

RMBC Notice to Improve Action Plan

Performance Measures

Date of Update 29th November, 2010

Objective	Key Actions	Measures			Lead	RAG	Performance Commentary	Lead Workstream(s)
		Baseline	Current Performance	Targets				
Staying Safe - Performance								
	NI 68 - Increase the % of referrals of children in need to children's social care going onto initial assessment in line with the current statistical neighbour average/top band performance (mid range is good performance)	57.6% (2008/09 outturn) (2270/3940) 59.8% (position as at Nov 2009) 2009/10 outturn 73.4%	83.43%	65% March 2010 68% October 2010 70% March 2011	Gani Martins	↑ Green	From 1st April to 26th November the figure is 83.43%. This continues to exceed the March 2011 target. Data checks continue to be undertaken to check accuracy in recording and are part of the QA process and in line with the Data Quality Strategy	Social Work
Improvement Notice	NI 59 - Increase the % of initial assessments for children's social care carried out within 7 working days of referral from the 2008/09 baseline in line with current statistical neighbour average/top band performance (high is good performance)	77.8% (2008/09 outturn) (1767/2270) 73% (position as at Nov 2009) 2009/10 outturn 75.2%	82.67%	80% March 2010 85% October 2010 87% March 2011	Gani Martins	↑ Amber	82.67% of initial assessments completed between 1st April and 26th November were completed in time. Data checks continue to be undertaken to check accuracy in recording and are part of the QA process and the Data Quality Strategy. An internal challenge session was held on the 12 th October to explore this NI further and actions put in place to improve this indicator further. 86.5% of initial assessments were carried out in 10 working days or less. A more detailed analysis is on the agenda for the improvement panel on 10th December.	Social Work
Improvement Notice	NI 60 - Increase the % of core assessments for children's social care carried out within 35 working days of their commencement from the 2008/09 baseline in line with the current statistical neighbour average/top band performance (high is good performance)	84.9% (2008/09 outturn) (276/325) 68% (position as at Nov 2009) 2009/10 outturn 80%	84.63%	80% March 2010 84% October 2010 87% March 2011	Gani Martins	↓ Green	Between 1st April and 26th November 84.63% of Core Assessments have been completed in time. Data checks continue to be undertaken to check accuracy in recording and are part of the QA process and in line with the Data Quality Strategy.	Social Work

Operational Targets

Objective	Key Actions	Measures		Target Date	Lead	RAG	Performance Commentary	Lead Workstream(s)
		Baseline	Targets					
1. Staying Safe – Social Worker Practice and Process								
Establish and implement an effective policy on the auditing of assessment and referrals so as to ensure managerial involvement in quality assurance	Implement an improved quality assurance framework for assessments and referrals	Each Team Manager audits 3 files per month as per guidance. Locality Managers to audit 3 files per month and 5 NFA Audits	100% compliance with the policy	August } Mile- Sept } stones Oct } 30th Nov deadline	Gani Martins	→Amber	Quality Assurance continues, the Practice Improvement Managers tackled the issues through coaching and mentoring. A new framework has been introduced which also covers the quality of practice. A report is on the agenda for the panel meeting on 10th December.	Social Work
	Conduct a review on all NFA cases to quality assure the high level of 'no further action' decisions being taken	NFA Contacts and Referrals 1.4.2009 to 9.12.2009 33.18% Total Contacts NFAd 11.12% Total Referrals NFAd by localities	10% reduction in overall contact and referrals which result in NFA by March 2010	Sept 2010	Gani Martins	→Amber	Quality Assurance continues, the Practice Improvement Managers tackled the issues through coaching and mentoring. A new framework has been introduced which also covers the quality of practice. A report is on the agenda for the panel meeting on 10th December.	Social Work
	Conduct Business Process re-engineering exercise on current practices in relation to Assessments and Referrals in line with best practice to enhance performance	Practices in relation to Assessments and Referrals in need of review	Business process Re-engineering process completed	August 2010 for reprioritisation Sept 2010 for completion of Top 5 Commencement and Project Plan for those remaining August 2010	John Dunn, RBT / Rebecca Wragg	→Amber	Key processes have been revisited in line with service reconfiguration High level Child's journey has been approved, LAC review of process to commence January. Early Intervention and Prevention incorporated into appropriate processes and interfaces with services and pathways. Now including CAHMS, Adults services and YOT. There are 7 areas still to be mapped with a target of December for creation and March for approval, dissemination.	ICT
Embed use of the CAF in practice across children's services so that it is effectively used to inform early intervention	Improve quality and completion levels of CAFs No. of CAFs No. of CAFs preventing I.A. etc	Between January 2006 and July 2009 there have been 976 CAFs completed in Rotherham.	600 CAFs to be completed between April 2010 and March 2011	March 2011	Simon Perry / Sarah Whittle	↑ Amber	496 CAFs have been registered this year to date. Almost 40% have been initiated by colleagues from Health, 33% by schools and 12% from the voluntary and community sector. Since July, the primary need identified in each CAF has been recorded and currently there are 66 CAFs recorded under Enjoy and Achieve categories, 56 SPA referrals and 47 pregnant teenagers/ young parents.	Early Intervention
Implement the recommendations from the recent Fostering Inspection	Develop an action plan and monitoring system to implement the 9 elements of the recommendations	Action Plan Developed	Action Plan developed and actions implemented	Completion of individual actions by Sept 2010	Gani Martins	↑ Amber	7 recommendations are now complete, 2 are nearing completion. The completed actions have been audited to ensure evidence is robust and in place	Social work

