

Summary Sheet

Committee Name and Date of Committee Meeting

Improving Lives Select Commission – 12th September 2017

Report Title

Children and Young People's Services (CYPS) 2017/2018 Quarter One Performance

Is this a Key Decision and has it been included on the Forward Plan?

No

Strategic Director Approving Submission of the Report

Ian Thomas, Children and Young People's Services

Report Author(s)

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Ward(s) Affected

All

Executive Summary

This report is the first quarterly report of 2017/18 being presented to Improving Lives Select Commission. It provides a summary of performance under key themes for Children and Young People's Services at the end of the quarter one. It should be read in conjunction with the accompanying performance data reports (Appendix A) which provide trend data, graphical analysis and benchmarking data against national and statistical neighbour averages.

Recommendations

1. Members are asked to receive the report and accompanying dataset (Appendix A) and consider issues arising.

List of Appendices Included

Appendix A:

Early Help Monthly Performance Report – June 2017

Safeguarding Children & Families Monthly Performance Report – June 2017

Background Papers

None

Consideration by any other Council Committee, Scrutiny or Advisory Panel
No

Council Approval Required
No

Exempt from the Press and Public
No

Children and Young People's Services (CYPS) 2017/2018 Quarter One Performance

1 Recommendations

- 1.1 Members are asked to receive the report and accompanying dataset (Appendix A) and consider issues arising.

2 Background

- 2.1 This report evidences the council's commitment to improvement and providing performance information to enable scrutiny of the improvements and the impact on the outcomes for children and young people. It provides a summary of performance under key themes for Children & Young Peoples Services at the end of the first quarter in 2017/18 reporting year and also represents the monthly report for June 2017. It should be read in conjunction with the accompanying performance data reports which provides trend data, graphical analysis and benchmarking data against national and statistical neighbour averages.

3 Key Issues

3.1 Good and improved performance in the last quarter

- Timeliness performance for Initial Contacts in Early Help has continued to increase reaching 63.6% engagement within three working days compared to 54.1% at the beginning of quarter 1.
- 41 out of 104 Early Help Assessments were completed within the target timeframe of 35 days which equates to 39.4%, a 4% improvement from May (35.4%).
- June saw 39.4% (41 of 104 EHA's) of Early Help Assessments (EHA's) being completed within 35 working days which equates to a 4% improvement in performance.
- During June the service received 18 voluntary exit surveys from families following case closure, with 97% rating their overall experience of the help and support they received from the worker(s) within the Early Help Team as good or excellent service.
- Performance against the annual target for young people not in Education, Employment or Training (NEET's) was 4.1% against a local target of 4.2%.
- During June 56 families were identified that meet the troubled families' criteria and have now been added to the cohort for support. This is an increase of 3 from the previous month.
- The proportion of contacts progression rate continues to improve with 34.3% approved for referral compared to 25.3% in May and 23.9% in April. Similarly the proportion of referrals progressing to an assessment remains high at 96%.

- At 15.1% the in-month re-referral rate is at its lowest and therefore best performance since monitoring was introduced in 2015. This represents a 10% decrease on the previous rate which has been relatively stable at circa 25% for the last 3 months.
- Although not as large a reduction, the related measure which reviews re-referrals for a full 12 months' has also improved to 25.7% from a static position of 27-28%. These are early indications that children's needs are being met in a more sustainable way. We still need to improve if we are to meet and maintain the local corporate plan target of 23% which has been set in line with the statistical neighbour average.
- Initial Child Protection Conferences completed within 15 working days is good and improved on last month to 96.3%. The year to date performance for the first three months of the year is similar at 96.0% and compares well with the 2016/17 position of 91%.
- We continue to have no children subject to a child protection plan for two years or more.
- Use of agency social workers continues to fall. There were 71 across the service at the end of June compared to 72 at the end of May and 78 in April.

