Families Children and Learning (FCL) Performance & Safeguarding Service
Performance and Quality Assurance Framework

FCL Directorate Plan: *Deliver on a directorate wide performance and quality assurance framework in order to ensure that safe and effective services are provided.*

"Senior leaders have a clear understanding of the strengths and areas for further development in their services, informed by a thorough and accurate self-assessment, alongside learning from regular comprehensive quality assurance framework auditing and peer reviews." Ofsted, July 2018.

"Regular, comprehensive performance reports enable senior leaders to monitor performance against key performance indicators. This is supported by learning from quality assurance audits, ensuring a focus on practice at monthly performance meetings, corporate parenting panel and the Children, Young People and Skills committee." Ofsted, July 2018.

"Performance support is excellent, with good systems and staff to support them. We were impressed with the integration of performance staff into senior management discussions and the opportunity to use performance staff to facilitate interrogating data at these meetings. Your performance team has established a system whereby instant performance reports are available at all levels on demand. Your numerous performance reports and the ability to get information live and across levels and issues is excellent. We saw good use of this performance data at all levels of the organisation." LGA Safeguarding Peer Review September 2016

- The Performance Management Framework (PMF) is designed to allow us to take action in response to actual performance to deliver the best outcomes and services in relation to our priorities and statutory responsibilities within available resources for children, young people and their families.
- It is a forward facing and self-service Performance Management Framework which provides workers and managers with the support and tools with which to make systematic, continuous improvement to the services they deliver to children and their families in Brighton & Hove:
    - **Individual client level reporting:** These reports provide a detailed overview for an individual. This level of reporting is in-depth, and provides significant amounts of specific detail about one person we work with. **Example:** The Client Summary Report provides an overview of a child or young person, with chronology of key events, key relationships and key questions from assessments.
    - **Worker/operational reporting:** These reports provide a tool which looks at ongoing work and supports planning and prioritising current tasks. **Example:** The Client Overview reports enables a social worker or manager to see their caseload or caseload for their team, and when visits, reviews and assessments are due.
    - **Management Level Reporting***:* Reports that aggregate performance by worker and team, and look at performance over a limited timescale. These support front line and senior managers in managing staff on a short to medium-term basis or see their performance within the wider service. **Example:** The Assessments report enables a front line manager to see how their timeliness of completed assessments

compared to other teams, and how individual members of staff have contributed to this.

- **Strategic Reporting:** Reports for managers to look at longer term trends and performance across the whole service. This allows performance to be compared at a regional and national level. **Example:** The Monthly Highlight Report provides trend information on a number of key performance indicators such as re-referrals to children's social care and timeliness of Initial Child Protection Conferences.

A guide to Self-Service Reporting can be found in Appendix 1.

