

**Service Area Children's Social Care and Early Help****Service Area Description**

The service covers initial contact to long-term social work for young people considered to be at risk of significant harm, a child in need or a child who is in the care of the local authority. It includes both reactive and proactive work.

No.	Baseline	Progress	Next Steps	New arrangement added ...
A.1	In August 2017 we had 1074 open cases to social care services	Reduced to 734 at end of September which meant more staff time for children in need of support and protection.	Focus on increasing consistency of case work to reduce the time children need to stay in the system. Particularly in light of continued level of increasing demand	A weekly Performance Huddle, to focus on flow of work. Reduction in Service Managers and increase in team managers to put resource into frontline capacity.
A.2	In August 2017, care leavers were part of the general social work caseload with 56 young people being supported.	By September 2018: Development of 16+ leaving care service to meet new extended duty. Now 78 young people being supported.	Development of local offer to ensure that care leavers to the age of 25 have every help to be successful in the Royal Borough.	Capacity to review operation and support the development of a Leaving Care service. Developed within existing resources.
A.3	Bottom quartile assessment timeliness measure for 2016-17 with more than half of assessments taking more than 45 days to complete	At September 2018, significant shift in performance with six successive months of 80%+ assessments being completed on time.	Increasing the quality of assessments to better direct the subsequent work with young people and their families.	Detailed review of the front door services led to operational changes to increase the awareness and visibility of timeliness.
A.4	In October 2017 there were 134 young people subject to child protection plans	By September 2018 that had reduced to 77 through more explicit application of the LSCB threshold document..	Ensuring that all partners are familiar with and applying the same understanding of the threshold document.	The introduction of the shared reviewing service required a reassessment of meaning as the team worked with two different sets of threshold documentation.
A.5	In September 2017 there were 4 children on a child protection plan for longer than 24 months	For the six months up to September 2018 there have been no children on a child protection	Maintaining the high quality practice in this area.	The introduction of a monthly permanency scrutiny panel highlights those young people

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		plan longer than 24 months.		were movement towards a permanent solution has stalled.
A.6	In September 2017 we had an agency staffing rate of 19% in the social care and early help service..	In September 2018 that rate has fallen to 10% with a number successful recruitment activities.	Focus on securing permanent staff in the Duty and Assessment team which continues to be predominantly agency staff.	The opportunity to be part of a larger organisation with a range of career paths has been cited as a factor with some recruits.
A.7	Single service supported children and young people aged 0 to 25, with a disability. Covered services from assessment, EHCP and ongoing social care support.	Launched a Preparing for Adulthood pathway with dedicated resources and experience of the adult social care landscape.	Development of the transition arrangements so that all families are able to navigate the change from children's to adults services at the appropriate point in the 19-25 age range.	This was a local change, working with Optalis to develop.
A.8	Local offer was setup but unmaintained, relying on service providers to proactively update their information.	Post appointed to first update the information and proactively manage the Local Offer	Move the infrastructure to AfC platform at a reduced cost and simplified navigation, while maintaining independence of information.	Shared back office team allows reuse of more modern design with the typical expense of a custom redesign.
A.9	In the year to September 2017, 78% of the children who went missing from home (23 episodes) were offered Return Home Interviews, and while all were completed, only 35% were completed within 72 hours.	In the year to September 2018, there were 17 episodes of children missing from home and 94% were offered Return Home Interviews, and 59% were completed within 72 hours	Maintain the improved performance and ensure that the support to the child develops as a result of the Return Home Interview.	Return Home Interviews are completed by a wide range of youth workers, instead of relying on the youth workers allocated directly to the social care teams.

**Service Area Youth and Community Services****Service Area Description**

The service includes the universal youth service offering, statutory work with young people in the criminal justice system and the Intensive Family Support service which is part of the national Troubled Families initiative. It also covers Children's Centres and health service including Health Visitors and School Nurses.

No.	Baseline	Progress	Next Steps	New arrangement added ...
B.1	In September 2017 there were no specific interventions or processes to support young people involved with gangs/drug exploitation	Specialist gang mentors have been trained in supporting young people who have been identified as being exploited through gangs. Low level preventative interventions have also been developed – 8 young people have received direct support around gangs	Continue to develop the mentoring scheme and gang interventions through the Community Safety Partnership.	
B.2	In August 2017 there were 59 open cases to the Youth Service	This has increased to 86 open cases which provide direct support to a vulnerable young person.	To continue to identify where youth workers can contribute effectively to the outcome for a vulnerable young person	Youth Services have been bought into the early help process so they can engage with young people in parallel with social work assessments which deescalates some cases.
B.3	There were no payment by results (PbR) claims submitted in Q1 2017 for the Troubled Families programme and we had submitted 57 claims which was 12% of our overall target.	Since Sept 2017 we have had a focus on PbR and we now sit in 39 <sup>th</sup> place out of 140 Las, having submitted 193 accepted claims which is 42%. The national average is currently 32%.	Improving access to a range of data will increase our PbR and requires cross team working.	The development of the community manager post added capacity to the team to drive this important element of the service.
B.4	Intensive Family Support team was being run on an agency basis as "only three year commitment".	Saved £35,000 a year by investing in permanent manager which has shifted the impact of the team, leading to strong DFE	Develop the tracking and reporting tools to reflect the impact on chaotic families.	Additional management capacity brought increased focus on outcomes.

