its relative position has deteriorated since the 2015 IMD. Deprivation measures are not just financial, they include unmet needs, lack of resources and opportunities, poor housing, homelessness, low educational achievement, worklessness, poor health and high levels of morbidity.



A total of 29 lower super output areas (neighbourhoods) are within the 10% most deprived small areas in England.



Almost ¼ of St Helens residents live in the 10% most deprived neighbourhoods in the country



52% of Children in Need in St Helens live in places which are the 10% most deprived wards in England.

St Helens – Bring Brilliant at the Basics

The most recent Ofsted Monitoring Visit took place in July 2022, Ofsted Inspectors acknowledged that progress had started to be made on our mission to be “**Brilliant at the Basics**”

In St Helens we want to ensure **Children are at the heart of everything we do**, that they are safe from harm, live in secure permanent homes, where they are happy, healthy and know and feel they are valued. We want them to achieve well at school, have good family networks and have good emotional wellbeing and mental health.

The principles that underline everything we do are integrity, trust, innovation, and collaboration. This means we want to work with families, to ensure children are safe, and we look beyond children’s social care to our colleagues in schools, in the NHS, in the voluntary and community sector to help us ensure that all children and young people are supported.

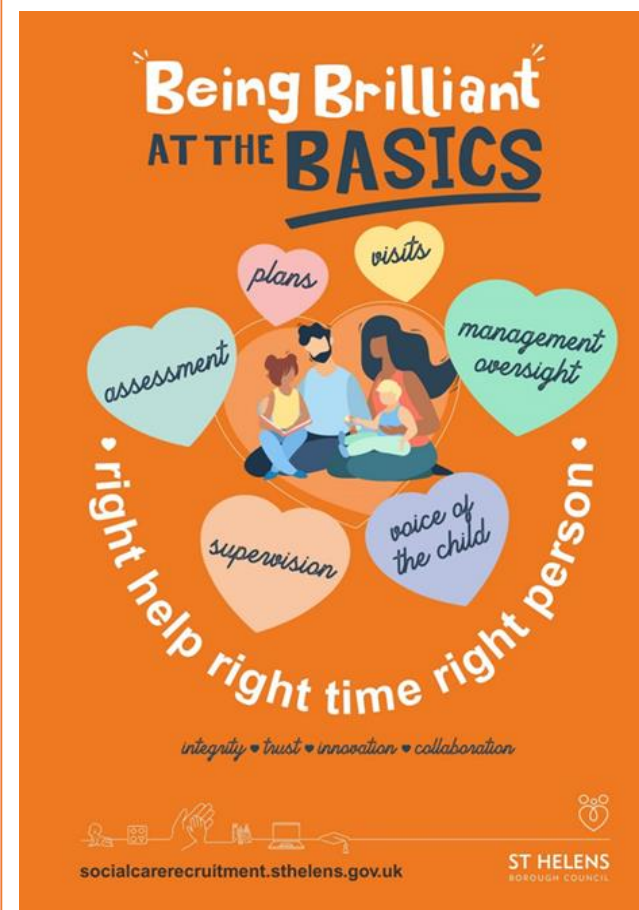
Our Borough Strategy has children and young people at its heart and the start; **Priority One Ensure Children and Young People have a Positive Start in Life** and sets out the vision for St Helens Borough and the outcomes it wishes to achieve.

Our **Children and Young People’s Plan** sets out key priority areas, identified with our children and young people, that all Partners will work together to achieve.

This Children’s Improvement Plan sets out key areas we need to work together on as part of the Improvement Journey; areas we know we can achieve more with, areas where there is more to be developed and achieved. The Improvement Plan will be monitored by Children’s Improvement Board and will be reviewed and updated every six months.

