

10 September 2013

Children's Services Improvement Activity

Ward(s) All

Portfolios: Cllr R Andrew – Portfolio Holder for Children's Services

Executive Summary

This report provides an overview of performance and progress towards delivering the priorities set out in the Strategic Improvement Plan for Safeguarding in Walsall.

Recommendations

1. To discuss and confirm the progress to date and priorities going forward.

Background papers

1. Self Assessment Presentation delivered to the DfE
2. Report - Progress with Performance Management and Quality Assurance (Aug 2013)
3. Performance Scorecard
4. Data Measures Definition Sheet

Resource and legal considerations

This overview report relates to the strategic and operational improvement plans which are underpinned by resources, with the expectation that the Council and partner agencies will continue to contribute to ensure that resources across the partnership are prioritised to improvement needs.

The Parliamentary Under Secretary of State for Children and Families has exercised his power to issue an Improvement Notice that contains a concise range of outcome driven targets to address the issues raised in the previous Ofsted inspection. If the Council and partners fail to comply with the Improvement Notice by the assessment dates, then the Secretary of State for Education can use statutory powers of intervention (s497A Education Act 1996) to direct the Council to enter into appropriate arrangements to secure the necessary and rapid improvements required in children's services.

Citizen impact

Improving Children's Services will ensure the partnership works "*better together for children*" in Walsall so that they are safe, happy, health and with a bright future.

Performance and risk management issues

Failure to adequately deliver sustained improvements to services and therefore meet the requirements of the Improvement Notice risks the safety and protection of children and young people. Delivery of the objectives in the Improvement Plan will be risk assessed and mitigated as appropriate.

The Improvement Board monitor progress and impact on a monthly basis. This is in addition to developing service and partnership wide performance management and quality assurance arrangements. The Department for Education (DfE) will also assess and evaluate progress and impact on a 6 monthly basis. This will include written reports from the independent chair of the Improvement Board as well as other supporting evidence, including external review and inspection.

Equality Implications

Has an Equality Impact Assessment been carried out? No

Consultation

There is on-going engagement with partners at a strategic level at the Improvement Board. One aspect of improvement is to ensure that other key partnership boards e.g. the Walsall Safeguarding Children Board (WSCB), the Children and Young People's Partnership Board (C&YPPB), the Corporate Parenting Group and the Health and Wellbeing Board are productive, mutually challenging and impact positively on better outcomes for children. At an operational level, a multi-agency group, chaired by the Assistant Director Specialist Services, representing all key partners, is championing the implementation of the delivery plans which underpin ongoing improvements.

Staff and partner briefings are now in place on a 6 weekly basis to ensure key messages are communicated and to provide regular opportunities to capture feedback and learning from those delivering the services. Regular visits to teams and services provide additional opportunities for feedback and feed-forward as do email updates.

Contact Officer:

A handwritten signature in black ink that reads "Rose Collinson". The signature is written in a cursive style and is positioned above a horizontal line.

Rose Collinson – interim Director, Children’s Services

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Report

1. Summary of progress since last report

- 1.1 Since the last meeting of the Children and Young People's Scrutiny and Performance Panel, the Department for Education (DfE) have held their six month review, a formal assessment of our progress against the measures set out in our Improvement Notice.
- 1.2 The review was chaired by the DfE and attended by the Leader, Chair of the Scrutiny Panel, the Chief Executive, the Independent Chair of the Improvement Board, together with the DCS and Assistant Directors. Review meetings are intended to be an open and constructive discussion with an assessment of progress to date and proposed next steps from the Local Authority, together with reflections and questions from the DfE. Our review took into account the outcomes of our recent Ofsted Safeguarding report, our Self-Assessment of progress and future challenges, the Improvement Board Chair's six-month report and observations of the DfE from their attendance at the Improvement Board. The review process forms the basis of advice to the Minister.
- 1.3 The Self-Assessment presentation is attached, which sets out progress against the three key aspects of our Improvement Notice -
 - Quality and effectiveness of front line practice
 - Capacity, capability and culture
 - Improving the quality of partnership and governance
- 1.4 Our phase two priorities focus on enabling us to achieve our ambition to ensure the notice is lifted in the near future by demonstrating sustainability through embedded arrangements which sustain and build on improvements secured.

2. Performance Scorecard

- 2.1 Annex 2 contains a high level performance scorecard, together with an overview of progress with performance management and quality assurance, and a glossary explaining what the range of data collected represents for children and those working with them. A presentation will be given on Quarter 1 performance monitoring at the meeting.

3. Priorities in the Next Reporting Period

3.1 Improving the quality of Partnership and Governance

- 3.1.1 The key priorities areas in the next month are to:

- Work with the Chair of the WSCB to embed changes and improvements to the Board's function, operation and impact of holding agencies to account on their safeguarding responsibilities.
- Focus the work of the Corporate Parenting Board so it can effectively fulfil its role and responsibilities.
- Align the planning and activity of WSCB and CYP

3.2 Capacity, capability and culture

3.2.1 The key priority areas in the next month are to:

- Work with CYPP priority sponsors on driving forward progress and improvements.
- Drive forward the implementation and impact of the Phase 2 SIP and take into account feedback from the inspection.
- Workforce planning, including reshaping the directorate and reducing reliance on agency workers.
- Focus on inspection readiness across Children's Services.

3.3 Quality and effectiveness of frontline practice

3.3.1 The key priority areas in the next month are to:

- Continue to increase the consistency and impact of front line social care practice with a specific focus on ensuring children are seen alone and their voice and views heard and taken into account and that reflective supervision is both a right and a responsibility.
- Drive forward the implementation of early help provision to better match and meet needs.
- Action Ofsted practice recommendations.
- Ensure agreed mutual accountabilities with Police.