Performance Framework
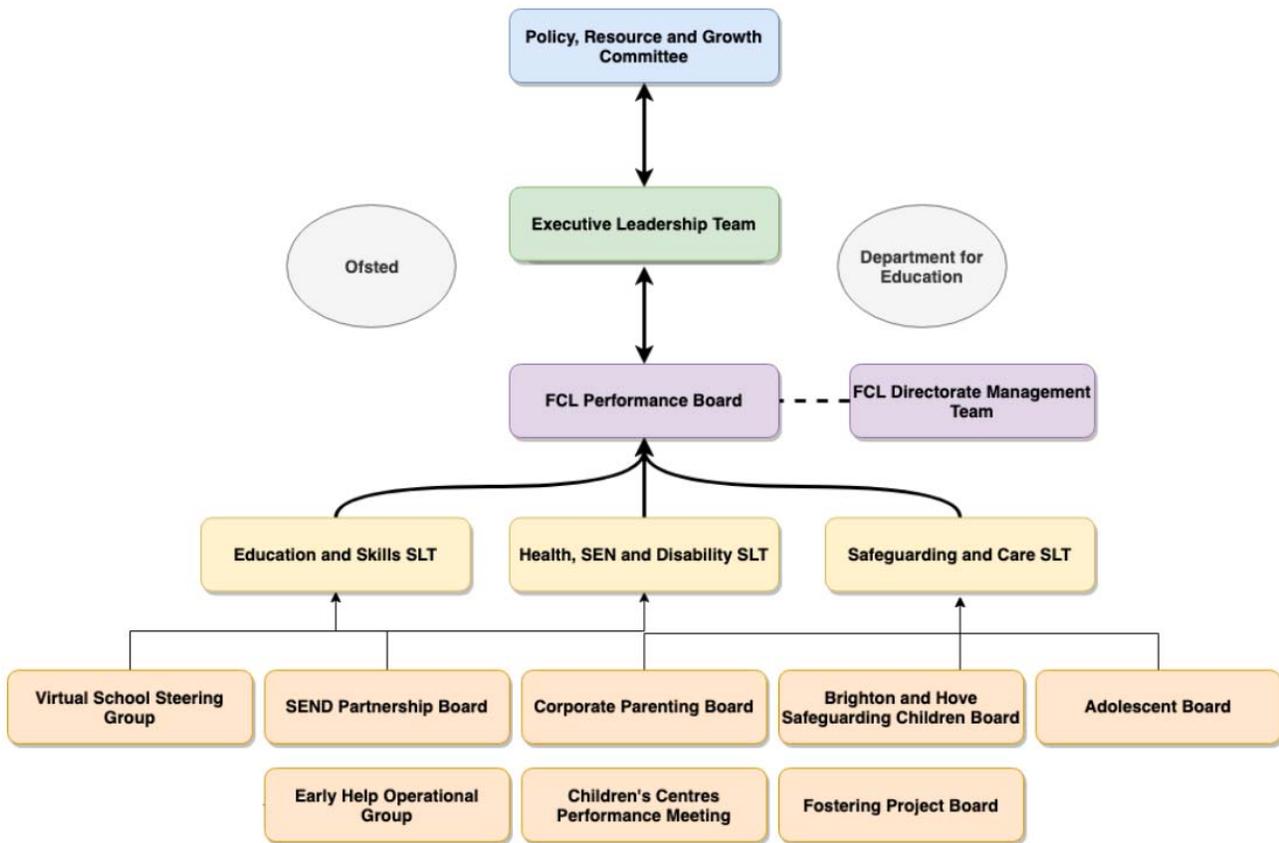
FCL Performance Board – this takes place quarterly and is chaired by the Executive Director for Families, Children & Learning. The Board scrutinises a comprehensive Directorate-wide Performance Report which includes 51 Key Performance Indicators. KPIs will have an agreed target where applicable, and a RAG rating based on performance against that target. A note of thanks is sent to staff from the Executive Director where performance is very good, and will request an exceptions report where performance is identified as an area for development. The Board will also scrutinise Directorate Plans, performance against FOIs and MP / member enquiries, EIA Completion, Audit Recommendations, a service user / customer feedback report, a SEND Performance Dashboard, Children's Social Care Performance reports, a Schools Causing Concern report and a Quality Assurance briefing.

The list of KPIs reported to the FCL Performance Board can be found here in Appendix 2.

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Safeguarding and Care SLT – this takes place monthly and is chaired by the Assistant Director for Safeguarding & Care and there is a monthly Performance slot where the monthly Highlights Report, which is a report of key social care indicators, and the Children's Analysis Tool (ChAT) is reviewed. The ChAT is a key performance report which Ofsted use as part of their inspection process of Children's Social Care.

Education and Skills SLT – this is chaired by the Assistant Director for Education and Skills. GCSE forecasts are reviewed each term and analysis on key stage results by pupil groups and school performance are regularly scrutinised. A comprehensive school census report is presented annually, which analyses trends and demographics for children and young people attending Brighton and Hove schools.

Health, SEN and Disability SLT – this is chaired by the Assistant Director for Health, SEN and Disability. The SEND Dashboard is reviewed at SLT and performance on Adults with Learning Disabilities is being developed.