The Improvement Plan has 6 priority areas:

- Being Brilliant at the Basics
- Partnerships
- Workforce
- Quality Assurance
- Permanency
- Leadership





Being Brilliant at the Basics

Children are at the heart of all that we do

Our children and young people receive the right help at the right time, and this makes a positive difference to their lives

We are open, honest, and work in partnership with children, young people & families – transparent in decision making



Partnerships

Our Partners are fully engaged in the improvement journey

Together we deliver excellent early help services, ensuring children have the best start in life

There is healthy challenge to ensure the right support at the right time is delivered



Workforce

We create a culture where everyone makes a difference to the lives of children and their families

Our workforce is stable, skilled, highly motivated and committed to delivering excellent services to our children

Children's Academy provides opportunities for learning, development, and well-being support at all levels

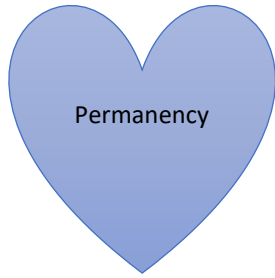


Quality Assurance

Our quality assurance and reflective learning provides opportunities for staff to flourish and evidence continuous improvements

We are improving the quality of practice and colleagues feel proud to work in St Helens

Leaders, managers, and staff have an accurate understanding and oversight of practice, values and behaviours required to drive



Permanency

All our children and young people have permanency at the earliest opportunity

All plans are of a good quality

All children receive life story work

There is sufficiency of placement, providing good quality and in Borough choice



Leadership

The service to have a permanent, skilled, and stable workforce which can meet the needs of all children

For all partners, stakeholders, and senior leaders to undertake their corporate parenting duties

Strengthening and developing our working practice with children and young people so they feel valued and heard

Being Brilliant at the Basics

Action	Outcomes Expected	Measure	By Whom	Review Date	Update October
<p>Embed practice standards to improve the quality and consistency of practice through our 'Brilliant at the Basics' programme</p> <ul style="list-style-type: none"> • Assessments • Plans • Visits • Management Oversight • Voice of the Child • Supervision 	<p>Children will benefit from improvements in the standard and consistency of practice</p> <p>All CYP who require Social Care intervention have robust child centred plans</p> <p>Management oversight is on each child's record and shows purposeful decision making and evidence of improved outcomes for Children and young people</p>	<p>No. of dip samples</p> <p>No. of audits</p> <p>No. of audits showing improvements graded over 55% RI or better</p> <p>No. of assessments in timescales</p> <p>% Of visits taking place within timescale</p> <p>% Of CP reviews within timescales 99% Sept</p> <p>Actions completed following audits</p> <p>Actions following children's serious case reviews</p> <p>% Of Feedback and complaints</p> <p>Placement Stability</p>	<p>AD CSC Paula Swindlehurst</p>	<p>November 2022</p>	<p>The revised practice standards were launched in with briefing sessions held 19th October 2022, opened by AD for Social Care</p> <p>Headlines of Audit Activity (Further detail in the reports attached)</p> <p>Audit of 20 Cases:</p> <ul style="list-style-type: none"> • Management Oversight 100% demonstrated management oversight, 80% demonstrated Good Quality 100% showed management oversight driving plan, although only 65% demonstrated impact. • Supervision – 100% of supervisions showed advice and guidance, 89% show follow up of actions and reflection <p>30 Audits of Assessments</p> <ul style="list-style-type: none"> • 30 assessments have been reviewed, overall, 80% were judged as RI or above <p>26 Audits of Plans</p> <ul style="list-style-type: none"> • Of 26 audits of plans across the service, whilst quality was variable, improvements were evidenced in several areas and all areas of focus ranged from 35% to 92% in terms of the measures looked at <p>30 Audits of Quality of Visit and Voice of the Child</p>