4. Risks to delivery

4.1 The risk register is reviewed on a monthly basis by the operations group and new issues or risks requiring Improvement Board attention are highlighted here. The full risk register is available to all Improvement Board Members on request.

4.2 Current risks to bring to the notice of the Improvement board are:

- Alignment of PARIS, the ICS system, with practice change priorities, including the child's voice and his/her journey and in the context of the developing regulatory framework.
- Ensuring fair and equitable workloads across children's social care.
- Fitness of purpose of Quest accommodation, where MAST is hosted.
- Ensuring a shared understanding and practice of accountabilities with the Police.

Author

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'Better Together For Children'

Securing Good Safeguarding & Child Protection Services in Walsall



Presentation to DfE
August 2013



Walsall Council

Our Story So Far

We will tell you about...

- What we needed to do – Ofsted 2012, the Improvement Notice and the full scale of our challenge ... leading to Ofsted 2013
- How we've put in place strong building blocks for embedding improvements and securing sustainable change
- How we've self-assessed and quality assured our progress
- What we now need to do in Phase 2 to achieve 'Good' safeguarding and child protection services in Walsall



Our Improvement Priorities in Autumn 2012

To secure improvements in

- **Our Partnerships & Governance**

- Leadership & impact of our Safeguarding Board
- Effectiveness of our strategic partnerships
- The lack of a whole-system model from early help to statutory intervention

- **Our Capacity, Capability & Culture**

- Social Work staff development & training
- Social Work workloads & responsibilities
- Our quality assurance process

- **Quality & Effectiveness of Our Frontline Practice**

- Assessment, planning & risk in our casework
- The voice of the child & young person throughout our practice
- Our management oversight & decision-making on casework



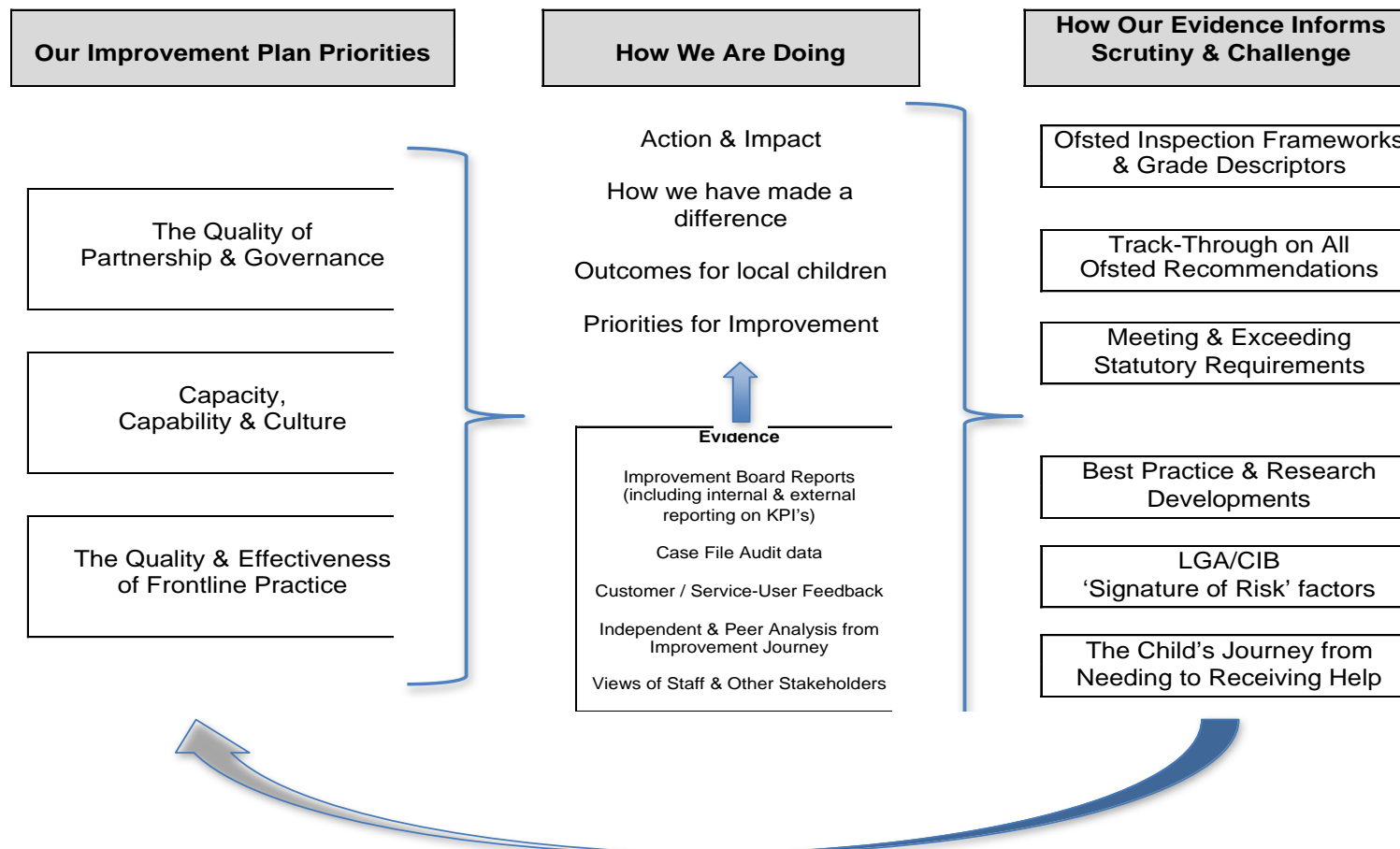
The Scale of Our Challenge in Autumn 2012

Our response to the Improvement Notice was further informed by what we found ...

- Low organisational self-awareness
- Poor reliability of data and management information
- Weak performance management
- A wider and deeper scope of concerns about the quality of frontline practice



Our Approach to Self-Assessment



Listening to Children & Young People

Children and young people in Walsall have told us ...