Families, Children & Learning Quality Assurance Framework (QAF)

- Families, Children & Learning (FCL) has a strong quality assurance system in place to check that services are being delivered effectively and to standards that keep children and young people safe.
- The core principle of quality assurance is to learn from experience and to apply the learning to facilitate continuous improvement in services.
- The Quality Assurance activity includes regular quarterly audits of practice; feedback from children and families; thematic audits; observation of practice; learning reviews and learning from complaints.
- *Social Work Audits* are completed each quarter by social workers (a total of 53 cases are selected). There are 2 parts to the audit – in Part A there are 12 quality standards for the key practice areas and in Part B the focus is on whether the outcomes for the child/young person have improved/are improving.
  - o Pod Managers are required to moderate the audits and retain responsibility for validating the overall grade and the action plan.
  - o The findings from audit are analysed and presented in a series of briefings – for Children's Social Work the briefings are produced quarterly and are shared with social workers and their managers. The findings from audit are also presented to the Senior Leadership Team (SLT) and the FCL Performance Board each quarter.
  - o As part of continuous improvement, the Quality Assurance (QA) Managers routinely challenge Pod Managers and provide exemplars to enable active learning. The QA Managers also attend Group Supervision in social work pods and deliver training on quality assurance to Newly Qualified Social Workers (NQSWs) and newly appointed staff.
  - o The QA Managers also work closely with the Principal Social Worker and Lead Practitioners to look at the learning from audits and how this can be taken forward in a way that engages social workers.
  - o Once a year the QA Managers check each of the audits completed in a given quarter to check for consistency in scaling and grading.
- *Thematic Audits* are completed twice a year and the themes are identified from current practice issues and other sources such as Serious Case Reviews, performance data and regular quarterly audits. The theme of the last audit was 'The recording of BAME issues in children's social work'.

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- *Multi-Agency Thematic Audits (BHSCP)* are completed twice a year and involve rrepresentatives from the partnership including Sussex Police, the NHS, and schools as well as children's social work. The theme of the last audit was 'Child Exploitation' with a focus on child sexual exploitation (CSE) and child criminal exploitation (CCE).

Reports Overview

Help File

Contact: CSWSInformationOfficers@brighton-hove.gov.uk

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Description:

Our self-service reporting system provides social workers and managers with the support and tools with which to make systematic, continuous improvement to the social work service they deliver to children and their families in Brighton & Hove. These reports are divided into 4 colour-coded tiers to make it easy to identify the role and scope of a report, from authority wide strategic overviews to detailed operational reporting.

STRATIGY

Strategic Reporting

Management Reporting

Worker Reporting

Individual Client Reporting

OPERATIONAL

Individual client level reporting

Aim to provide a detailed overview for an individual. This level of reporting is in-depth, and provides significant amounts of specific detail about one person we work with.
Audience: Business Support Officers, Social Workers, Front Line Managers, Senior Management
Current Reports: Client Summary Report
Planned Reports: Review Summary Report
Example: A worker or manager might use this to get a recent narrative overview for an individual they work with.

Worker / operational reporting

Aim to provide a tool which looks at ongoing work and supports planning and prioritising current tasks.
Audience: Business Support Officers, Social Workers, Front Line Managers, Senior Management
Current Reports: Client Overview Report, Leaving Care Supervision Report
Planned Reports: Fostering Overview Report
Example: A social worker or manager might use this to see their caseload or caseload for their team, and when visits, reviews and assessments are due.

Management level reporting

Reports that aggregate work by worker and team, and look at performance over a limited timescale. These should support front line and senior managers in managing staff on a short to medium term basis or see their performance within the wider service.

Audience: Front Line Managers, Senior Management

Current Reports: Caseload Report, Assessments Report, Visits Report

Planned Reports: Reviews Report, Missing Children Report, Staff Supervision Report

Example: A front line manager might use this see how their timeliness of completed assessments compared to other teams, and how individual members of staff have contributed to this.

Strategic Reporting

Reports for managers to look at longer term trends and performance across the whole service. This allows data to be compared on a regional and national level.