					<ul style="list-style-type: none"> Overall quality of visit and Voice of the Child, 90% were graded as RI or above, just 3 were inadequate <p>Placement Stability – whilst performing better than Stat Neighbours there is an increase in the number of 3 or more placement moves to 9% (same as National average)</p> <p>CCR completed Sep, 22 records considered Of these, 91% were graded overall as RI or above: 23% good, 68% RI, 9% inadequate. Individual grading in areas: Assessment: 32% good, 59% RI, 4.5% inadequate, 5% not graded as assessment had not yet been completed. Planning: 18% good, 73% RI, 9% inadequate. Visits/ Voice of the Child: 32% good, 59% RI, 9% Inadequate Management oversight and supervision: 27% good, 68% RI, 5% inadequate</p>
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Partnerships					
Action	Outcomes Expected	Measure	By Whom	Review Date	Update October
Engage partners to review and agree a shared vision in keeping children safe and protected.	Partners are fully engaged and actively involved in the improvement journey and share our vision	Partners attend S47/CP Conferences Thresholds are understood by the	DCS Hilary Brooks SI Steve Brizell	November 2022	Wider consultation on partnership contribution is ongoing between the chair of CIB and a range of partners due to conclude November 2022.

	<p>Increased evidence of partner contribution to Early Help.</p> <p>Strategic leaders ensure that relationship with key partners provide a helpful and effective context for social workers to work effectively with children and families</p> <p>Joint commissioning arrangements are effective, and evidence improved outcomes.</p>	<p>partnership and measured (reduction in NFA following referral).</p> <p>Improved contribution is evidenced through multi-agency audits.</p> <p>% Of Health reviews completed in timescale % Of Dental checks % Of immunisations % Of SDQs completed</p>	<p>Lisa Ellis Associate Director, Quality & Safety Improvement (St Helens)</p>		<p>Early Help Strategy – working group due to meet 18th November to review the final draft</p> <p>Development day planned for the partners and a key strand to look at governance arrangements that align with (working together) statutory guidance; date agreed January 2023.</p> <p>The 3 key partners have increased their meetings to monthly (was bi-monthly)</p> <p>Joint meeting of St Helens Safeguarding Partners meets approximately every 4 months</p> <p>Health: Immunisations are at 95.2% and have been consistently over 95% for 10 months. Dental checks, whilst lower than pre-covid are over double compared to last year.</p>
<p>Measure the extent to which the Neglect and DA strategies are effective and been implemented.</p>	<p>Better understanding of what the local needs are in relation to Neglect and DA.</p> <p>Knowledge of what multi agency partnerships can offer to support these needs.</p> <p>Whole system approach to Neglect and DA with strategies in place that are effective and impact positively on children and families.</p> <p>Clear offer of preventive and supportive programmes in place for DA and neglect</p>	<p>Reduction in the number of children in receipt of statutory services because of Neglect and DA.</p> <p>Improved access to support services for victims and children at all levels.</p> <p>Increase in number of training and awareness sessions and attendance.</p>	<p>Jan Higgins Head of Children & Partnership Work</p> <p>DCS Hilary Brooks</p> <p>SI Steve Brizell</p> <p>Lisa Ellis Associate Director, Quality &</p>	<p>April 2023</p>	<p>Multi-agency thematic review of Neglect taking place and final report by Independent Reviewer due by April 2023.</p> <p>Two SCP priorities have been changed to focus on DA for 6 months. TOR drawn up and, agreed by the DA partnership and 3 key partners. Subsequent actions to be led by DCS and Lisa Ellis.</p> <p>Report to be produced January 2023 and multi-agency conference end of March 2023.</p>

		KPIs in both strategies are evidenced as met	Safety Improvement (St Helens)		
Ensure all actions relating to the findings of IICSA and the independent review of complex safeguarding have been completed and reviewed	Reassurance that children are safer from child sexual exploitation.	MACE report provided to CARE group bi-monthly. Strategic PAN Merseyside data.	DCI Allison Woods (Chair of CARE) HoS Jo Bibby	November 2022 (Thereafter bi-monthly review)	A 4P IICSA action plan has been developed and the progress of actions are monitored via the Strategic CARE (Children at risk of exploitation) Group. Interviews are being conducted with staff to conclude the external IICSA/CSE review, findings will be shared once completed.