- “We want a positive profile for children and young people in Walsall”
- “Don’t make any decisions about us without us”
- “Apply the Young Safeguarding Inspectors test to everything you do”
- “Listen and act on our 8 top tips for effective early help”



Our Building Blocks for Improvement

So far we have achieved improvements in key areas ...

■ Our Partnerships & Governance

- Clear vision, direction & prioritisation for Children's Services
- Stronger strategic and operational partnerships
- Robust new leadership of Local Safeguarding Board

■ Our Capacity, Capability & Culture

- Stronger Corporate Parenting & Scrutiny
- Good self-awareness, backed by tough internal & external challenge
- Improved data quality, better decision-making & capacity to move towards 'Good'

■ Quality & Effectiveness of Our Frontline Practice

- Stronger leadership & management oversight at the frontline
- Improved Front Door access to Multi-Agency Services, from Early Help to statutory intervention
- Improved quality of assessments, chronologies & case recording



Our Partnerships & Governance

Clear Vision, Direction & Prioritisation

- Visible leadership engaging with staff at all levels
- Primary focus on securing safe & secure frontline practice

Stronger Strategic & Operational Partnerships

- Strong buy-in from new Children & Young People's Partnership
- Improvements to joint working at an operational level

Robust New Leadership of Local Safeguarding Board

- Comprehensive reshaping of board profile & function
- New business plan & strong committees for delivery



Our Capacity, Capability & Culture

Stronger Corporate Parenting & Scrutiny

- Firm governance & oversight of improvement
- Members actively engaged in driving improvements

Good Self-Awareness Backed by Internal & External Challenge

- Increasingly Systematic Quality Assurance processes
- Independent challenge affirmed by 2013 Ofsted

Better decision-making & capacity to improve

- Improving quality & reliability of performance data
- Phased transition to more integrated Children's Services



Quality & Effectiveness of Our Practice

Stronger Leadership & Management Oversight at the Frontline

- Positive staff buy-in to change & improvement
- Focused attention on individual & team performance

Improving Front Door Access To Multi-Agency Provision

- Increased referrals & better diversion to Early Help
- Improved timeliness & quality of initial response

Improving Quality of Assessments, Chronologies & Recording

- Child-centred assessment & increased evidence of child's voice
- Better analysis of risk factors leading to stronger plans



The Council Meeting the Challenge

Walsall Council takes improvement seriously ...

- We're increasingly self-aware, with better performance data to inform the right decisions
- We've put in place strong assurance arrangements in both our political and senior officer structures
- We've brought together skills and resources from across Council departments to maximise improvements in safeguarding
- We've invested in capacity and staff learning and development at all levels of the organisation to tackle culture and practice



Our Next Steps to Secure 'Good' Services

Key priorities for phase 2 include ...

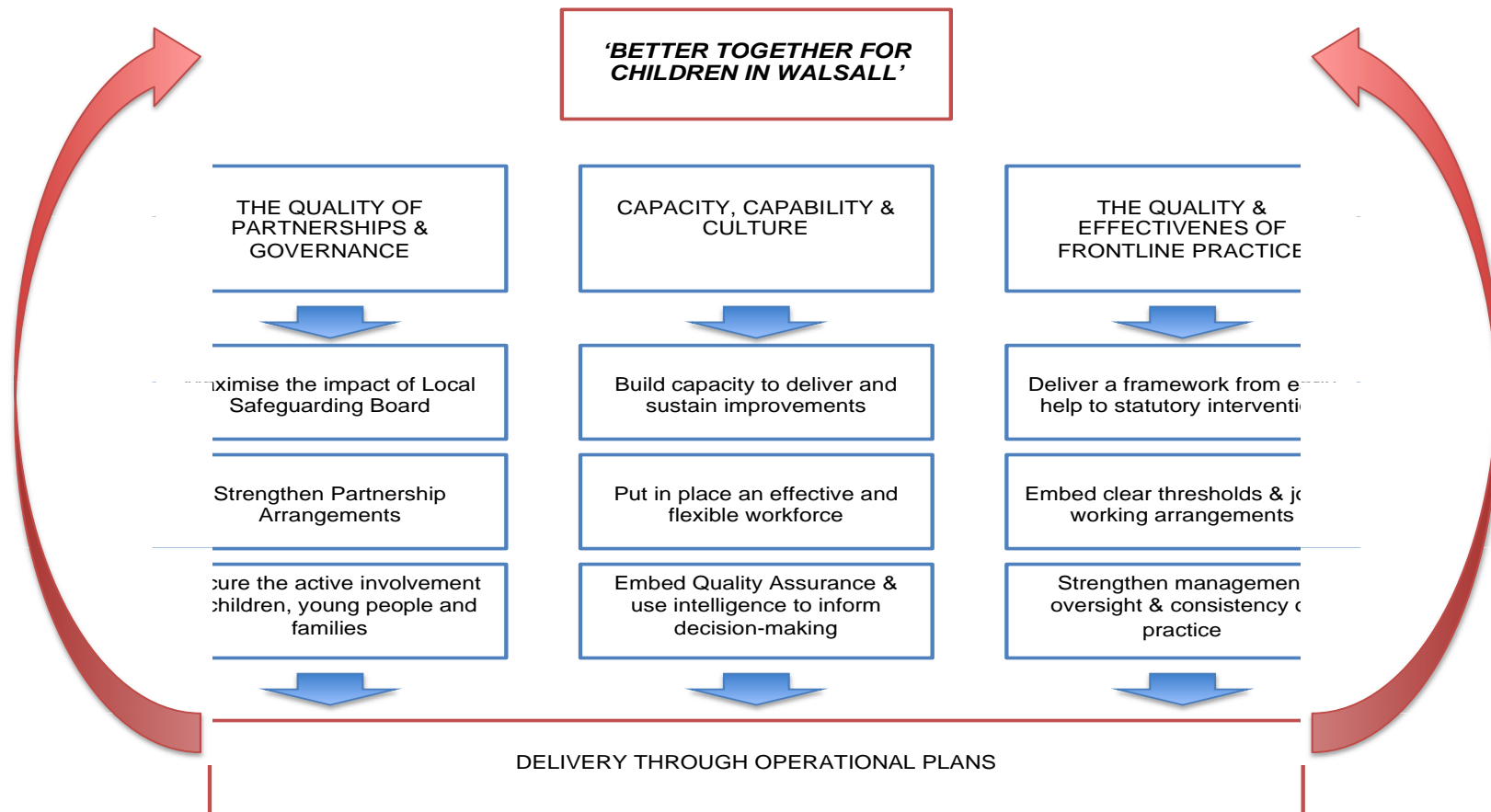
- **Our Partnerships & Governance**
 - Maximise the impact & effectiveness of the new Safeguarding Board
 - Embed our partnerships at a strategic and operational level
 - Strengthening the voice of children, young people and their families in everything we do