Audience: Front Line Managers, Senior Management

Current Reports: LAC Report

Planned Reports: Front Door for Families Report, CP Report, CIN Report, Care Leavers Report

Example: Heads of Service might use this to see what % of Children in Care had healthcare checks within statutory timescales, and how this had changed over time.
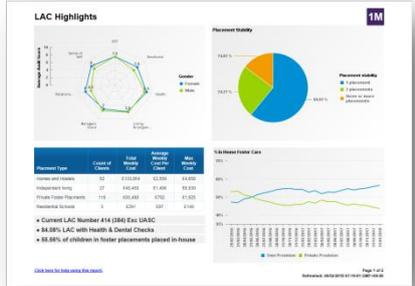
Individual Report Guidance:

General Report Guidance

Client Summary Report

Client Overview Report

Managers Assessments Report

Managers Caseload Report

Leaving Care Supervision Report

Last reviewed 2018-02-27

Families Children & Learning KPIs 2019/20

Dir.	No.	Unit of measurement	Measure	Frequency	Polarity (high is good, low is good or trend)	Report to ELT/PRG	Council/City
FCL	1	%	% of council-run childcare providers rated good or outstanding by Ofsted	Quarterly	High is good	DMT	Council
FCL	2	%	% of early years registered childcare providers are judged to be good or outstanding by Ofsted	Quarterly	High is good	DMT	City
FCL	3	%	% of schools are judged good or outstanding by Ofsted (Corporate)	Annual	High is good	Corp	City
FCL	4	%	% of children achieving a Good Level of Development at the end of the Early Years Foundation Stage	Annual	High is good	DMT	City
FCL	5	No.	The average progress 8 score for all pupils in state-funded schools at the end of Key Stage 4 (Corporate)	Annual	High is good	Corp	City
FCL	6	No.	The average progress 8 score for children with Educational and Health Care Plans (Special Educational Needs) in state-funded schools at the end of Key Stage 4	Annual	High is good	DMT	City
FCL	7	No.	The average Progress 8 score of disadvantaged pupils all pupils attending state funded schools at the end of Key Stage 4 (Corporate)	Annual	High is good	Corp	City
FCL	8	%	% of all pupils attending state funded schools achieving the 'expected standard' in reading, writing and maths at the end of Key Stage 2 (Corporate)	Annual	High is good	Corp	City
FCL	9	%	% of pupils with Educational and Health Care Plans (Special Educational Needs) attending state funded schools achieving the 'expected standard' in reading, writing and maths at the end of Key Stage 2	Annual	High is good	DMT	City
FCL	10	%	% of disadvantaged pupils attending state funded schools achieving the 'expected standard' in reading, writing and maths at the end of Key Stage 2 (Corporate)	Annual	High is good	Corp	City
FCL	11	%	The overall absence rate in maintained & academy primary and secondary schools	Termly	Low is good	DMT	City
FCL	12	%	% of pupils that studied at state-funded schools in Brighton and Hove at age 15 that achieved level 2 by age 19	Annual	High is good	DMT	City
FCL	13	%	% of pupils that studied at state-funded schools in Brighton and Hove at age 15 that achieved level 3 by age 19	Annual	High is good	DMT	City
FCL	14	%	% of eligible two year olds taking up early education places	Quarterly	High is good	DMT	City
FCL	15	No.	Number of pupils permanently excluded from state schools	Termly	Low is good	DMT	City
FCL	16	No.	Number of fixed term exclusions in primary and secondary schools	Termly	Low is good	DMT	City
FCL	17	No.	Number of pupils educated at home	Termly	Low is good	DMT	City
FCL	18	No.	Number of pupils educated otherwise than at school	Termly	Low is good	DMT	City
FCL	19	No.	Number of school age pupils known to be missing education	Termly	Low is good	DMT	City
FCL	20	%	% of pupils in Brighton and Hove state funded schools (Years 7-11) reporting that they have been bullied this term	Annual	Low is good	DMT	City
FCL	21	%	% of children living in poverty	Annual	Low is good	DMT	City
FCL	22	No.	Number of families identified as part of the Stronger Families Stronger Communities programme who are 'turned around' (Phase 2)	Monthly	High is good	DMT	Council
FCL	23	%	The combined figure for the percentage of young people aged 16 – 17 who are Not in Education, Employment or Training (NEET) and the percentage of those whose NEET status is not known [Quarterly YTD excluding September and October]	Quarterly	Low is good	DMT	City