Workforce

Action	Outcomes Expected	Measure	By Whom	Review Date	Update October
Continue to implement all the actions in the workforce strategy	<p>The service has sufficient, suitably qualified staff to deliver high quality services for children and families</p> <p>Morale of staff is high, and feedback is positive through the health check.</p>	<p>Workforce data:</p> <ul style="list-style-type: none"> • % Of Vacancy Rates • % Of Sickness Rates • % Of Agency workers • No. of New starters • No. of Leavers <p>Increased presence across the region with Networks, Colleges, Universities</p>	<p>DCS Hilary Brooks</p> <p>AD CSC Paula Swindlehurst</p>	November 2022	<p>Weekly recruitment meetings led by CSC AD, attended by HR and CSC HoS to ensure all agency and permanent recruitment is progressed and monitored.</p> <p>Work ongoing with colleges and universities to promote placement opportunities and roles within Children's Services.</p> <p>Children's Academy is in development and aligned to the plans for Integrated Care Academy for St Helens the Place</p> <p>New lead assigned to link with Cheshire & Merseyside Social Work Teaching Partnership</p>

					Staff celebration - event 23 rd November, Monthly staff engagements Christmas Event – 8 th December Away days planned – January 2023
To ensure permanency within the workforce Commission additional Social Workers capacity through International Recruitment	Permanency within the workforce Additional Social Workers in place offering increased diversity and experience	Workforce data: <ul style="list-style-type: none"> • % Of Vacancy Rates • No. of Case Loads • No. of permanent workers • No. of Agency workers • No. of New starters • No. of leavers • No. of new international SW in place by February 2023 	DCS Hilary Brooks	February 2023	Reports are run weekly to monitor caseloads Weekly recruitment meetings are well established led by CSC AD, attended by HR and CSC HoS to ensure all agency and permanent recruitment is progressed and monitored. The International Recruitment programme has been commenced, interviews are scheduled 5 th -13 th December, 30 interviews for 20 staff. Amended timeline with work brought forward to stagger starts during January and February 2023.
ASYE programme to be embedded and evaluated – findings informing future delivery	ASYEs are supported, confident and valued with clear progression routes.	100% ASYE complete induction 100% ASYE have mentors Completion rate and timeliness of ASYE	DCS Hilary Brooks AD CSC Paula Swindlehurst	November 2022	The Microsoft form (ASYE evaluation) has been launched and has proved effective in mapping the progress of the ASYE's journey with a focus on measuring confidence across the key milestones of 3,6,9 and 12 months. Evaluation forms from group supervision and learning sessions facilitated by the Improvement Team have been consistently positive. They value the sessions and the creative learning environment. Work to develop the ASYE +1s programme has commenced and links made with CMSWTP to fully utilise their ASYE+1

ASYE+1 programme to be developed	An ASYE+1 Programme in place that support progression and development				programme. In the interim the current level of support available for ASYE +1s is 1-1 support from Improvement Team.
Review and implement Supervision Policy and training programme to ensure good practice	Children will benefit from improvements in the standard and consistency of practice by practitioners in Children's Services.	Evidence of supervision taking place with staff and at appropriate frequencies and of good quality. Compliance measures in place for frequency on child's file (baseline to be added). Audits of supervision are included as part of the QA framework.	AD CSC Paula Swindlehurst	November 2022	The refreshed Supervision policy has been launched and training to managers and staff is taking place at present. Audits of supervision will commence November onwards and reported at January's CIB