- **Our Capacity, Capability & Culture**
 - Implement a sustainable organisational model for Children's Service, backed by robust succession arrangements
 - Develop the workforce, reducing reliance on agency staff & reducing social work caseloads
 - Embed and align new QA frameworks & put in place an ICS system that works for children

- **Quality & Effectiveness of Our Frontline Practice**
 - Deliver our Early Help framework
 - Embed clear thresholds & joint working arrangements
 - Strengthen management oversight & the consistency & impact of our practice



Our Improvement Plan - Phase 2



Better Together – Eight Months On

- **Recognition** – of the scale of the challenge, and the learning and impact required to embed improvements
- **Response** – clear and better-informed decisions on the best approach and the actions needed to get to ‘Good’
- **Reflection** – checking the success of our approach and using our learning to critically inform our next steps



'Better Together For Children'

Securing Good Safeguarding & Child Protection Services in Walsall



Presentation to DfE
August 2013



Walsall Council

Progress with performance management and quality assurance (Aug 2013)

Following the Ofsted inspection of June 2012 and the Improvement Notice of November, the scale and significance of the performance management challenge in Children's Services was investigated.

- 1) We found that data in the case management system was less robust than previously thought, leading to a lack of confidence in the 2012 end of year return figures to the DfE.

A whole-scale programme of system improvement is underway, including PARIS configuration, data input and reports production. Good progress has been made and while significant work is still needed to ensure full and appropriate recording, the data now being produced has integrity and is much more reliable.

- 2) We found that the elements of the Quality Assurance Framework did not form a cohesive whole and most aspects were underdeveloped.

The May 2013 Improvement Board endorsed a 3 page summary quality assurance framework that describes the inter-related roles of quantitative and qualitative learning methods to improve self awareness. The approach of providing a concise and high level scorecard along with a detailed exception report has proved successful in facilitating both overview and informed challenge. Work is underway to ensure that there is complementarity and alignment with WSCB developments. The approach to audits has been developed and improved; it is being delivered across council services and the partnership. The reporting of results and progress is improving.

- 3) We found that there was insufficient prioritisation and drill-down of performance issue areas.

Information in line with the performance information framework of DfE is largely present and action is underway to fill gaps where Paris does not yet provide data. There is better quality information available behind the prioritised improvement needs of Walsall at all levels: e.g. a formal, reported audit system is in place; a tiered hierarchy of scorecard and exception reporting is underway, from IB and SCB level through to worker level reports for use in supervision; the quality assurance system of case planning and progress operated by IROs is being developed and transferred to Paris to make it more easily quantifiable and actionable.

Key priority areas identified so far for close progress checking through the range of methods in the QA Framework include:

- Initial assessment timeliness and linked process embedding new multi-agency screening team and checking multi-agency threshold understanding;
- Children and young people seen alone, including in statutory visits;
- Child Protection Plan review timeliness, (process measures) progress adequacy and quality of assessments and planning (audits);
- Care-leavers' accommodation and education, employment or training status;
- Workforce sufficiency (including caseloads - HR measures) and quality (worker level reports);

- Quantified early help intervention closure results, including satisfactory outcomes achieved or escalation; and
 - The voice of the child in service planning and improvements, including sound-bites of positive service impacts and barriers, participation in reviews and other organised feedback mechanisms.
- 4) We found that there was too little interrogation of information or challenge of the causes of performance issues.

The capability to use information to develop actionable intelligence has made good progress, an interim performance expert has been brought in, a vacant post in the performance team filled and potential for re-structuring the function and shape of the team is being developed.

The ethos and readiness of staff to challenge, explore and use the information is being progressed well by workshops and dedicated agenda items at relevant meetings. Integration of monitoring progress around actions and their linked quantifiable results is an important aspect of this culture change.

Attached is an example Improvement board report giving currently available data relevant around some key Walsall measures.

Quality & Effectiveness of Our Practice – example quantification (From July 2013)

Stronger Leadership and management arrangements

- **Positive staff buy-in to change and improvement**
 - The proportion of staff attending Safeguarding training has increased from 84% of invited representatives being present over 2012/13, to 94% in the month of March 2013 and 96% in April.
 - Staff participation in Practice Improvement workshops has been excellent with around 250 people taking part in the last 3 months.
 - Staff engagement sessions with the Director have been popular, with 350 staff attending the 10 sessions
 - 14 “Good to be working with you” briefings have been distributed to the children’s services workforce and copied to Improvement Board Partners for wider cascade.
- **Tackling individual and team performance**
 - The proportion of supervisions completed on a monthly basis has increased from 81% in 2012/13 as a whole, to 85% in January and 87% in April 2013.
 - Performance information is provided at team level and increasingly, by worker for priority areas, for use in supervision. Team plans are in place to support focused improvement.

