**HEAD OF SERVICE - MONTHLY HIGHLIGHTS**

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| **SERVICE AREA** |  |
| **PERFORMANCE MONTH** |  |
| **AUTHOR** |  |

1. **PERFORMANCE**

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| **What is performing well?**  (This should refer to the KPIs for your service area and how they compare with monthly, annual and regional performance) |
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| **What areas of performance are you worried about and why?**  (This should refer to the KPIs for your service area and how they compare with monthly, annual and regional performance) |
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| **What are the plans and timescales to improve the performance you’re worried about?**  (Plans should be SMART; reference should be made to progress made against actions previously set) |
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| **Are there any barriers or complicating factors to improving performance?**  (What actions are being taken to remove blockages; is there any specific assistance or resource necessary to resolve the blockage?) |
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1. **PRACTICE QUALITY**

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| **What areas of practice are stable, consistent and of high quality?**  (This refers to the quality of intervention with the child and family; summarise the evidence of high quality practice) |
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| **What areas of practice are you worried about?**  ((This refers to the quality of intervention with the child and family; summarise the evidence which make you worried about the quality) |
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| **What are the plans and timescales to improve the practice you’re worried about?**  (Plans should be SMART; reference should be made to progress made against actions previously set) |
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| **Are there any barriers or complicating factors to improving the quality of practice?**  (What actions are being taken to remove blockages; is there any specific assistance or resource necessary to resolve the blockage?) |
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1. **WORKFORCE & WELLBEING**

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| **Caseloads and Transfers**  (Refer to highest, lowest and average per worker; team caseloads, throughput; are transfers smooth and timely?) |
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| **Supervision and Appraisal**  (Number and % of workers and children with supervision in the month; number and % of your managers with supervision in the month; number of staff eligible for appraisal / number completed and reviewed) |
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| **Vacancies and Recruitment**  (Number of vacancies for established posts; number covered by agency staff; posts out to advert; posts recruited to pending HR processes) |
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| **Absence, Capability and Disciplinary**  (Sickness absence within the month – number of staff and days; staff subject to management actions – progress and timescales) |
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1. **LEARNING & DEVELOPMENT**

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| **Learning from complaints**  (Number of complaints in the month and key learning points) |
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| **Learning from audits**  (Number of audits in the month and key learning points) |
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| **Service / Team Development**  (Learning & Development Activities undertaken; development needs identified, plan and timescale for delivery) |
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1. **BUDGET**

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| **Summary of actual and forecast budget position**  (Cut and paste table from budget sheet) |
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| **Rationale for over/underspends** |
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| **Actions and Timescales to mitigate actual or forecasted overspends** |
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