Implement the recommendations from the recent Safeguarding and LAC inspection	Develop an action plan and monitoring system to implement the 10 recommendations	Action Plan Developed	Action Plan developed and actions implemented	Completion of 3 immediate actions by mid Sept 2010. Completion of remaining 7 actions by mid November 2010	Gani Martins	↑ Amber	7 recommendations are now complete, 3 are nearing completion. The completed actions have been audited to ensure evidence is robust and in place	Social work
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Operational Targets

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		Baseline	Targets					
1. Staying Safe – Social Worker Practice and Process								
Monitor improvement in children’s social care, by establishing a rigorous performance management system which delivers regular monitoring, scrutiny and quality assurance of social care performance	Ensure that all children's homes are compliant with regulatory requirements Review compliance in relation to revised inspection criteria (currently out for consultation). Conduct routine audits of compliance and report key themes arising.	1 - St Edmunds	No inadequate children's homes	October 2010	Gani Martins	complete		Social Work
	Conduct robust quality assurance checks on information systems to ensure that contacts, referrals and the status of investigations, assessments and plans are up to date	Quality assurance and audits require improved performance framework	Number and % of adequate data quality checks conducted - 100%	October 2010	Gani Martins	→ Amber	Quality Assurance continues, the Practice Improvement Managers have tackled the issues through coaching and mentoring. A new framework has been introduced which also covers the quality of practice. A report is on the agenda for the panel meeting on 10th December.	Social Work
Review social workers’ responsibilities to ensure that responsibilities are clearly and tightly defined so that no staff carry too wide a range of work. This will need to involve consideration of whether a restructure of children’s social care services is necessary	Undertake Fieldwork Review and implement improved operational structure	The remaining priority action to be addressed	Fully reviewed social care infrastructure in place	October 2010	Gani Martins	Complete		Social Work / Workforce

Operational Targets

Objective	Key Actions	Measures		Target Date	Lead	RAG	Performance Commentary	Lead Workstream(s)
		Baseline	Targets					
2. Enjoying and Achieving – Practice and Process								
Improve Performance across primary schools with a particular focus on addressing the performance of schools below the floor targets	Implement this plan, as agreed with DCSF and National Strategies, to bring about demonstrable and sustained improvement in primary school standards throughout the term of the Improvement Notice.	13 Primary schools below floor targets 10 Primary schools below floor targets (2010)	13 down to 8 during 2010 and then down to 0 in 2011	March 2010 October 2010 March 2011	David Light	→ Amber	A full report was submitted to Improvement Panel on 22nd April 2010 and a World Class Primaries Board has met regularly with DCSF/DfE and National Strategies involvement to progress the actions in the plan. It is not yet clear whether government will sustain the WCPP as a national strategy however our approach is for these to continue with National Strategies representative attending meetings until the end of March and currently the Board continues to meet local priorities in Rotherham and is being sustained. The core membership of the Board has met this half-term to review progress and consider further actions in 2010/11. In summer 2010, 10 of the original 13 schools rose above the floor target at KS2, including 3 of the 5 hard to reach schools who had been below 55% L4 English and Maths combined for at least 5 years. However, based on provisional results, 7 other schools fell below the floor target so that challenges in meeting basic standards at KS2 remain urgent in the context of a reduced SES workforce and, in all probability, further changes in both LA finance and national policy from April 2011.	Enjoying and Achieving