Improving front door access to multi-agency provision

- **Increased referrals and better diversion to early help**

- The number of CAFs / early help assessments completed has increased from an average of 28 per month in 2012/13 to 61 per month for April and May 2013.
- The number of referrals has risen as predicted with the start of the MAST from an average of 85 per week in 2012/13 to an average of 119 per week for the first two months of 2013/14
- **Improved timeliness and quality of initial response**
 - The front door response time has improved with the start of MAST: comparing the month after to the month before MAST establishment, the contact to referral average time reduced from 32 days to 6.2 days and the referral to Initial assessment start time average reduced from 1.66 days to 0.86 days.

Improving quality of assessments

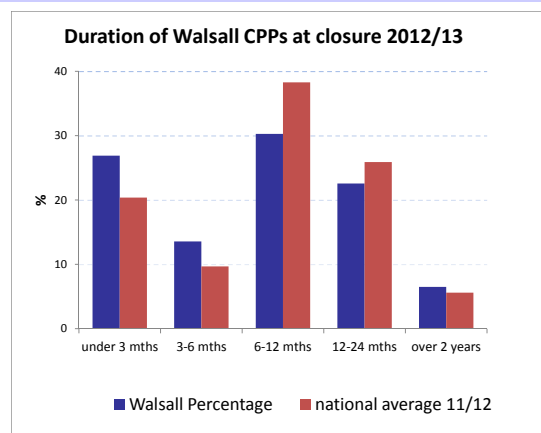
- **Better use of chronologies**
 - Incremental improvements are being made to the electronic case management system and its utilisation by staff. The number of system entries using the chronology case fields in November 2012 was 344, March 2013: 558, April 708, and in May there were 648
- **Better analysis of risk factors**
 - More core assessments are being completed within timescales, enabling faster, effective risk assessment. In November 2012, 21.6% were completed in 35 days, in Dec there were 50.5% and in April 13 85.4% were in timescale.
 - All new cases have chronologies.

Early help and qualitative measures are to be developed for reporting later in the year.

1.0 OUTCOMES - Service Users

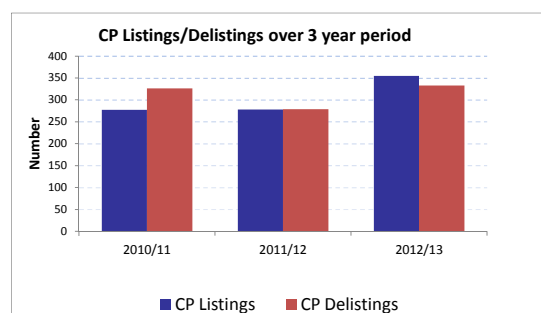
Charts for selected areas

(Intervention duration as proxy for quality for now)	Eng Mar 12	Mar-12	Mar-13
Duration of CPP 2+ years at closure (%) (SB)	5.6	6.1	6.5
Duration of CiN Episode 2+ years at closure (%) (SB)	9.2	16.3	5.54
Rate of offences against under 18 CYP in Walsall as a % of WM total (SB)	n/a	n/a	8.4
Fewer reported offences against children than expected for population size (9.8% of WM total). Work is underway to close CPPs and CiN where safe and relevant to do so. This causes a short term increase in 2+ year closure figures, but ensures caseloads become more manageable and prioritised.			
Accidental and deliberate injuries - admission to hospital (SB)	124.3	96	published June 2014
This measure combines safeguarding and safety from accidents. Rate equates to 609 admissions; working with health colleagues to receive in year data and earlier published data			

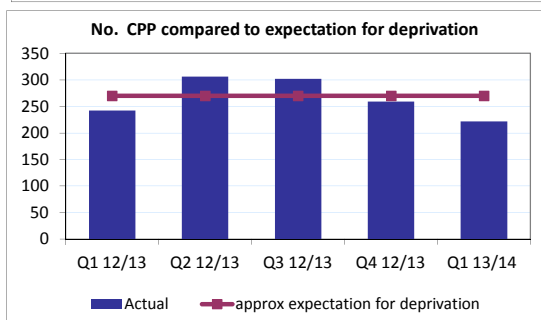


2.0 OUTPUTS

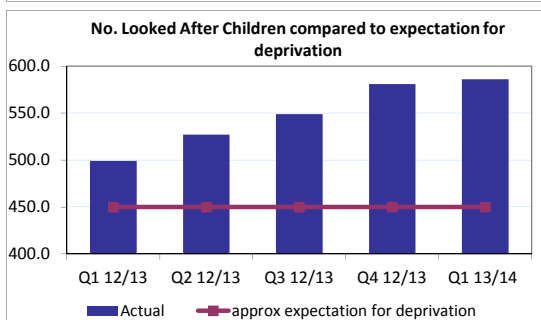
Child Protection Plans	Mar-12	Mar-13	Yr to date
No. Child Protection Plans (CPP) at the end of year	230	251	222
No. de-listed during the year	248	334	104
No listed during the year	255	355	75
The number of CPPs lies just below the level expected for income related child poverty levels. Exploration of this compared to earlier and later stages of the system are being examined.			



Repeat CPPs	Eng Mar 12	Mar-12	Mar-13
Second or subsequent CPP in 2 yrs since a CPP (%)	13.8	10.5	10.4
10-15% is considered as ideal. Walsall's rate has remained good, indicating appropriate caution levels.			



S47s and ICPCs	Mar-12	Mar-13	YTD Jun 13
Section 47 number of assessments carried out	491	722	202
Number of ICPCs	484	402	81
% of ICPC resulting in a Child Protection Plan (CPP)	n/a	87	91.4
The number of S47 assessments and ICPCs has decreased and the % ICPCs resulting in CPPs has increased. Work is underway to ensure that this is as a result of effective identification and early help.			