Quality Assurance

Action	Outcomes Expected	Measure	By Whom	Review Date	Update October
Implement the new quality assurance framework Ensure mechanisms are in place to integrate learning from QA activity in supervision and PDP	Senior leaders and managers have detailed understanding of the quality of practice and use this to drive service improvement Improvement in the quality of practice back to basics.	External review and continuous monitoring via audits, dip sampling, complaints, feedback and outcomes of child safeguarding practice reviews <ul style="list-style-type: none"> No. of dip samples 	AD CSC Paula Swindlehurst Head of Service Quality Assurance	November 2022	This is embedded and reviewed monthly. There is an action tracker and information will be used to inform the improvement plan accordingly. First Full case file audit was re-scheduled to September and took place. The quality of the auditor's work was significantly improved with a lower overall grade changing at Moderation. 28% (11) of overall

<p>Deliver training for staff and managers on the purpose and scope of quality assurance activity, to support shared ownership and understanding.</p> <p>Develop a programme of workshops with managers and front-line staff to regularly share learning from quality assurance activity and identify further improvements required.</p> <p>Continue to hold monthly performance support meetings with CSC management team.</p>	<p>Good understanding of performance data to identify/underpin where qualitative analysis is needed.</p>	<ul style="list-style-type: none"> No. of audits Actions completed following audits Actions following children's serious case reviews Feedback from service users Compliments and complaints <p>Child Protection conferences converted to ICPC</p> <p>Wide range of statistical measures and KPIs</p>		<p>grades were changed in the last full case file audit as opposed to 13.6% (3) under the new audit structure. The Audits benefited from observed practice and contact with family in understanding the overall quality of practice by CSC.</p> <p>Our S.47 to ICPC conversion % was 36% for the month and 27% for the last 12 months. Comparatively this is below the national rate of (42%), below the northwest rate (38%) and below the national rate of 37%</p> <p>Performance Support Meeting is well attended each month, performance is explored in detail.</p>
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Permanency					
Action	Outcomes Expected	Measure	By Whom	Review Date	Update October
<p>Develop a robust system for measuring and monitoring that permanency planning by the second review or before is taking place</p>	<p>Every child/young person has a plan for achieving permanence at the earliest opportunity</p>	<p>Each child has a plan for permanence by their 2nd LAC review</p> <p>Reporting system will be in place to confirm children</p>	<p>AD CSC Paula Swindlehurst</p> <p>Heads of Service</p>	<p>November 2022</p>	<p>There have been developments to the pre-proceeding's tracker - some have been implemented and some are still in progress.</p> <p>There has been Court Skills Training delivered by Cafcass that some staff have attended and there are some sessions</p>

<p>IROs to monitor progress of children achieving permanency as per statutory requirements</p> <p>Implement the tracking systems for children for pre-proceedings, PLO and Permanence</p>	<p>Children and young people will have a clear understanding of their plan for their future</p>	<p>have a permanency plan by the second LAC review.</p> <p>PLO Timescales and Court timescales are reduced and are within timescales</p>			<p>planned in house - one session happened in August and the following session is planned for 29th Nov - there is a workshop planned for managers 24 Jan.</p> <p>IROs ensure permanence has been considered and evident in the records. Where possible a clear plan of permanence will be defined by the 2nd review. Within the lac review outcomes form - the IRO's must select how many plans of permanence are being proposed by the social worker. This question must be answered. If the IRO have worries about the lack of progress with regards to achieving permanence, then they must escalate their concerns via the escalation process. Two data reports can be pulled off - 1 how many plans of permanence are being presented at a child's 2nd review. As in an ideal world one would want the social worker to have completed all assessments and present 1 permanence plan at the 2nd review - however court timescales often go beyond the 4-month review and so 1 clear plan cannot be presented. The 2nd is how many escalations are there re: drift and delay in achieving permanence over a given period.</p>
<p>Review the sufficiency strategy</p>	<p>Increase in-house provision and placements within St Helens</p>	<p>Placement Stability: Increase in the number of:</p> <ul style="list-style-type: none"> • Foster cares • Adoptions • SGO 	<p>DCS Hilary Brooks</p> <p>AD CSC Paula Swindlehurst</p>	<p>November 2022</p>	<p>There are currently four fostering assessments in progress, this is an improving picture.</p> <p>An advertising campaign has been launched to target part-time, mainstream and specialist carers #FosterSt Helens Fostering recruitment hub has been established. Graduate role has commenced</p>