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		Baseline	Targets					
3. Leadership and Management/Capacity Building/Support								
Develop a comprehensive programme of training, mentoring and continuous professional development for all social care staff so that they have the skills to complete high quality and timely assessments	Identify practice issues related to quality and consistency from Quality Assurance audit reports by Locality and Teams.	Further embedding required	Month on month improvement on QA Audits with less issues reported	Aug/Sept and October milestones	Deb Johnson and Warren Carratt	→ Amber	Final report of Practice Improvement Partners received October. Learning and Development programmes (eg refreshed induction, action learning sets) currently being developed. Audits of these will inform future learning and development.	Social work
	Incorporate into L&D activity identifying most appropriate to resolve issues encountered	Initial learning programme rolled out	Review quarterly in line with QA Audits to ensure continual improvement	30th Nov 2010 deadline	Deb Johnson and Warren Carratt	↑ Amber	Action learning sets and formal training sessions have been delivered by the Practice Improvement Partners and are currently being evaluated. Handover to Social Work Practice Consultants for continued legacy management has taken place. PQ	Social work

Objective	Key Actions	Measures		Target Date	Lead	RAG	Performance Commentary	Lead Workstream(s)
		Baseline	Targets					
3. Leadership and Management/Capacity Building/Support								
							programme has been rolled out to all of the social work workforce.	
	Evaluate effectiveness of L&D interventions by Locality and Teams in relation to improved practice.	Initial learning programme rolled out	Review quarterly in line with QA Audits to ensure continual improvement	Aug/Sept and October milestones	Deb Johnson and Warren Carratt	→ Amber	University of Sheffield carrying out SWTF Health Check on behalf of CYPS to test staff engagement and satisfaction with a range of interventions, including those related to learning and development.	Social work
	Track improvement of Locality and Teams in relation to quality issues identified.	Further embedding required	Month on month improvement on QA Audits with less issues reported	30th Nov 2010 deadline	Deb Johnson and Warren Carratt	↑ Amber	A further detailed audit reporting identified issues is on the agenda for the Improvement Panel on 10th December.	Social work
	Ensure that accountabilities for each individual are being reinforced through consistently applied PDR's to ensure staff have a satisfactory Performance Plan. Consider action post inspection report	81%	90%	Nov 2010	Julie Westwood/ Warren Carratt	→ Amber	The review conducted at the end of July showed that 71% of eligible staff had received a PDR. Sample of audits of PDRs have also taken place and that this has highlighted that not all PDRs have been recorded on Yourself. Directors have followed this up with their managers and a further update has shown that 73% of eligible staff have had a PDR.	Workforce / Performance
Demonstrate improvements in staff satisfaction and in the satisfaction of children and families with the services they receive through the term of the Improvement Notice	Improve outcomes of CYPS Satisfaction Surveys	Employee Opinion Survey Family Placement Survey Audit Commission in Schools Survey Social Worker Survey	LAC reviews Social Worker Survey December 2010	March 2010 Oct 2010 and March 2011 Milestone January 2011	Julie Westwood/ Warren Carratt	→ Amber	Baseline for EOS - 64% (CYPS) rest of Council 69% - target to be discussed 69%, the next EOS is not until 2011, Baseline for Audit Commission schools survey response rate 2008 29% 2009 63%. (no longer being carried out)The Family Placement Survey is a bi-annual survey of Foster Carers and Adopters, the next survey is scheduled for 2011. The full staff survey planned for December has been deferred, a social work specific survey is planned for November and will be concluded in December. At the end of October 95% of LAC participate in reviews. In relation to customer satisfaction we have engaged victims of youth crime, young people in relation to voice and influence and the impact this has on services and in addition the youth service evaluates satisfaction about our early intervention services.	Workforce and all Workstreams