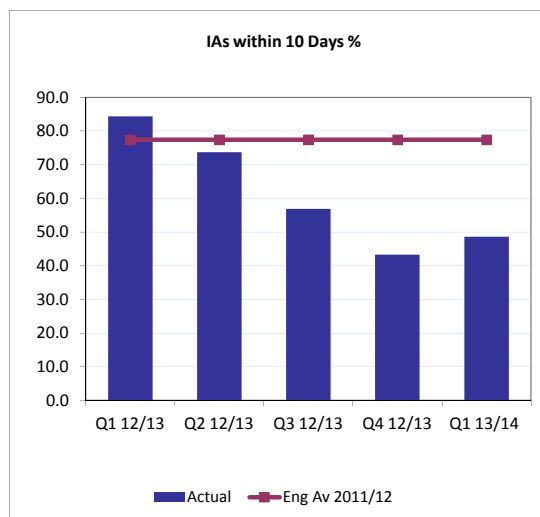


3.0 PROCESSES

CPP reviews	Eng Mar 2012	Mar-13	YTD June 13
★ % CPP reviews within timescales (BB)	96.7	97	100

Assessment Timeliness	Mar-12	Mar-13	Jun-13
▲ % Initial Assessments (IA) completed < 10 days (BB)	81.1	64.9	48.7
★ % Core Assessments (CAs) completed < 35 days (BB)	87.1	64.7	81.7

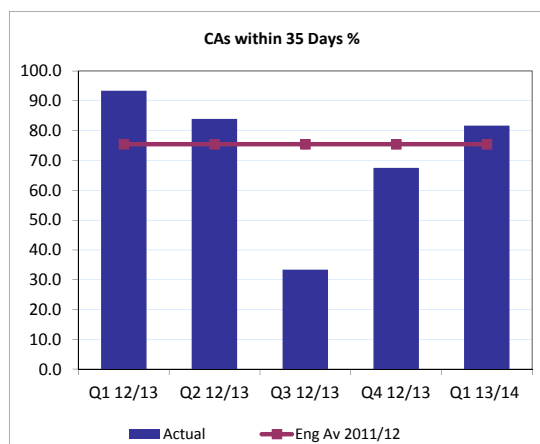
Work has been undertaken to improve the data quality around timeliness and worker level reports are being provided to support supervision. This a priority area for action by teams.



Improvement Board - SCORECARD

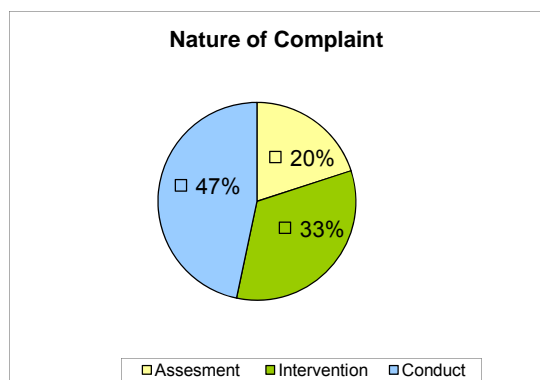
Agency understanding of thresholds and participation		
	12/13 % of refs	% of these NFAd
Police	26.6	16.0
Health (Midwives, hospitals and other NHS)	11.6	16.5
Schools	17.6	12.0
Housing	n/a	n/a
Relative, self and anon	11.1	13.8
Others	33.1	24.6

Communications with and to partners about the new referral system through the MAST Team and re-enforcement of thresholds is underway at present. Audits suggest the current threshold understanding is generally good - this will be built on further.



Complaints	Mar-13	YTD June 13
Complaints Stage 1	116	54
Complaints Stage 2	8	3
Complaints Stage 3	0	0

There were 25 Stage 1 complaints in Apr 13 22 in May and 7 in June. Of these the majority concerned conduct. Breakdown by subject area and examination of potential learning from these is underway.



4.0 INPUT

Early Help	April '13	May '13	June 13
CAFs (and from Apr 13, early help assessments) received	77	45	48
Cases stepped up to Level 3	7	12	4
Cases stepped down from Level 3	0	2	0

Early Help end measures being developed:

- 1) Satisfactory outcomes achieved
- 2) Case escalated
- 3) Family disengaged
- 4) Family moved away
- 5) Referred on to a different service
- 6) Child died / other exceptional reason

The above will compliment the findings of the "distance travelled" tools being used in direct work with families

Staffing measures	2011/12	2012/13	Jun-13
% Social worker vacancies (SB)	n/a	14.4	19.82
Sickness - average days lost per social worker / senior practitioner rolling 12 months (SB)	n/a	16.3	17.73
Nos. agency staff - SW, SP, TM's (SB)	n/a	54	60
% SW turnover - rolling 12 months (SB)	n/a	10.5	14.04
Av no. open CiN cases per worker, inc CiN, CPP and LAC (SB)	n/a	37	25.2*
% supervisions completed in timescale (BB)	n/a	80.5	87

Further work around workloads and caseloads is underway to ensure accuracy and establish what proportion are active cases, what type, and to safely close any longer term "monitoring and review" type cases. (* Figure calculated based on all SP's and SW's (107), 2012/13 figure of 37 excluded Children's placement service workers so had a smaller denominator.)