3.2 Areas for further improvement

- There were 288 contacts screened in June 2017 by the Early Help Triage Team which shows a decrease of 53 when compared with the previous month (341 recorded in May).
- Uptake of Early Help Assessment by partners dropped during June with 9 out of a possible 97 (9.3%) being completed.
- By the end of Quarter One data shows that 25% of children aged 0-5 across Rotherham had engaged with activities in a children's centre (the annual target is 66%). Work will continue during the year to engage with as many children as possible, ensuring that activities are focused and targeted accordingly.
- Following low performance in May contact decision making within 1 working day of 78%, June has seen a further decline to 59.1%. This is the lowest single month's performance since the inspection of 2014. A service led review of the data has identified linkages to the recent system downtime due to necessary upgrade procedures. The Assistant Director has requested evidence to demonstrate this correlation and reassurance of future service resilience.
- Although the number of new S47s started in June has decreased in previous months our rate per 10,000 population for the last 12 months has increased and at 297.4 is significantly above the statistical neighbour average of 178.7. Which is reflected in a similarly high rate of ICPCs 103.7 per 10,000 compared to the statistical neighbour average of 75.6.

- However the outcomes for the completed section 47s demonstrates that in the large majority (89.2%) the concerns are substantiated so therefore the decision to undertake the investigation is correct. Only 56.8% however are proven to be at risk of continuing harm and therefore progressing to child protection procedures. Performance is expected to improve with the improved approach to reducing risk through the implementation of the new operating methodology.
- Compliance in terms of CP plans remains low when compared to previous performance levels. 87.6% of children have up-to-date plans compared to 96.2% at the end of 2016/17 and 100% at the end of 2015/16.
- Looked after Children (LAC) numbers continue to rise. At the end of June there were 522 LAC compared to 488 at the end of 2016/17 (7% increase in 3 months) and 432 at the end of 2015/16 (21% increase in 15 months).
- Of the LAC Reviews completed in June 89.1% were completed within timescale an improvement on May's position of 85.7% but below 2016/17 performance of 91.3%. However a number of longstanding overdue LAC reviews which have been highlighted for action to the relevant Heads of Service, these will have a detrimental impact on future performance.
- The proportion of long term LAC who experience a stable placement for over two years continues to see a declining trend, 62.1% in June compared to 63.3% in April and 66.3% at the end of 2016/17. This translates to 90 children out of a long-term cohort of 145 and places Rotherham below statistical neighbours and the national average which are both at 68%.
- At the end of June 63 of the 522 LAC have had 3 or more placements within the last 12 months and increase on the 58 at the end of 2016/17. This equates to 12.1% of the cohort which is higher than statistical benchmarking data and local target of 10%.
- 5 adoptions have been completed in the first quarter of 2017/18. Projecting forward we are unlikely to achieve the 31 made in 2016/17.

3.3 Early Help & Family Engagement

- 3.3.1 Operational performance meetings continued during June with some focussed sessions on wider performance areas across the service, i.e. Children's Centres with a dedicated session around Families for Change booked for early July. This forum is proving successful and is having a marked impact on performance and issues related to recording that have affected performance. The forums have enabled operational managers to look at live data and communicate back with staff on recording issues and/or drift. As a result there is enhanced operational grip on performance (see below) which is a positive achievement.
- 3.3.2 The Early Help & Family Engagement Service is working on Phase Two of the Early Help Strategy, which involves a whole service review to further develop integrated, locality working. New structures and job roles will be subject to a

90 day consultation from September 2017 with a planned implementation date for the 1st April 2018.

3.4 Initial Contacts

- 3.4.1 Performance continued to be positive in relation to Initial Contacts during June with the number of contacts made rising again by 1.9% from the previous month. Of those in scope (110), 63.6% (70) were contacted within three working days, with a further 21.8% (24) being made after the third day. Overall, 85.4% of families were successfully engaged during the month which is highly positive and evidences that we are engaging early with families when needs are identified.
- 3.4.2 Although the timeliness of contacts being triaged decreased during June to 71.1% (189) within three working days, there were a further 20.3% (45) contacts triaged within six working days which was only just outside the timeframe bringing the overall total to 91.4%. There has been an increase in sickness absence in the team during the month which has impacted on performance. The situation is being monitored on a daily basis with additional support being identified where possible.

3.5 Early Help Assessments

- 3.5.1 The number of Early Help Assessments (EHA's) in scope for completion during June reduced from 130 the previous month to 104. Of these, 39.4% (41) were completed within the target timeframe of 35 days which equates to a 4% improvement in performance. A further 10.6% (11) of assessments were completed outside of the 35 day time frame which results in an overall completion rate of 50.00% (52) for the month.
- 3.5.2 Timeliness measures continue to be discussed at each Operational Performance Meeting to ensure that locality managers remain focussed on key performance targets and that any delays are identified and addressed.
- 3.5.3 The overall number of Early Help Assessments (EHA) completed by partners to date is at 11.3%. This shows real progress for our baseline of zero. The revised EHA has been coproduced with partners and is currently out for consultation. We are anticipating that the revised format (which incorporates Signs of Safety methodology) will stimulate and increase in partner engagement as the length of the previous assessment has been sighted as a reason for low assessment numbers.

