

Appendix

Safeguarding and Children in Care Project Management Board

October 2010

Improvement Notice Targets

Target	Current Performance	Direction of Travel	Commentary	Actions	Additional Information
Increase % IAs within timescale to: a) 70% in December 2010 b) 75% cumulative from 1/7/2010 to 31/3/2011	GREEN In Month: September 93.5% w/e 22 October 93.4%	Improvement – 85% in August (48.1% in June)			
	GREEN Cumulative from 1 July 2010: 90.5% - end of September	Slight decline - 93.7 % end of July			
	Cumulative from 1 April 2010: 65.0% by end September	Improving – 55.7% in June			
Increase % CAs within timescale to: a) 75% in December 2010 b) 80% cumulative from	GREEN In Month: September– 85.4% w/e 22 October 100%	Slight decline – 86.8% in August (however, 40.3% in June)			

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Target	Current Performance	Direction of Travel	Commentary	Actions	Additional Information								
1/7/2010 to 31/3/2011	<p>GREEN Cumulative from 1 July 2010:</p> <p>91.0% by end of September</p> <p>Cumulative from 1 April 2010:</p> <p>63.7% end of w/e 19 September</p>	<p>Slight decline – 93% end of August</p> <p>Slight improvement – 63.2% at end of August</p>											
<p>Ensure % of referrals of children to children's social care going on to IA does not drop below 50% in any reporting month for the duration of this Improvement Notice</p>	<p>GREEN 75.2% September 2010</p> <p>71.3% Cumulative from 1 April</p>	<p>Slight improvement – 70.1% August 2010</p>											
<p>Ensure maximum social worker caseloads (in Referral and Assessment) of:</p> <p>a) 30 by December 2010</p> <p>b) 25 by March 2011</p>	<p>AMBER As of 22 October:</p> <p>R&A FTE – 13.5</p> <p>Average Caseload – 26</p> <p>Number of 30 cases – 2</p>	<p>Improvement – 3 workers had more than 30 cases last month.</p>	<p>There are two workers who has a caseload of over 30, and improvement from August. However, average case load has increased (from 20), suggesting a more even distribution of cases (reflecting the increased capacity of newer staff).</p> <p>The following statistics relate to the position in Referral and Assessment on 25 October 2010:</p> <table> <tr> <td>Open referrals</td> <td>347</td> </tr> <tr> <td>Awaiting allocation</td> <td>0</td> </tr> <tr> <td>Assigned to team</td> <td>0</td> </tr> <tr> <td>Allocated to duty</td> <td>0</td> </tr> </table>	Open referrals	347	Awaiting allocation	0	Assigned to team	0	Allocated to duty	0		
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			This represents a slight decrease in the number of open referrals in the past month (down from 378). These figures have now stabilised.		
<p>Ensure social care vacancy rate is:</p> <p>a) no more than 8% by March 2011</p>	<p>AMBER</p> <p>October 2010</p> <p>16.6% Social Worker Vacancy Rate</p>	<p>Improving - 19% - Social Worker Vacancy rate in August</p>	<p>Within the social worker cohort of 78.3 FTE; there are currently 13 vacancies. All but 1.4FTE are currently being covered by agency staff.</p> <p>Current projections:</p> <p>4 trainees will be sitting against a QSW post from March – until they qualify in June</p> <p>We have 3 potential interviews in November</p> <p>Therefore, we could potentially have only 6 vacancies at March 2011 (7.6% vacancy rate). However, this does not take into consideration churn / leavers from the service.</p> <p>We also have 4 final year bursaries due back in June 2011 and therefore provided there is no further leavers the vacancy at June could be 2 (2.5%).</p> <p>Within Referral and Assessment, from an establishment of 14 social worker posts, there are currently 8.5 permanent social workers (up from 7.5 in August due to 1 social worker is transferring into the team from the adoption team). There</p>	<p>Work is underway with a company called Jacaranda regarding the possible appointment of social workers from the following areas:</p> <p>Sweden, Denmark, Portugal, The Netherlands, France, Belgium, Poland, Slovakia, Slovenia, Czech Republic, Hungary.</p> <p>An evaluation of the costs of this work is being considered, although this may fill a gap in terms of reflecting the Peterborough population.</p>	