Families Children & Learning KPIs 2019/20

Dir.	No.	Unit of measurement	Measure	Frequency	Polarity (high is good, low is good or trend)	Report to ELT/PRG	Council/City
FCL	24	No.	Number of first time entrants (FTE) to the youth justice system (Corporate - City)	Quarterly	Low is good	Corp	City
FCL	25	%	% of re-referrals to Children's Social Care Front Door for Families	Monthly	Low is good	DMT	City
FCL	26	%	Strengthening Family Assessments - % completed in 45 days	Monthly	High is good	DMT	Council
FCL	27	%	Strategy Meetings to ICPC (Initial Child Protection Conference) - % achieved in 15 days	Monthly	High is good	DMT	Council
FCL	28	No.	Number of children who were the subject of a child protection plan	Monthly	Low is good	DMT	Council
FCL	29	No.	Number of weeks taken to complete care proceedings (Rolling year average)	Monthly	Low is good	DMT	City
FCL	30	No.	Number of children in care (Corporate)	Monthly	Low is good	Corp	Council
FCL	31	%	The average Progress 8 score of children in care in state funded schools at the end of Key Stage 4 (Corporate)	Annual	High is good	Corp	City
FCL	32	%	% of children in care achieving the expected standard in reading, writing and maths at the end of Key Stage 2	Annual	High is good	DMT	City
FCL	33	%	% of children missing in the quarter who had a return interview	Quarterly	High is good	DMT	Council
FCL	34	%	% of former relevant young people (care leavers) aged 19, 20 and 21 who were in education, employment or training	Annual	Low is good	DMT	City
FCL	35	%	% of children in care receiving a timely health check assessment	Monthly	High is good	DMT	Council
FCL	36	%	% of children in care receiving a timely dental check assessment	Monthly	High is good	DMT	Council
FCL	37	%	% of children who cease to be looked after who are adopted	Quarterly	High is good	DMT	City
FCL	38	No.	The average time between a child entering care and moving in with adopters [days]	Monthly	Low is good	DMT	Council
FCL	39	%	% of children placed in foster care that are placed in-house	Monthly	High is good	DMT	Council
FCL	40	%	% of EHC Plans issued within 20 weeks including exceptions	Quarterly	High is good	DMT	City
FCL	41	%	% of EHC Plans issued within 20 weeks excluding exceptions	Quarterly	High is good	DMT	Council
FCL	42	No.	Number of court disposals resulting in a custodial sentences	Quarterly	Low is good	DMT	City
FCL	43	%	Percentage of young offenders who re-offend	Annual	Low is good	DMT	City
FCL	44	%	% of people with a learning disability in employment (Corporate)	Annual	high is good	Corp	City
FCL	45	%	% of people with a learning disability in settled accommodation	Annual	high is good	DMT	City
FCL	46	No	Number of children in residential placements	Quarter	Low is Good	DMT	City
FCL	47		% of young people with a learning disability turning 18 with a transition assessment in place	Quarter	High is good	DMT	Council
FCL	48		Adults with learning disabilities in specialist hospital settings (CCG Funded Placements) - less than 10 inpatient stays in specialist hospital at any one time.	Quarter	Low is good	DMT	City
FCL	49	%	The % of adults learning disability regulated services judged good or outstanding (Ofsted/CQC)	Quarterly	High is good	DMT	City
FCL	50	%	The % of childrens learning disability regulated services judged good or outstanding (Ofsted/CQC)	Quarterly	High is good	DMT	City
FCL	51	No.	Number of Fixed Term Exclusions for children and young people with Special Educational Needs (SEN including school assessed and with EHCPs/Statements)	Annual	Low is good	DMT	City