3.6 Children's Centres

- 3.6.1 Centres Quarter One data for registration rates is now available and shows that 85% of all Children aged 0-5 living in Rotherham have been registered with a Children's Centre. In the 30% Lower Super Output Areas (LSOA's) 89% of children are registered, with South performance at 95%, North at 91% and Central currently at 83%. The funding allocated for 2017/2018 has been distributed using a revised formula to focus on need which will benefit those areas with higher numbers of children residing in 30% LSOA's.

3.6.2 Quarter One data shows that 25% of children aged 0-5 had engaged with activities in a children's centre against an annual target of 66%. However, of those living in the 30% LSOA's, 30% have already engaged, with Central localities engaging with 33%, North 28% and South 27% so far during 2017/2018.

3.7 Step Downs

3.7.1 During June, 22 families with 47 children were stepped down to Early Help. As previously reported, all steps downs moving to localities are agreed through dialogue between Children's Social Care and Early Help. The new process will continue to be monitored and reviewed and reported to DLT to ensure that it becomes seamless and also enables the critical 'step up / step down' dialogue to take place.

3.8 Families for Change

3.8.1 The Families for Change (FFC) programme has a target to engage 633 during 2017/2018. An average identification target across the year dictates 53 families each month and during June we identified 56 families that meet the troubled families' criteria and have now been added to the cohort for support.

3.8.2 The Families for Change Payment by Results claim window is now open and a claim will be submitted before the end of October 17. A deep dive review took place at the end of 27 July when the Directorate Leadership Team (DLT) challenged and supported the development of a solution focused action plan which will address and improve performance in this area.

3.9 Persistent Absence

3.9.1 Both primary and secondary schools made an improvement in this period with primary schools performing at 9.8% (nat ave 8.2%) compared with 10.3% at the end of 2016/17 and secondary schools at 14.1% (nat ave 13.1%) compared with 14.8% at the end of 2016/17.

3.10 NEET's

3.10.1 The position at the end of June reports a NEET figure of 4.1% (against a local target of 4.2%) and a Not Known figure of 2.9% (against a local target of 3.0%). Data sharing exercises, and follow up will continue, as will work to re-engage the NEET cohort, in particular our most vulnerable groups of young people, LAC, young parents etc.

3.11 Youth Offending

3.11.1 Based on the latest released YJB data (Mar 2017) which covers period January 2016 to December 2016, First Time Entrants into the youth Justice System in Rotherham has shown a decrease of 35.1% from the same period last year, whilst national figures also stand lower at 327 (decrease of 12.2% on same time last year). The actual decrease in numbers for Rotherham relates to 43 young people. This continues the downward trend from the previous quarter and is now lower than National and Regional trends. The

decrease is attributable to work undertaken with the police for the YOT to assess and intervene with young people prior to charge, should this trend continue it is likely to have a perverse impact on reoffending rates.

3.12 Customer feedback

3.12.1 During June the service received 18 voluntary exit surveys from families following case closure. The service is currently developing the reporting function to ensure that records are kept when families have been asked to complete a survey at case closure. It is the expectation that this is asked in 100% of closed cases where it is deemed appropriate. However, as the surveys are anonymous and voluntary it is important to note that a 100% success rate would be highly unlikely.

3.13 Children's Social Care - Contact and Referral

3.13.1 Contact timeliness fell to 59.1% as a result of Liquid Logic downtime. A focussed piece of work has been taking place to regain previous levels of timeliness. Performance has been steadily increasing; with July's performance being in line with more usual timeliness out-turns.

3.13.2 Month on month social care referral numbers continue to be consistent with June having 470 referrals, a progression rate of 34.3% of all contacts.

3.13.3 The rate of re-referrals within 12 months of last referral has seen further incremental month on month improvements from the 2016/17 position of 27.5% to 25.7% at the end of June. However this still remains high when compared to the national average of 24%. As improvement strategies are implemented and embed, a further continued downward trend is expected

3.13.4 The percentage of referrals moving on to an assessment has increased to 96% compared to 90% at the end of 2016/17. This indicator is now placed above the statistical (85.9%) and national averages (87.1%). This could be reflective of the impact of the improved screening work which is now undertaken at 'contact' stage rather than referral.