		<ul style="list-style-type: none"> • Children in long-term fostering placements • Children placed in St Helens • Stability of 16+ placements <p>Reduction in:</p> <ul style="list-style-type: none"> • IFA provision • Residential placements • Children placed at a distance 		<p>and has proposals for retention and recruitment programmes of work. AD of Commercialisation is facilitating website development with the hub. Partnership support in place with Saints and Haydock Racecourse. Social media campaign being developed to be launched by Saint's Rugby Players.</p> <p>#FosterFest planned 23rd January 2023 Campaign being developed to link with John Lewis Christmas advert. Fostering Team developing links with local faith organisations which have been extremely responsive, developments with St Helens & Halton VCA have commenced</p> <p>8* Adoptions (*year to date) 12 placed for adoption and 7 applications lodged</p> <p>There is a national placement shortage of placements this remains on the Council's risk register.</p> <p>36% of the CLA cohort are within in-house foster carers. 28% of our cohort are in IFAs. In the last 12 months 18% of our CLA episodes have ended with an SGO.</p> <p>We are above statistical neighbours for placement stability (CLA for +2.5 years in the same placement for 2 years or placed for adoption) at 84%. 10% of this cohort have had 3 or more placements which means we are slightly above statistical neighbours at 8%.</p>
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					<p>8% of children are placed outside LA boundary and more than 20miles from where they used to live, this is a consistent low number.</p> <p>The several panels that were introduced to prevent admissions to care, placement breakdowns and review high costs/ alternative options are all operational, the impact of these will be monitored and reviewed accordingly.</p>
<p>Increase in-house children's home provision.</p> <p>Improve the recruitment and retention of in-house foster carers.</p>	<p>Children are able to live locally in homes run by St Helens.</p> <p>Children are able to live in local foster homes supported by St Helens Council.</p>	<p>Increase in the number of residential homes</p> <p>Increase in the number of in-house Foster Carers</p>	<p>DCS Hilary Brooks</p> <p>AD CSC Paula Swindlehurst</p>	<p>November 2022</p>	<p>Work has commenced on the residential provision, which includes a scoping exercise, property search and dialogue with potential providers</p> <p>Several placement panels have been established to help address the numbers of children coming into care and review the plans for step down. Work continues to identify which children could be moved to in-house provision.</p>
<p>All plans to include clear evaluation of educational attainment and progress and identify the steps being taken to improve overall outcomes for children and young people</p>	<p>Virtual school and health partners are a visible part of a child's network</p>	<p>PEPS are done within required timescales (termly)</p> <p>Health assessments and SDQS are considered within the PEPS actions.</p>	<p>Sarah Platt Head of Service: School Improvement and Effectiveness</p>	<p>December 2022</p>	<p>The PEP deadline for this term is 24th November. 100% PEPs quality assessed thus far this term have been graded good or better with written feedback given on targets and the voice of the child as usual. The post-16 PEPs have been amended to allow accounting for, and funding of the £550 attached to each, as part of the post-16 pilot. Have seen better quality and completion and strengthened links with St Helens College since the funding was provided.</p>