Operational Targets

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		Baseline	Targets					
4. Performance Management								
Improve Annual Children's Service Scores Profile to Performing well by 2011 through implementation of all outstanding recommendations and improvement of inspection scores to good or better	Continually assess the position in relation to all outstanding external inspection recommendations including all those listed in CAA Blocks A and B	Performing Poorly	90% of recommendations met in original timescale 12 reports per year	monthly	Julie Westwood	↑ Amber	Recommendations from key high risk inspections being input. Visits undertaken to Early Years and SES to examine recording systems already deployed. These have been found to be satisfactory. Visits have taken place to validate the implementation of recommendations and the state of readiness in terms of achieving a positive outcome in the next inspection. Action plans are in place from the services to shift proportion of services to good or better. A positive meeting was held with OFSTED on 18 th October in relation to the draft CSA rating which is adequate. 92% of all inspection recommendations monitored are complete.	Performance
	Introduce robust monthly monitoring arrangements to ensure implementation of all outstanding inspection recommendations from all inspections in original timescales	Inspection recommendations from key inspections are being monitored but reports need to include all inspected services	90% of recommendations met in original timescale 12 reports per year	Quarterly	Julie Westwood	↑ Amber	All inspection recommendations (with the exception of schools and which have an established monitoring system) are entered into the reconfigured CYP inspections monitoring system. Reports from these are generated monthly and reviewed by DLT 92% of all inspection recommendations monitored are complete.	Performance
	Improve CYP Performance Profile rating for Block A by increasing % of inspected services rated "good or better"	Performing Poorly (bottom band for both PRU and Children's Homes) 54.9%	Performing Well (65% - 79% categorised as outstanding or good)	Quarterly	Julie Westwood	↑ Amber	A report was presented to the Improvement Panel on 31 st August using local information which showed that 62% of inspected settings were good or better. The new super groups have an impact also, we have 2 of these in the top bands. A positive meeting was held with OFSTED on 18 th October in relation to the draft CSA rating which is adequate	Performance
	Improve CYP Performance Profile rating for Block B by: Ensuring majority of inspected scores are rated "good or better" for safeguarding LAC and SCRs	Fostering - Satisfactory SCRs 2/4 judged inadequate	Fostering - Good All future SCRs rated adequate or better	Quarterly	Julie Westwood	→ Green	The Serious Case Review Profile is now 1 Good, 4 Adequate, 2 Inadequate. The Inadequate judgement on one SCR received since the notice to improve was challenged and Ofsted re evaluated the SCR in full with a finding and amended judgement to Adequate. The LSCB worked closely with GOYH to progress outstanding action plans and	Performance

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4. Performance Management								
							<p>recommendations and three were signed off by GOYH between March and August 2010. A further two action plans have had evidence submitted against a robust evidence log and are due to be signed off by the LSCB on 3rd December.</p> <p>The SCR procedure is currently being revised to reflect Working Together (2010) and a IMR Quality Assurance Toolkit has been developed to ensure maximum learning from serious cases.</p>	
	Improve CYP Performance Profile rating for Block C by improving NI performance	Not In line with or better than statistical neighbours and the national position	In line with or better than statistical neighbours and the national position	Quarterly	Julie Westwood	→ Amber	<p>Improvement plans are in place for NIs and where targets are not being met performance clinics are held to identify areas where further improvement can be made. A report on the latest OFSTED profile was submitted to Panel on 31st August. This has been assessed as the strongest block, meeting the requirements of performing well and indicates that we are in line or better than statistical neighbours and national, however this only supplements the other 2 blocks.</p> <p>A positive meeting was held with OFSTED on 18th October in relation to the draft CSA rating which is adequate</p>	Performance
	Ensure quarterly reporting on the Children's Services Performance Profile on their release clearly outlining areas of risk and potential impact	Report on Quarter 2 profile prepared	4 reports per year and improvement in each service block	Quarterly	Julie Westwood	→ Amber	<p>A report on the latest OFSTED profile was reported to panel on 31st August, it was thought however that overall there is still a high level of risk in particular relating to Block A inspections.</p> <p>A positive meeting was held with OFSTED on 18th October in relation to the draft CSA rating which is adequate</p>	Performance