Legend

Performance versus target band:
★ achieved or exceeded minimum standard
▲ Did not meet minimum standard

	Direction of travel from previous period
↗	improved in performance
↔	Maintained level
↘	deteriorated in performance
BB	bigger is better
SB	smaller is better

WALSALL CHILDREN'S IMPROVEMENT BOARD – DATA MEASURES DEFINITION SHEET

REF	MEASURE	DEFINITION	NUMERATOR	DENOMINATOR
PG1	% attendance at multi-agency Safeguarding training	% of those booking a place on a multi agency safeguarding course, who actually attended the session	Number who have attended safeguarding training.	Number of places booked on safeguarding training at the commencement of the training
PG3	Number of serious case reviews started in the period.	No. of SCR's (carried out where as a consequence of abuse or neglect, a child or young person is seriously hurt, impaired or dies, or where there are concerns about how agencies have acted to protect the child)	Number only	
PG2	% LAC with an initial health assessments within 28 days	% children admitted into care who had their initial health assessment carried out within 28 days of their admission date	No. LAC undergoing an initial health assessment within 28 days of admission	No. children admitted into care in period

Workforce

CCC 1	% Social Worker vacancies	No. vacant social worker and senior practitioner posts as a percentage of all SW/SP posts	Number of SW/SP posts occupied and vacant	Number of vacant SW/SP posts
CCC 2	% SW turnover - rolling 12 months	Number of social workers leaving their post as a percentage of number in post at the start of the period	Number social workers leaving post	Number social worker posts at start of period
CCC 3	SW/SP absence/ sickness – rolling 12 months	Average number of days lost to sickness by social workers and senior practitioners over a rolling 12 month period	Number of social workers and senior practitioners	Total number of days lost to sickness in period
CCC 4	% newly qualified SW's	Newly qualified social workers as a percentage of all social workers	Number of newly qualified social workers	Number of social workers
CCC 5	% agency staff placements - SW/SP/TM	The number of agency staff in post as a percentage of total number of social worker/senior practitioner/team manager posts	Total number of agency staff	Total number of social workers/senior practitioners/ team managers
CCC 6	Average number open CiN cases per worker	The number of open Cin cases at end of period divided by the total number of social workers and senior practitioners	Number of social workers and senior practitioners	No. open CiN cases at month end
CCC 7	Attendance by Members at Corporate Parenting training (%)	The % of council members who have attended corporate parenting training	No. council members who have attended CP training	No. council members

Referrals & Assessments

RA1	Number of referrals received in the period per 10,000 U18 population.	Number of referrals received in the period per 10,000 under-18 population	Number only	
RA2	% of referrals which are repeat referrals - rolling 12 months	The number of referrals for a child which were within 12 months of a referral for the same child as a percentage of all referrals in rolling 12 months	Referrals in the period that were within 12 months of a previous referral	Total number of referrals in the previous 12 months
RA3	% of referrals which have an outcome of 'No Further Action' (For Social care)	The number of referrals which don't go on to initial assessment as a percentage of all referrals in the period	Total number of referrals not resulting in an initial assessment	Total number of referrals in the period
RA4	% Initial Assessments completed in 10 working days	The number of initial assessments completed within the target date of 10 working days as a percentage of all initial assessments completed in the period	Total number of assessments completed within 10 working days	Total number of assessments completed

	REF	MEASURE	DEFINITION	NUMERATOR	DENOMINATOR
	RA5	% assessments where child is seen (IA)	The number of initial assessments where the worker has recorded that the child was seen as a percentage of all initial assessments carried out	The number of initial assessments where child was seen	Total number of assessments completed
	RA6	% Core Assessments completed in 35 working days	The number of core assessments completed within the target date of 35 working days as a percentage of all initial assessments completed in the period	The number of core assessments completed within 35 working days	The total number of core assessments completed
Child Protection					
	QEP a	No. children on a Child Protection Plan	Number of children who are the subject of a Child Protection Plan (rate per 10,000 of the CYP population). [Child Protection refers to the activity that is undertaken to protect specific children who are suffering, or are likely to suffer, significant harm.	Number only	
	QEP b	No. de-listed during the year	Number of children taken off a child protection plan in the period	Number only	
	QEPc	No. listed during the year	Number of children put on a child protection plan in the period	Number only	
	QEP 1	% strategy meetings attended by police	% of strategy discussion meetings where the police have attended and taken part – where there is reasonable cause to suspect that a child is suffering, or is likely to suffer, significant harm, a multi agency strategy discussion should take place	No. of strategy discussion meetings attended by police	No. of strategy discussion meetings
	QEP 3	Initial CP conferences attended by police- % of children subject to ICPCs attended by the police	% of ICPC's where the police have attended and taken part – (an ICPC is convened following a Section 47 Enquiry where it is believed that a child may continue to suffer, or to be at risk of suffering, significant Harm)	No. of ICPC's attended by police	No. of ICPC's in period
	QEP 2	Number of children subject of a child protection plan allocated to a qualified social worker	Number of children subject of a child protection plan allocated to a qualified social worker	Number only	
	QEP 6	No's and frequency of core groups	Numbers of CP Plan core group meetings taken place in the period - (The Core Group is responsible for the formulation and implementation of the detailed CP Plan as outlined at the ICPC, refining the plan as needed and monitoring progress against the planned outcomes set out in the plan)	Number only	
	QEP 25	% CP reviews in timescales	Percentage of cases where the CP review has taken place in accordance with the timescales specified in the child protection plan - for all children who were the subject of a child protection plan during the year.	Number of CP plan reviews carried out in prescribed timescales	Total number of children on a CP plan
	CCC a	Duration of CPP 2+ years at closure (%)	No Child Protection Plans lasting two years or more as a percentage of child protection plans which have ended during the year.	Number of CP plans closed	Number of CP plans closed of more than 2 years duration
	CCC b	Duration of CiN Episode 2+ years at closure (%)	No Children in Need episodes lasting two years or more as a percentage of CiN episodes which have ended during the year.	Number of CiN episodes closed	Number of CiN episodes closed of more than 2 years duration
	CCC c	2 nd or subsequent CPP in 2 years since a CPP (%)	Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time (within two years of the previous plan's end date).	Number of CP subject to a 2 nd CP plan within 2 years of previous plan	Total number of CP listings in period