3.14 Assessments

3.14.1 The number of assessments started in June increased to 762 compared to a 2016/17 average of 515. Assessment outcomes are being monitored to ensure assessments are not being undertaken unnecessarily. June data suggests a small increase in the number of assessments resulting in 'Ongoing Involvement' but a small decrease in 'Step down to Early Help'. Overall, assessments resulting in no further service is at 37.6%

3.14.2 The percentage of assessments completed in 45 workings days remained consistent at 85.5%. However this needs to improve if we are to meet the 90% deadline.

3.14.3 Although the above performance information is important, an emphasis on quality in Children and Young People's Services remains a priority and this

will continue to be monitored and tested to ensure that the drive to improve timeliness is not at the cost of achieving best practice.

3.15 Plans

3.15.1 At the end of June there were 91.6% of eligible Children in Need (CIN) with an up to date plan. This continues the downward direction of travel from 93.9% at the end of 2016/17. Similarly the percentage of LAC with an up-to-date plan has also declined to 73.8% from 79.1% (2016/17). This continues the overall downward direction of travel. At the end of 2015/16 all were above 98%.

3.15.2 In relation to Care plans for looked after children there is a clear senior management agreement that in order for a review to progress there has to be an updated care plan and pre-meeting report. This has impacted on the completion of some plans and on isolated occasions a LAC review being completed in timescale. Work has taken place across the IRO and CIC service with managers and IRO's to support workers and Team manager awareness of this policy. This is starting to improve through better more timely communication.

3.15.3 It is well understood that the quality of plans is crucial in terms of securing good outcomes for children and this will continue to be the focus of the 'Beyond Auditing' work that is underway across the localities.

3.16 Visits

3.16.1 At the end of June 2017, 91.1% of children subject to a CPP had been seen within timescale, compared to 99% at the end of March 2016. The regular performance meetings continue to review progress in this area to ensure where visits are late the reasons are fully understood and that clear measures are in place to ensure that each child is seen in an appropriate timescale and that they are safe.

3.16.2 In relation to children in care, performance in LAC visits within the national minimum standard has decreased slightly to 94% from the 2016/17 outturn of 94.9%. Rotherham have set a higher standard for children to be seen within the first week of placement then four weekly thereafter until the child has been permanently matched to the placement. This has been relatively stable during quarter 1 with performance being 89.8% at the end of June compared to a 2016/17 outturn of 88.5%.

3.17 Section 47 (S47)

3.17.1 As previously reported, Section 47 investigation numbers are very high. A total of 1706 S47's were started in June alone compared to 1457 at the end of March 17. This equates to a rate of 302.5 per 10,000 population which is significantly higher than the statistical neighbour average of 178.73.

3.17.2 Of all Initial Child Protection Conferences (ICPCs) carried out in 2017/18 to the end of June, 92.5% were carried out within 15 days which is an improvement on the 2016/17 year end position 91% and better than the latest statistical neighbour and national averages (82.8% and 76.7% respectively).

Monthly data demonstrates that current performance is now regularly higher than 90%.

3.18 Children in Need (CiN)

3.18.1 The CiN number for June (1744) show a significant increase in the number of children (157) when combined with those subject to child protection plans (CPP) this equates to a rate of 384.4 per 10k population which puts performance above the statistical neighbour average (372.6), and national average (337.7). This is likely to be related to levels of deprivation and therefore the stat neighbour average is the most reliable comparator.

3.18.2 This increase is being explored jointly by the Head of Service for first response and locality social work service to ascertain whether it is a genuine increase in referrals or an inability to close cases/step down to early help. This has led to;

- Identification of potential points in the service that can lead to progression of work at a child in need threshold as opposed to an early help threshold
- Work with service managers to increase oversight over transfer process
- Discussions with managers and social workers in respect of developing a clearer understanding of the importance of parental consent to work within a child in need context

3.19 Children on Child Protection Plans (CPP)

3.19.1 At the end of June there were 424 children subject to a CPP, which is a significant increase on March 2016 when there were 370. The rate per 10,000 population of 75.2 demonstrates that this is still high when compared to statistical neighbours and the national average of 51.7 and 43.1 respectively.