Operational Targets

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		Baseline	Targets					
5. Recruitment and Retention								
Increase the capacity of social carers to ensure effective services to safeguard vulnerable children	Reduce the vacancy rate of qualified social workers from the December 2009 baseline to meet the improvement notice target	37.2% 16th December 2009	20% vacancy rate by October 2010 10% vacancy rate by March 2011	October 2010	Gani Martins	→ Amber	Of the permanent establishment posts we have 15 posts vacant (15.8 %) with 14 of these covered by agency staff, leaving 1 social worker post unfilled. Appointments have been made to the 14 posts and new staff are due to commence their employment before and after Christmas. As part of the fieldwork review we have increased the number of social worker posts from 89 to 95	Social Care / Workforce
	Reduce the vacancy rate of team managers from the December 2009 baseline to meet the improvement notice target	33% 16th December 2009	16% vacancy rate by October 2010 8% vacancy rate by March 2011	October 2010	Gani Martins	→ Amber	There are 15 Team Manager posts in the establishment with 3 vacancies, however 3 of these are covered by agency staff.	Social Care / Workforce
	Recruit 30 new Foster Carers	126 (January 2009)	156	March 2011	Gani Martins	→ Amber	There are currently 142 foster carers, with 13 being recruited since April 2010 and 5 have resigned. Currently there are 22 being assessed. Our 2010 Fostering Recruitment campaign 60 registration of interest since September.	Social Care / Workforce
	Reduce the over reliance on agency staff	2009/10 spend = £1,843,627 (12 months) £1,811,768 relates to social care, £1,390,402 of which via the Duttons contract	Reduce by £440,000 in 2010/11 on agency staff	October 2010	Gani Martins	↑ Amber	The recruitment campaign for permanent social workers and team managers continues however, there is still major expenditure on agency staffing. Expenditure on agency social workers and team managers to date is £906,585 and agency admin £33,219. It is anticipated that the savings target of £440,000 will not be met.	Workforce / Finance

**CYPS Achievements – (CYPP 4 Big Things)
Tackling Inequality**

- Rotherham has been rated the best in the region for children getting their first choice of secondary school 97%. (2009)
- The Quarter 2 figure for NEETS is 7.7% higher than national at 6.4% (Oct 2010)
- 2010 Year 11 school leavers – 94.4% of these are in learning and only 3.8% are not in education, employment or training (NEET) (Nov 10)

Keeping Children and Young People Safe

- CPP lasting over 2 years have reduced from the 2008/09 outturn of 4.8% to 4% (2009/10)
- 100% of CPP are reviewed within timescales. Child Protection Reviews are maintaining the top 100% performance (2009/10)
- LAC Reviews in timescales improved from 96.5% to 97.1% (2009/10)
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Prevention and Early Intervention

- 97% of all Rotherham Schools (including PRUs) have achieved National Healthy Schools Status (2009/10)
- Childhood obesity for both reception and Year 6 has improved by 2% and we are now in line with our statistical neighbours. (09/10)
- 86% of children and young people participate in 2 hours+ sport or PE (increase of 25% since 2006) (2009/10)
- Rotherham are the first Authority in the country to have 2 childminders achieve the Quality Mark for Early Years by the Basic Skills Agency (2010)
- Since 2005/6 there has been a 34% reduction in the number of young people entering the criminal justice system. (2009/10)
- 79% of Rotherham's Under 5s are currently part of the Imagination Library Project, that's 11,736 children. (Sept 2010)
- 87.5% of care leavers are in employment, education or training, an improvement of 23.9% since the end of March 2010, exceeding the target of 67%.. (2010)
- Primary School Lunch take up 44.6% in 2009/10 up from 41.2% in 2008/9, higher than national average (Oct 2010)
- The number of under 18 conceptions continues to fall. In comparison with our statistical neighbours we rank the 3rd best performance out of 11 as at September 2009 (Nov 10)

Transforming Rotherham Learning

- 97.5% of schools are meeting Extended Services Core Offer. (09/10)
- Ofsted have judged Hilltop School to be outstanding in all major areas including Safeguarding.(2010)
- Thornhill has been judged by Ofsted as outstanding with an outstanding capacity to improve. (2010)
- Herringthorpe Junior School is one of the top 20 schools in the UK for the best use of technology. Runner up in the learning experience Primary Becta ICT Excellence Award (2009)
- Rotherham Schools Music Service - Second outstanding Ofsted inspection report. (2009)
- Achievement at Foundation Stage has improved from 50.4% in 2009 to 56.6% in 2010 (including PSE and CLL) (2010)
- A Level achievement in 2010 has shown a 1.1% increase from 2009 (provisional data) (2010)
- GCSE results 5 A* to C has increased by 6.43% since 2009 , 3.41% including English and Maths (2010)
- GCSE results for Looked After Children 5 A* to C including English and Maths 25.9%, and 40.7% not including English and Maths (provisional data) (2010)