No.	Baseline	Progress	Next Steps	New arrangement added ...
		feedback in summer 2018.		
B.5	Youth Offending service leadership was integrated into the Community Safety Partnership, which led to a lack of operational clarity across agencies.	By September 2018 we had created a Management Board with representation from partners from police, health, education, retired youth judge, council and Youth Justice Board	To increase the working knowledge of the Board so they present scrutiny and challenge in a timely and effective way.	Focus on the outcomes in youth justice identified the need for clearer management oversight.
B.6	Health visitors have a number of reviews that have to be carried out with the consent of parents, expressed as a percentage of the relevant aged child population. At August 2017 the outcomes were: 6-8 week review - 70% Breastfeeding @8 wks - 41% 12 month review - 57% 2 yr review - 40%	At September 2018 the outcomes were: 6-8 week review - 77% Breastfeeding @8 wks - 48% 12 month review - 73% 2 yr review - 55%	Continue to improve take up of HV mandated contacts which enables early detection of issues leading to earlier interventions and better outcomes for children and families.	RBWM is the only part of AfC which provides these services.
B.7	In August 2017 there were 132 children and their families in receipt of targeted or preventative Children's Centre support (eg Parents as First Teachers etc)	Increase of 27% to 181 children and their families in receipt of targeted or preventative support by September 2018..	Continue to respond to the changing needs of the communities in which our service users live.	Early Help Hub process enables clear referral pathway for children and families in need of support.

**Service Area Education****Service Area Education**

To promote educational excellence for all children and young people, by providing a range of support and challenge to all our providers

This performance is based from August 17 through to September 2018

No.	Baseline	Progress	Next Steps	New arrangement added ...
C.1	2016-17 our Ofsted rating for good to outstanding schools were rated at 83%  2016-17 - 84% of pupils receive a good or outstanding education	2017-18 Ofsted rating for good to outstanding schools were rated at 91.5%  2017-18 - 90% of pupils receive a good or outstanding education	Commission school reviews to address priorities for development to ensure that our six requires improvement schools are Ofsted ready	Networking with other AFC school improvement partners to share best practice.
C.2	Academic Results 2016-17 at expected level Phonics – 84% KS1 – Reading 82% KS1- Writing 74% KS1 – Maths 80% KS2 – combined 66%	Academic Results 2017-18 at expected level Phonics – 86% KS1 – Reading 81% KS1- Writing 73% KS1 – Maths 80% KS2 – combined 68%	Through subject leaders networks ensure that there is a knowledge base curriculum and cluster moderation assessments  Co-ordinate cluster moderations for all key stages to ensure curriculum coverage and promote Quality First Teaching provision	Networking with other AFC school improvement partners best practice
C.3	KS4 results 2016 -17 The percentage of Royal Borough pupils attaining English and Maths GCSE at grade 4 or above is 72%. This is above state funded national figure of 64%.	KS4 results 2017-18 50.8% of pupils achieved 9 - 5 passes in both English and Maths GCSEs, well above the state funded national average of 43%.	To improve relationships with our secondary schools in order that the group can be represented in essential forums.	Networking with other AFC school improvement partners best practice
C.4	Pupil Premium 2016-17  Early Years Pupil Premium	Pupil Premium 2017-18  Early Years Pupil Premium	EYS Pupil Premium project to join up with Schools Pupil Premium networks	