3.19.2 The number of children becoming subject to a Child Protection Plan (CPP) in the last 12 months has increased from 445 in 2016/17 to 533 in June. The proportion of these children who are subject to their second or subsequent plan within 24 months has also increased month on month from 9.2% 2016/17 to 11.4% at the end of June.

3.19.3 Of the children subject to a CPP plan 100% of their reviews were completed in time during June. Year to date 99.2% of all reviews have been within timescale.

3.20 Looked After Children (LAC) (*also known as children in care*)

3.20.1 At the end of June there were 522 children in care which is an increase of 34 on March 2017 and equates to 92.6 per 10,000 population. This places Rotherham above statistical neighbours (75.8) and national average (60.0). In the last eight months we have seen a significant rise of children, with the number of children leaving care being lower than those being admitted to care.

3.20.2 It is not unusual for numbers of LAC in an authority in intervention to rise as action is taken to address cases which have been drifting previously. The rise

in the numbers of care proceedings in Rotherham is testimony to this happening locally. There is no feedback from the courts to suggest that any children are being brought before them unnecessarily. More recently the initiating of a large complex abuse investigation will be impacting on the number of children subject to care proceedings that will ensure their safety from the impact of accumulative neglect.

3.20.3 93% of completed LAC reviews in March 2017 were completed in time which fell to 87.4% in April. This has since been increasing steadily to 89.1% in June. The reasons for any late reviews are fed back to managers and action taken to address any practice issues.

3.21 Looked After Children – Placements

3.21.1 The June performance for children who have had three or more placement moves is stable at, 12.1%, which continues to be higher than all other benchmarks. Our target of reducing to less than 10% remains and is still achievable in the current financial year.

3.21.2 The number of children who experience a stable placement for over two years 62.1% is just below that of our statistical neighbours (68.2%) and the national average (68%). These two statistics could suggest that we need to improve our preventative work to reduce initial placement disruption.

3.21.3 There is good progress being made in reducing the numbers of children placed in residential care. While the change for them signifies a disruption, and will have some impact on these performance measures, they are only being moved if the new arrangement is demonstrably in their best long term interests. The new Fostering Allowance and Support Scheme have increased the growth of in-house foster carers. This in turn will support placement stability.

3.21.4 The number of children in a family based setting remains stable at 82% against a larger number of children in care this demonstrates that the increase in foster carers are managing to care for our new entrants well.

3.22 Looked After Children – Health & Dental

3.22.1 Performance in relation to health and dental assessments has fallen from 89.5.8% (2016/17) to 70.7% (June 17) for Health Assessments and from 57.3% (2016/17) to 55% (June 17) for Dental Assessments.

3.22.2 The overall number of health assessments completed remains at a good level and there has been a rise in the number of initial health assessments. This is due to the access health services have to the new case management system that has improved the administration of the process.

3.22.3 Of the LAC initial health assessments completed in in 2017/18 (YTD) 29.2% were within 20 working days of entering care. This is low performance but it's an improvement on year end 2016/17 (18.2) and 2015/16 (8.4%). In-month performance shows a recent improvement of 50% in June 2017 but this is still not good enough. Performance will continue to be very closely monitored.

Joint intervention between Health and the LAC Head of Service will support locality teams to better perform in respect of Initial Health Assessments.

3.23 Looked After Children – Personal Education Plans (PEP)

3.23.1 Performance regarding PEPs had been consistent throughout the year however this fell in June with 91.6% of children having a PEP in place and only 57.4% of children with an up-to-date PEP which remains too low.

3.23.2 Validation work by the Virtual School has identified a number of PEPs which have not been input into the Liquid Logic system this is contributing to performance being lower than expected. Once remedial work is completed performance is expected to be much higher.

3.24 Care Leavers

3.24.1 The number of care leavers increased to 223 young people at the end of 2016/17 which has since dropped to 215 at the end of June.

3.24.2 A total of 94.4% of these young people are in suitable accommodation, which is above the statistical neighbour (88.2%) and national averages (83%).

3.24.3 65.3% of the young people are also shown as being in education, employment or training, which again is above the statistical neighbour (55.6%) and national average (49%). This equates to 74 care leavers not being in education, employment or training (NEET).

