Comments from Ofsted	Maps to which key Performance Indicators	Other Monitoring
Leadership & Governance		
Positive Statements		
The leadership and governance arrangements in Wokingham are robust and effective and demonstrate many elements of good. The senior leadership team in Wokingham has a clear vision for service improvement and many of the essential components are in place to ensure further progress.	**KPI: All key performance indicators** are a window into Leadership performance. These include • Corporate reporting against core KPIs • Corporate Parenting Board self-assessment • Children's Services self-assessment on 22/09/2015. • Independent Leadership review commissioned and reported Summer 2015	Performance is also reported through Executive, Lead Member, Corporate Parenting Board, Local Safeguarding Children's Board, Corporate Leadership team, Children's Services Leadership team
Senior leaders have been instrumental in effectively pursuing opportunities to secure additional funding through government-funded innovations and collaborative working arrangements. Adopt Berkshire and Signs of Safety innovations project are two positive examples.	**KPI: Signs of Safety Innovations programme progress** is reported quarterly in the Corporate KPIs to Management overview and Scrutiny and Executive committee. **Signs of Safety Innovation programme updates** are reported regularly to Children's Overview and Scrutiny committee.	Performance is also reported through Executive (corporate KI project updates), Lead Member, Corporate Parenting Board, Local Safeguarding Children's Board, Corporate Leadership team, Children's Services Leadership team
A robust workforce strategy has begun to reduce a previously heavy reliance on agency workers	Reported to CS Overview & Scrutiny on 21/07/15: **KPI: % Staff turnover** **KPI: % employed staff** **KPI: % agency staff** **KPI: % vacant roles**	Quarterly reports on HR presented to: • CSLT • Lead Member • LSCB

Comments from Ofsted	Maps to which key Performance Indicators	Other Monitoring
Staff have good access to training and are committed and positive about working for Wokingham	**KPI: Annual workforce satisfaction survey** (discussed at Corporate Works Council in September 2015) **Other KPIs: Innovation programme staff satisfaction** reporting quarterly.	Innovation programme reporting quarterly to Lead Member, Corporate Parenting Board, Local Safeguarding Children's Board, Corporate Leadership team, Children's Services Leadership team
Areas for improvement		
First and second line management, which are vital, are not sufficiently rigorous in challenging, monitoring and driving social work practice to ensure that all services for children and young people are good. The quality of practice remains variable and is not consistently good. Inspectors found that weak management oversight and supervision were common features in too many cases. Ensuring robust case supervision, management oversight and decision making by first and second line managers is crucial to improving social work practice and improving outcomes for children and young people in Wokingham.	**KPI: Complaints report** **KPI: % Care proceedings completed within 26 weeks** **CPB** and **CS Self-Assessment** reported to CS Overview & Scrutiny on 22/09/15 contained **KPIs** on: • **Timeliness of Child Protection & Children in Care visits** • **Caseloads** • **Numbers per team** **New KPI proposed:** Percentage of Social Workers Receiving Supervision at least once a month	Team reporting has been in place for the past year and identified good performance on Caseloads and Numbers of children per team and performance concern on the timeliness of Child Protection & Children in Care visits. Quality Improvement Plan reported at CSLT level and LSCB quality assures practice and identified quality improvement priorities
Joint commissioning of children's services is under-developed, although some key areas have been agreed as strategic priorities between partners. Child and Adolescent Mental Health Services are not sufficient to support all the needs of children looked after and care leavers with direct support or intervention.	**New KPI proposed**: Time in days from Referral to CAMHS Services to initial appointment for children who are subject of a Child Protection Plan **New KPI proposed**: Children in Care: Time in days from Referral to CAMHS Services to initial appointment.	Performance is also reported through Corporate Parenting Board, Local Safeguarding Children's Board. Performance reporting against Emotional Health and Wellbeing strategy action plan is reported to Health and Wellbeing Board

Comments from Ofsted	Maps to which key Performance Indicators	Other Monitoring
In a small minority of cases, delays in holding strategy discussions and instigating child protection procedures resulted in children remaining in situations of unassessed risk.	Quality assurance identified this through audit and was in our **self-assessment** reported to CSO&S on 22/09/2015	A new local indicator has been designed to ensure that strategy discussions are timely, and risks to children of delays are minimised.
Assessments and planning processes for unborn babies and children under the age of three years are not sufficiently robust.		A plan is in place to address this with a new assessment being implemented alongside refreshed processes and training for practitioners. This will be accompanied by a KPI to closely monitor that actions are producing positive outcomes for young children and unborn babies. The Local Safeguarding Children's Board has been asked to lead an analysis of the pattern in assessments for unborn children and children under the age of three.
Multiple changes in social workers and managers has contributed to drift and delay in implementing plans to support some children and has affected children's ability to sustain positive relationships with adults.	**New KPI proposed:** Number & % of Children in Need who have had more than 1 allocated Social Worker. (excluding change of social worker when the child is transferred from DT&A to area teams). **New KPI proposed**: Number & % of Children on a Child Protection Plan who have had more than 1 allocated Social Worker (excluding change of social worker when the child is transferred from DT&A to area teams). **New KPI proposed**: Number & % of Children in Care who have had more than 1 allocated Social Worker (excluding change of social worker when child is transferred from DT&A to area teams).	A new indicator has been designed to monitor number of changes in social worker and the new performance management process will require specific actions to be put in place should there be performance issues.

