

Children and Families Overview and Scrutiny Committee Report

Date of Meeting: 16 July 2018

Report Title: Children and Families Performance Scorecard – Qtr 4, 2017-18

Portfolio Holder: Cllr Jos Saunders, Portfolio Holder for Children and Families

Senior Officer: Mark Palethorpe, Acting Executive Director of People

1. Report Summary

- 1.1. This report and the attached performance scorecard provide an overview of performance across the Children and Families Service for quarter 4 of 2017-18.

2. Recommendation/s

- 2.1. Scrutiny is recommended to:
- a. Note the contents of the report and scorecard; and
 - b. Scrutinise areas where expected levels of performance are not being met.

3. Reasons for Recommendation/s

- 3.1. One of the key areas of focus for the Children and Families Overview and Scrutiny Committee is to highlight areas of poor performance and to scrutinise the effectiveness of plans in place to improve services. Overview and Scrutiny has an important role to play in the performance management systems of the local authority. The Children and Families performance scorecard provides essential data, along with qualitative information, to measure the effectiveness of services within children's services. This report and scorecard will be provided to Scrutiny on a quarterly basis to enable the Committee to maintain an overview of performance across the Service.

4. Other Options Considered

- 4.1. Scrutiny may want to consider the performance of the Service more or less frequently.

5. Background

5.1. This quarterly report provides the Committee with an overview of performance across Children's Services. This report and scorecard relates to quarter 4 of 2017-18 (1st January – 31st March 2018).

5.2. The performance scorecard details the following:

- Measure – details of each performance measure
- Polarity – whether it is good to have the measure high or low
- Statistical neighbour average – gives a comparator against local authorities with similar characteristics to Cheshire East. Cheshire East's statistical neighbours in rank order are:
 - Cheshire West and Chester
 - Warwickshire
 - Central Bedfordshire
 - Warrington
 - Hampshire
 - North Yorkshire
 - East Riding of Yorkshire
 - Solihull
 - North Somerset
 - West Berkshire
- National average – gives a national comparator figure
- Target – this is either a national target, eg, adoption timeliness, or a local one set by the service to provide a 'good/outstanding' service
- Year end 2016-17 – enables Members to compare existing performance to that in the previous year
- Quarterly performance – enables Members to compare performance from quarter to quarter
- RAG – this is a rating of red, amber, green based on current performance against the expected level of performance
- Direction of travel – this provides the direction of travel this quarter and whether this is positively or negatively in an upward/downward trajectory or static
- Comments – this provides a general commentary on the information presented
- C&YP Plan Priority – links the measure to the relevant priority within the Children and Young People's Plan
- Corporate Priority – links the measure to the relevant priority within the Council's Corporate Plan

6. Performance Overview

- 6.1. The performance scorecard at Appendix 1 includes 73 separate measures covering all areas of the service. Some of these measures are non-performance related, eg those that relate to population cohorts. In total, 44 of these measures relate to performance and have been RAG rated. A breakdown summary is set out follows (it is not possible to compare to the previous quarter due to the change in measures:

Performance Measures	Red	Amber	Green	n/a	Total
This quarter	3	15	26	29	73

7. Red RAG rated performance

- 7.1. There continues to be some areas of performance that are RAG rated as red. Activity is underway in all these areas to address under-performance.
- 7.2. The percentage of cared for children in a long term stability placement is slightly lower than last year. A redesign of the services that respond quickly to the potential for care instability has been completed with a clearer focus on prevention. Every child where there is a risk of their care ending with their carers will be part of a placement review meeting to prevent this from occurring. This is an area of significant priority and as such we have deployed dedicated resources to focus on permanence for children.
- 7.3. Whilst the percentage of children who ceased to be looked after due to adoption has decreased this year, there were a further 41 cared for children where the plan is for adoption. Cheshire East arrangements within the new Regional Adoption Agency are developing with a performance framework which robustly scrutinises drift and delay for children who are placed within their prospective adoptive family.
- 7.4. The timeliness of new education, health and care plans (EHCP) completed with 20 weeks continues to be an issue. We know from analysis of cases that do not meet timescales that the capacity of Educational Psychologists in Cheshire East is a factor. Plans are underway to increase this capacity and mitigation arrangements are in place to ensure that children and young people receive any necessary support before the plan is completed if it is likely to be out of timescale. This is an area of significant focus and is included in Cheshire East's written statement of action following the SEND local area inspection.

8. Performance Direction of Travel

- 8.1. Whilst it is important to look at the current performance around particular measures, it is equally important to look at the direction of travel and to RAG rate this in relation to performance, ie, whether this is improving (green), staying broadly the same (amber) or getting worse (red). A summary of the direction of travel of performance across the service is detailed below:

Direction of Travel	Red	Amber	Green	n/a	Total
This quarter	2	28	39	4	73

9. Implications of the Recommendations

9.1. Legal Implications

- 9.1.1. There are a no direct legal implications.

9.2. Finance Implications

- 9.2.1. Although there are no direct financial implications related to this report, performance measures may be used as an indicator of where more or less funding is needed at a service level.

9.3. Equality Implications

- 9.3.1. Members may want to use the performance scorecard to ensure that services are targeted at more vulnerable children and young people.

9.4. Human Resources Implications

- 9.4.1. None.

9.5. Risk Management Implications

- 9.5.1. There are risks associated with some performance measures, eg increases in demand and timeliness of services.

9.6. Rural Communities Implications

- 9.6.1. There are no direct implications for rural communities.

9.7. Implications for Children & Young People

- 9.7.1. This performance scorecard sets out a range of measures that impact on services for children and young people and their families.

9.8. Public Health Implications

9.8.1. There are no direct implications for public health.

10. Ward Members Affected

10.1. The performance measures relate to all ward areas.

11. Consultation & Engagement

11.1. Not applicable.

12. Access to Information

12.1. The scorecard is attached is attached at Appendix 1.

13. Contact Information

13.1. Any questions relating to this report should be directed to the following officer:

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