					The team are now sharing details of any PEPs where there are concerns with the IROs each term.
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Leadership					
Action	Outcomes Expected	Measure	By Whom	Review Date	Update October
<p>Ensure effective systems are used to allow accurate governance and communication across the department</p> <p>Senior leaders to increase their visibility and accessibility within the service to provide opportunities for direct communication with front line staff.</p>	<p>Staff have a clear understanding of the vision and ambitions of the service for children, the improvement that is needed, and the way in which this is going to be achieved.</p> <p>Ensure all senior managers have regular and genuine engagement with front line staff</p>	<p>Number of completed returns and responses in the six-monthly questionnaire about Being Brilliant at the Basics.</p> <p>Number of sessions held with HoS and whole workforce</p> <p>Number of staff engagements held</p> <p>Leaders are visible and available; they regularly walk the floor and have face to face engagement sessions with staff</p>	DCS Hilary Brooks	November 2022	<p>Brilliant at the Basics, 'Bottom Lines', Practice Standards have all been rolled out which set out the vision and expectations. Support from the Improvement Team is helping to embed this further. Brilliant at the Basic questionnaire is planned for February.</p> <p>Monthly sessions are held with HoS and the whole service The AD and DCS continue to walk the floor and give regular compliments in person and via email.</p> <p>The AD is involved with aspects of practice as decision maker so in regular contact with managers and social worker.</p>
<p>Ensure all chief officers, Cllrs and senior leaders make an effective contribution to driving the improvement plan and provision of support from the wider infrastructure of the Council and partners.</p>	<p>The Leadership of the Council including CEX and Lead Member and DCS recognise and prioritise the needs of children and this is reflected in corporate decision making.</p>	<p>Attendance at key meetings including Corporate Parenting</p>	CEO Kath O'Dwyer	November 2022	<p>Priority one of the Borough Strategy put Children at the heart of the Council's work. Wider Council services are demonstrating this currently through residential development support, website development for Fostering, transport using vehicles to promote campaigns.</p>

					CEX works closely with the Leader, Lead Member, Executive Director and DCS to drive this.
Develop a governance framework for leaders to work within	A governance framework that provides clarity on workstreams, leads and links	Governance Framework with planned calendar of reporting	DCS Hilary Brooks	January 2023	Work has commenced on developing the framework

Children's Social Care data is run mid-month to capture the previous months performance

RAG Guide	
	Favourable
	On Track/Neutral
	Unfavourable
	Not started

Performance Data									
Brilliant at the Basics									
Measure	September	October	November	December	January	February	March	April	RAG
No. of dip samples	-								
No. of audits	22								
No. of assessments within timescales	63%								
% Of visits taking place within timescale CWLA	90%								
% Of visits taking place within timescale Child Protection (28 days)	96%								
% Of visits taking place within timescale Child in Need (28 days)	79%								
% Of Child Protection reviews within timescales	99%								
Number of re-referrals	36								
Number of compliments (Year to date)	85	98							
Number of complaints (Year to date)	25	31							
Placement Stability	78%								
Partnerships									
Measure	September	October	November	December	January	February	March	April	RAG
% Of Health reviews completed in timescale	95%	97%							
% Of Dental checks	64%	67%							

% Of immunisations	95%	95%								
% Of SDQs completed	81%	81%								
Workforce										
Measure	September	October	November	December	January	February	March	April	RAG	
% Of Vacancy Rates	-	14.6%								
Number of vacancies (excludes vacancies under offer)	-	20								
Current true vacancies (not backfilled)	-	3								
Vacancies under offer		5								
% Of Sickness Rates (Absence Rate of rolling 12 months)	-	5.54%								
% Of Agency workers	-	19%								
No. of New starters	1	1								
No. of Leavers	2	3								
No. of Case Loads FTE	15.6									
Headcount Caseload Average	15.2									
Number of Social Workers with caseloads over 20	11									
Number of ASYE with caseloads over 20	1									
No. of permanent workers	-	152								
100% ASYE complete induction	100%	100%								
100% ASYE have mentors	100%	100%								
Quality Assurance										
Measure	September	October	November	December	January	February	March	April	RAG	
No. of dip samples	-									
No. of audits	22									
Number of Compliments (Year to date)	85	98								
Number of Complaints (Year to date)	25	31								
Child Protection conferences converted to ICPC	36%									
ICPCs on time	100%									
Permanency										
Measure	September	October	November	December	January	February	March	April	RAG	