			DEFINITION	NUMERATOR	DENOMINATOR
	CCCd	Section 47 – no. assessments carried out	No. S47 assessments – (duty to be carried out where : there is information to indicate that a child has suffered or is likely to suffer Significant Harm; is subject to an Emergency Protection Order; is subject to Police Protection; a child under 10 is in breach of a Child Curfew Order)	Number only	
	CCCe	Number of Initial Child Protection Conferences	Number of ICPC's held in the period	Number only	
	CCCf	% ICPC's resulting in a CP Plan	The number of ICPC's which result in the child being put on a CP Plan as a percentage of the total number of ICPC's	Number of ICPC's resulting in child being placed on a CP plan	Total number of ICPC's
Looked After Children					
		Numbers of Looked After Children	Numbers of children in care at month end	Number only	
	QEP 7	% children seen alone at LAC Statutory Visit	The number of children recorded as having been seen alone during a LAC stat visit as a percentage of all LAC stat visits	Total number of children seen alone during LAC stat visit	total number of LAC stat visits in the period
	QEP 8	% LAC statutory visits where child's views recorded	New local measure which is being developed with aim of collection from September	Number only	
	QEP 26	% LAC reviews in timescales	Percentage of cases where the LAC review has taken place in accordance with the timescales specified in the care plan for all LAC during the year.	Total number of LAC reviews carried out in timescale	Total number of LAC reviews in period
	QEP 4	Numbers of looked after children allocated to a qualified social worker	Numbers of looked after children at the end of the period allocated to a qualified social worker	Number only	
	QEP 19	% LAC attainment - KS2 Eng & Maths combined	Looked after children achieving level 4 at KS2 in both English and Maths as a percentage of those LAC who sat the KS2 tests	Number of looked after children achieving level 4 at KS2 in Eng and Maths combined	Number of looked after children sitting KS2 tests
	QEP 20	% LAC attainment KS4 5 A* - C GCSE inc Eng & Maths	Looked after children achieving 5 A*-C GCSEs including English and Maths as a percentage of those LAC who sat GCSEs	Number of looked after children achieving 5 A*-C GCSE's inc Eng and Maths combined	Number of looked after children sitting GCSE's
	QEP 21	% LAC with at least one fixed term exclusion	% children Looked after continuously for 12 months who have had one fixed term exclusion from school as a percentage of all LAC	Number of LAC having at least one fixed term exclusion	Total Number of LAC
	QEP 22	% LAC classed as persistent absentees	% children Looked after continuously for 12 months who have been absent for more than 15% of all possible half days (sessions)	Number of LAC absent for more than 15% of all half day sessions	Total Number of LAC
Care Leavers					
	QEP 5	% Care Leavers with pathway plans	The number of care leavers with a plan as a percentage of all care leavers	Number of care leavers with a pathway plan	Number of care leavers on 31 st March
	QEP 10	% pathway plans completed by appropriately qualified social worker	The number of pathway plans completed by an appropriately qualified social worker as a percentage of all pathway plans completed	Pathway plans completed by an appropriate worker	Pathway plans completed

			DEFINITION	NUMERATOR	DENOMINATOR
	QEP 15	Care Leavers EET	Percentage of care leavers in suitable Education, Employment or Training (EET)	All children now aged 19 years old who were looked after on 1 April 2011 when aged 16 years old in suitable EET	All children now aged 19 years old who were looked after on 1 April 2011 when aged 16 years old
	QEP 16	Care Leavers in suitable accommodation	Percentage of care leavers in suitable accommodation	All children now aged 19 years old who were looked after on 1 April 2011 when aged 16 years old in suitable accommodation	All children now aged 19 years old who were looked after on 1 April 2011 when aged 16 years old
	QEP 17	rate of offences against under 18 CYP in Walsall as a % of WM total	The rate of violent and sexual offences against children aged 0-17 per 10,000 CYP population.	Number of such offences against children aged 0-17	Total number of CYP aged 0-17/10,000
	QEP 18	Emergency admissions to A&E caused by accidental and deliberate injuries per 10,000	The rate of unintentional and deliberate injuries - defined as those which are recorded with a reason for attendance as assaults, deliberate self harm and other accidents – per 10,00 CYP under 18	Total number of emergency admissions	Total number of CYP aged 0-17/10,000
Quality Assurance					
	QEP 27	Number of case file audits undertaken in the period	Number case file audits undertaken each month		Number only
	QEP 9	cases with chronology	Number of cases with a case note on the Paris system indicating an addition to chronology		Number only
	QEP 11	% of assessments audited clearly evidencing that risk has been appropriately addressed.	New local measure which is being developed with aim of collection from September		Number only
	QEP 12	% supervision files audited which are of satisfactory quality	New local measure which is being developed with aim of collection from September		Number only
	QEP 13	% LAC reviews audited indicating compliance with Care Planning, Placement and Case Review regs	New local measure which is being developed with aim of collection from September		Number only
	QEP 14	Nos SW's & managers trained in regs	New local measure which is being developed with aim of collection from September		Number only
	COM 1	Number of children's social care complaints received in the period at stage 1	Number of children's social care complaints received in the period at stage 1 – (where complainant brings concerns to attention of person providing services locally and LA should consider mediation and conflict resolution resolution and make an initial attempt to resolve within 10 working days)		Number only
	COM 2	Number of children's social care complaints at stage 2	Number of children's social care complaints received in the period at stage 2 – (if not resolved at stage 1 or if there is agreement for investigation , the LA should provide an investigation that produces a report and an adjudication within 25 working days (or extended period of 65 days)		Number only
	COM 3	Number of children's social care complaints at stage 3	Number of children's social care complaints received in the period at stage 3 – if not resolved at Stage 2, a panel; of 3 independent people should meet to consider the complaint and produce recommendations		Number only