Comments from Ofsted	Maps to which key Performance Indicators	Other Monitoring
Transition planning begins too late for disabled children.	**New KPI proposed**: All children who currently are in receipt of Children's Services who will require adult services have a transition plan in place by the age of 14	Is being addressed as part of the action plan following inspection with a project now in place to review transition processes and procedures with appropriate KPIs in place to monitor transition planning performance.
Children who need Help and Protection		
Positive Statements		
In the vast majority of cases, children and young people in need of help and protection receive an effective and prompt response from the duty, assessment and triage team.		
Thresholds for services are clear, understood and applied effectively in most cases.		
When referrals do not meet the threshold for children's social care, the early help hub, overseen by a social work manager, is ensuring that appropriate services are in place to support children and their families.		
The domestic abuse repeat incident management group provides an effective arena for additional multi-agency scrutiny and risk assessment.		

Comments from Ofsted	Maps to which key Performance Indicators	Other Monitoring
Most children are seen and seen alone by social workers, and benefit from direct work using a range of tools to explore their experiences and perceptions.		
Children Looked After & Care Leavers		
<u>**Positive Statements**</u>		
When children need to be looked after by the local authority, decisions in the majority of cases are prompt and appropriate.	**KPI:** Percentage of Care Proceedings completed in 15/16 within 26 weeks of application – already reported to O&S and Executive.	Local quality assurance work through case audits is routinely used by service managers to ensure learning is embedded in practice.
The virtual school has made significant progress in improving support to children looked after, including improved personal education plans.		**Existing KPI**: % Eligible LAC with a Recent PEP – currently reported to CSLT (monthly) and Corporate Parenting Board (quarterly) This monitors the existence of a PEP for each eligible child in care, while quality assurance audits the quality of PEPs.

Comments from Ofsted	Maps to which key Performance Indicators	Other Monitoring
Placement stability for children looked after is good. The local authority appropriately considers placement of children looked after within their wider family and has encouraged and enabled the use of special guardianship orders. Arrangements to enable children to live with their foster carers after their 18th birthday are established and working well.	Percentage of children who have had 3 or more placements in current year – Currently reported to SMT, CSLT and Corporate parenting board.	Placement stability is monitored through the existing KPI: % children who have had 3 or more placements in current year. This is reported monthly at Children's Services Leadership Team.
Areas for Improvement		
There are, however, delays in considering plans for children's permanence.	**New KPIs Proposed:** % Children in Care who achieved permanent care arrangements during the previous 12 months. % current LAC who are not in permanent care arrangements who have a plan for permanency	Adoption scorecard gives an understanding of timeliness of permanence and is reported to Corporate Parenting Board.
Life story work for children looked after is under-developed.		The Ofsted Action Plan details the action being taken to address this concern.

Comments from Ofsted	Maps to which key Performance Indicators	Other Monitoring
The quality and support to care leavers varies, with some not receiving the frequency of visiting they require or the level of help they need to develop independent living skills.		The CiC Council meets monthly, and issues raised will feed into the quarterly Corporate Parenting Board meetings. The Pledge Survey, for CiC and Care Leavers, is completed annually. The results of this are shared at Corporate Parenting Board. Weekly Management reports include information about the frequency of Care Leaver Visits and monitoring of the frequency of Pathway Plans and if we are 'in touch' with our Care Leaver cohort.
Adoption & Fostering		
Positive Statements		
Children for whom the plan is adoption receive a good service, with adoption plans pursued for all children who would benefit from it. Fostering to adopt is considered appropriately to avoid delay. Post-adoption support services are strong.	**KPI:** % Children in Care who achieved permanent care arrangements during the previous 12 months – already reported quarterly to CS O&S.	Adoption scorecard will be reported 2 times a year via CPB.
A good choice of accommodation is available to meet the needs of care leavers with the vast majority living in suitable accommodation.		The annual SSDA 903 return to the DfE formally captures the accommodation status of care leavers. This is reported to CSLT for sign off.
The local authority is in touch with all their care leavers.		**Existing KPI**: % Care Leavers who are Not in Education, Employment or Training. Reported quarterly to CSLT.

Comments from Ofsted	Maps to which key Performance Indicators	Other Monitoring
Children looked after are able to have their voice heard and are well represented through the Children in Care council, with strong involvement with corporate parents.		The CiC Council meets monthly, and issues raised will feed into the quarterly Corporate Parenting Board meetings. The Pledge Survey, for CiC and Care Leavers, is completed annually. The results of this are shared at Corporate Parenting Board.
Areas for Improvement		
There are insufficient local foster carers, despite extensive efforts to recruit more. As a result, almost half of children looked after are placed more than 20 miles from home.	**KPI:** % LAC living within 20 miles of their home already reported to Executive, O&S, SMT, CSLT and Corporate Parenting Board **New KPI proposed**: % LAC living within 20 miles of Berkshire West in a fostering placement **New KPI proposed**: % LAC Living within 20 miles of Berkshire West NOT in a fostering placement	The Ofsted Action Plan details the actions being taken to address this concern.
CSE		
Positive Statements		
Good progress has been made to tackle child sexual exploitation, with a multi-agency operational forum ensuring that information is effectively shared and children at risk of child sexual exploitation are identified and robustly assessed. Extensive awareness-raising has taken place with children in both primary and secondary schools.		**Children at Risk of Child Sexual Exploitation** monitored monthly by CSE Panel. This is an in-depth look at each child, assessing their level of risk and action required, rather than a performance indicator.

Comments from Ofsted	Maps to which key Performance Indicators	Other Monitoring
Areas for Improvement		
When children return after going missing, return interviews are not completed promptly enough and information from interviews is not collated to identify pattern and trends.	**New KPI proposed**: % return home interviews on time **New KPI proposed**: timely % of return home interview offers taken up by young people	**Children Missing from Home/Care** – Currently reported to SMT and CSLT **Timeliness of Return Home Assessments Carried Out for Each Child -** Currently reported to SMT and CSLT

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