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			<p>are currently five agency social workers covering 6.5 vacancies.</p> <p>Referral and Assessment posts are being advertised at both Senior Practitioner and Basic Social Worker level, with the potential of all vacancies being recruited to. Vacancies in Fostering and Adoption are also being advertised at both levels. Closing date for applications is 29th October 2010.</p> <p>Team Managers are being asked to hold vacancies for 4 of our final year trainee social workers who qualify next June, and there are also 4 final bursary students who will be required to move into vacancies if they are suitable for recruiting. This will be discussed further at a meeting in November.</p> <p>There are now four new Trainee Social Workers in post, although these do not currently count towards the establishment.</p> <p>There is an establishment of 18 Team Managers, 3 Team managers posts are currently covered by acting up arrangements whilst substantive post holders are covering other posts.</p>		

Improvement Notice Actions

Key Action	Commentary including key activity undertaken in period	Outstanding actions required	Date	Risks / Issues / Mitigating Action	Additional Information
<p>Review the escalation policy and ensure that it is understood and used by all partners</p> <p>GREEN</p>	<p>Messages sent from PSCB to ensure escalation policy forms part of all single and multi-agency safeguarding training.</p> <p>Policy communicated and feedback is that it is being used appropriately.</p> <p>Communications activity to support publication ongoing, including incorporation into Transforming Children's Services resource pack.</p>	<p>Annual Review of Policy</p> <p>Ongoing reviewing of escalations as they are received</p>	March 2011		
<p>Implement an electronic recording system that is fit for purpose and which contains a single record for each child with complete chronology</p> <p>GREEN</p>	<p>Project continues to be delivered in line with project timescales.</p>	<p>Contracts scheduled to be completed</p>	End December 2010		
<p>Demonstrate improvements in the quality of social work practice through audit and professional development</p> <p>GREEN</p>	<p>Audit programme in place and is continuing to be being delivered.</p> <p>In order to provide more effective support to team managers, a new post has been identified to provide mentoring and support to newly appointed team managers across Children's Social Care. This post will, as part of their role, run a series of masterclasses in key</p>	<p>Ongoing delivering of audit programme</p>	Ongoing		

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	areas, including adoption, care proceedings and assessments. A very experienced manager has been recruited and will start on 4 th October.				
Work with partners to ensure that the Peterborough Safeguarding Children Board (PSCB) establish and follow clear processes to implement Serious Case Reviews (SCR) action plans and has oversight of key data GREEN	All SCR action plans scrutinised and outstanding actions highlighted and completed with collation of evidence of actions completed. All agencies are now aware of their responsibilities in relation to SCR and PSCB have mapped individual agencies procedures re. SCR action plans. Performance a standing agenda item for PSCB. Two SCR action plans have now been signed off by PSCB in September.	QA group meeting to consider dashboard and performance information required for PSCB Sign off of final SCR action plan	Ongoing November 2010		
Demonstrate effective evaluation of projects and initiatives including the Common Assessment Framework (CAF) and that the findings inform service development AMBER	Work has started on the first phase to develop framework for project evaluation, including development and roll out of PRINCE II methodology. A junior project manager has been recruited, and is undergoing training. Work is underway to scope potential training, with a focus being put upon the delivery of projects within a Children's Services environment rather than generic Prince methodology training. It is anticipated that this training will be delivered through the new training facility being developed at the Hereward School site. A new system for recording CAF data has been completed and is being rolled out.	Ongoing implementation of PRINCE II approach to projects across Children's Services Work to develop a mechanism for evaluating the impact of CAFs	Ongoing until March 2011 November 2010		See CAF QA Report

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	<p>CAF co-ordinators are now attending team around the child meetings and will conduct QA on these processes using national tools.</p> <p>Further work is required to develop a process to evaluate the impact of CAFs on outcomes. Exploratory conversations to be held concerning utilising approaches developed within the Social Care QA process.</p>				

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