3.25 Adoptions

3.25.1 As at the end of June, 5 children had been adopted with 4 adoption hearings set in July and August. In addition there are a further 11 potential matches awaiting adoption panel and approval which means that we are already likely to have at least 20 planned adoptions completed over the course of the financial year.

3.25.2 Year to date 2017/18, 40% of adoptions were made within 12 months of the decision that the child 'Should Be Placed for Adoption' (SHOPBA) which is currently higher than the 2016/17 year end position 38.7%.

3.25.3 In respect of 'Average number of days between child becoming LAC and having an adoption placement (A1)' Rotherham is performing well with a reduction from an average of 404 days in 2016/17 to 323 in June. Similarly for 'Average number of days between placement order and being matched with adoptive family (A2)' it has reduced from an average of 232.9 days in 2016/17 to 131 in June.

3.25.4 All children awaiting adoption are reviewed in the fortnightly performance meeting and the reasons for delay examined and understood. The work of the new 'permanence' team which has been in place since January 2016 is really starting to show impact in terms of both reducing the length of care proceedings and ensuring timely matching and placing of younger children with prospective adopters. The good quality of the work of this team is

attracting regular positive feedback from the courts and the impact on outcomes for children is tangible.

3.26 Child Sexual Exploitation (CSE)

3.26.1 There have been 45 new referrals in quarter 1 2017/18 where CSE is the presenting issue which has seen a decrease from 52 in the same period 2016/17.

3.26.2 In early 2017 the operating guidance for the Evolve Team, (the Rotherham CSE specialist team), was further developed and amended. These amendments mean that the team no longer 'key work' cases but co-work cases alongside the child's main key worker providing specific support and guidance in reducing risk to CSE and engaging and supporting the child through any prosecution processes where appropriate.

3.26.3 A multi-agency Governance Group is now in place and is establishing the means to collectively oversee the quality, nature and impact of the work of the team. A work plan is emerging which will drive forward further developments.

3.27 Caseloads

3.27.1 The average number of cases across the key safeguarding teams continues to be consistent and remain below the target of 22, ranging from 10.7 to 19.2 across the teams in June. Average number of cases held by LAC social workers was 10.7. Ensuring that social workers have manageable caseloads was a key priority for Rotherham and the current performance is testimony to what has been achieved in this regard.

3.27.2 The average caseload of key safeguarding teams continues to be monitored for every social worker in detail. All those over 22 are examined and the reasons explained. For example, some senior social workers have students allocated to them and the student caseload shows under the supervisor's name.

4 Options considered and recommended proposal

4.1 The full service performance reports attached at Appendix A represents a summary of performance across a range of key national and local indicators with detailed commentary provided by the service. Elected members are therefore recommended to consider and review this information.

5 Consultation

5.1 Not applicable

6 Timetable and Accountability for Implementing this Decision

6.1 Not applicable

7 Financial and Procurement Implications

- 7.1 There are no direct implications to this report. The relevant Service Director and Budget Holder will identify any implications arising from associated improvement actions and Members and Commissioners will be consulted where appropriate.

8 Legal Implications

- 8.1 There are no direct legal implications to this report.

9 Human Resources Implications

- 9.1 There are no direct human resource implications to this report. The relevant Service Director and Managers will identify any implications arising from associated improvement actions and Members and Commissioners will be consulted where appropriate.

10 Implications for Children and Young People and Vulnerable Adults

- 10.1 The performance report relates to safeguarding services for children and young people.

11 Equalities and Human Rights Implications

- 11.1 There are no direct implications within this report.

12 Implications for Partners and Other Directorates

- 12.1 Partners and other directorates are engaged in improving the performance and quality of services to children, young people and their families via the Rotherham Local Children's Safeguarding Board (RLSCB), the CYPS Improvement Board, the CYPS Performance Board, the Corporate Parenting Panel and the Early Help Review Board. All the Boards receive performance reports on a regular basis.

13 Risks and Mitigation

- 13.1 Inability and lack of engagement in performance management arrangements by managers and staff could lead to poor and deteriorating services for children and young people. Strong management oversight by Directorship Leadership Team and the ongoing performance meetings mitigate this risk by holding managers and workers to account for any dips in performance both at a team and at an individual child level.

14 Accountable Officer(s)

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Approvals Obtained from:-

	Named Officer	Date
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Assistant Director of Legal Services	N/A	
Head of Procurement <i>(if appropriate)</i>	N/A	
Head of Human Resources <i>(if appropriate)</i>		

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