No.	Baseline	Progress	Next Steps	New arrangement added ...
	Number of disadvantaged pupils reaching GLD – 57%	Number of disadvantaged pupils reaching GLD – 46% on a significantly smaller cohort		
C.5	2016-17 Early Years 85% of our PVI's judged as good to outstanding by Ofsted  One inadequate setting	2017-18 Early Years 91% of our PVI's judged as Good to outstanding by Ofsted  NO inadequate setting	The introduction of professional development from the Teaching School (Nursery) – is having impact on early education	
C.6	Childminders 2016-17  90% of our graded Childminders have met the standards or achieved good and outstanding rating from Ofsted	Childminders 2017-18  Currently 98% of our graded Childminders have met the standards or achieved good and outstanding rating from Ofsted	Continue current support model with light touch.	
C.7	Schools direct programme has a 100% pass rate for qualified teachers – 2017-16 80% of schools direct students were employed in RBWM	2017-18 – 85% of schools direct students were employed in RBWM Schools	Continue to work and promote RBWM schools as a place of employment for Schools Direct programme students	This is a long-standing local initiative.
C.8	Not in Employment, Education or Training (NEET) is a measure of the participation of 16 and 17 year olds. The average % NEET for December 2017 was 0.6% and % unknown was 19.7%. We were the lowest in the country.	The average % NEET for December 2018 was 1.1% while the % unknown was 5.5%. This is indicated to be England average performance.	To assign a person to communicate with schools to feed the data analysis and track/chase the unknowns	Buying into the same AFC data analysis system for NEET and un-knowns. We now have a system for recording accurate data and are able to track students by adopting AFC process and procedures.
C.9	Virtual School supported Children in Care with education plans, reviewed twice a year and on exceptional basis for post 16	All statutory school age pupils have three reviews; access to psychology resources and broad support for post 16.	Development of support for those children who have been adopted.	A genuinely shared approach o the virtual school has allowed significantly more resource to be applied to the same cohort.

**Service Area School Support Services****Service Area Description**

Support services (internal and schools inc Finance, catering, Business Support) for RBWM and Academy schools

No.	Baseline	Progress	Next Steps	New arrangement added ...
D.1	Expanding schools and increasing pupil numbers with fixed resource for admission arrangements was leading to some families applying late.	Increased in number of on-time applications received for primary schools places in 2018, with 3877 applications received on time and 94.63% given 1st-3rd preference of school.	Continue to target potential applicants and schools to promote on-time applications.	This remains a local service, however integration with other AfC support services has developed some shared capacity.
D.2	Increasing number of appeals, many on point of law which have limited chance of success.	Reduction in the number of infant class size school appeal hearings held by 15% - saving parental time and stress. 2018/19: 15 of 146 total appeals heard (10%) 2017/18: 36 of 141 total appeals heard (25%)	Continue to proactively inform applicants of the rules and limitations of infant class size appeals.	This remains a local service.
D.4	Number of school expansions projects underway with the bulk now completed.	Charters, Newlands and Cox Green school expansion building work completed. Also Dedworth Middle school sports hall and classroom block. All negotiated with Academy Trusts.	Dedworth Middle dining alterations, Furze Platt Senior and St Peter's expansions in progress. Initial programme expected to be within £30m budget allocated.	This remains a local service
<b>D.5</b>	Contract for schools re-tendered including school meals and waste collection.	A new contract let at a lower cost for parents and schools. Began September 2018, providing highly nutritious meals and cashless systems in all schools	Continuing for 3 years minimum driving efficiency for all.	Financial working across AfC and RBWM has simplified the contract and reduced internal budget transfers.

**Service Area Operational Support Services****Service Area Description**

Internal AfC Support services such as finance, business support, data intelligence and Quality Assurance

No.	Baseline	Progress	Next Steps	New arrangement added ...
E.1	Support workforce with high proportion of staff on agency or fixed term contracts.	Successfully decreased business support agency staff and fixed term contracts x 4 by May 2018 – an 11% reduction.	Further work on cross-skilling which will make a couple of roles more attractive.	The drive to a simplified set of job accountabilities has enabled successful recruitment within the service.
E.2	Increased focus on Customer Service & standard of delivery	Increased focus on Customer Service & improved standard of delivery, by introduction of Behaviour & values leadership across Business Support. Led to Social care support team being selected by peers for award.	Continue to implement SLAs in each Service Area	Improved connection between the services, with a focus on the child.
E.3	Development of local practice in support of Child Protection Conferences, MASH discussions and other cross agency working	Improvement in administration of service which supports families has streamlined process resulting in increased report sharing by partner agencies; reduction in cost & admin of printing and fewer errors in circulation.	Signs of Safety Model Mock conference training to further reduce admin requirements  Pilot of digital recording of conferences to increase accessibility.	Shared innovation across three local authority areas.
E.4	Development of weekly Huddle reporting information, built on existing PARIS reports	Development of weekly operational overview has increased the connection between operational practice and overall performance to increase timeliness, consistency and best practice sharing.	Continued focus on Children in Need and redevelopment of replacement ICS system.	Integration of AfC process and focus with existing RBWM investments in PARIS report development.