

# CHESHIRE EAST COUNCIL

## REPORT TO: Children & Families Scrutiny Committee

---

**Date of Meeting:** 22<sup>nd</sup> March 2010  
**Report of:** John Weeks : Strategic Director – People  
**Subject/Title:** Children & Families Performance Reporting process : High Risk Indicators  
**Portfolio Holder:** Councillor Paul Findlow

---

### 1.0 Report Summary

- 1.1 The purpose of this report is to provide an update on progress in the reporting of performance across Children & Family Services. Reports have previously been presented to Scrutiny relating to the establishment of a Performance Score Card which is primarily focused upon the 82 National Indicators which are now reported upon by Children & Family Services. The format and structure of this scorecard has been previously supported by Scrutiny committee and is fully aligned to the wider Corporate reporting processes across the Council.
- 1.2 Significant work has been undertaken within Children & Families Extended Leadership Team to evaluate performance following the Quarter 3 period (October – December 2009). This evaluation has identified a number of high risk indicators where there are concerns that targets over the year may not be met. This paper outlines the actions taken to address these high risk indicators and provide the 'story behind the curve'. At the end of Quarter 4, further detailed evaluation will take place against these targeted indicators and to review progress over the whole year.

### 2.0 Recommendations

- 2.1 This paper proposes that the Committee endorses the plans as outlined in Appendix A in order to address key areas of possible underperformance.

### 3.0 Reasons for Recommendations

- 3.1 The reason for presenting this report is to inform the Committee of the ongoing work which is being undertaken to establish an accurate performance data profile across Children & Families. The report highlighting the high risk indicators shows that there are planned solutions to address the areas of concern which are essential to improve outcomes for all young people particularly those who are seen as most vulnerable.

### 4.0 Wards Affected

- 4.1 All localities will be affected by the performance report and analysis. The overall performance report card has begun to provide more localised performance data

across key localities and it is the intention to further refine this process at Quarter 4.

## **5.0 Local Ward Members**

5.1 None identified

## **6.0 Policy Implications including - Climate change - Health**

6.1 Within the Children & Families Business Plan, the priorities are principally structured around the National Indicators especially those which are part of the Local Area Agreement (LAA). This report therefore is crucial in reporting progress against national indicators which are identified as high risk.

6.2 The monitoring of progress against national indicators is a developing process which is being promoted through the Performance Peers programme at a Corporate level. This programme will be evaluated at year end and may result in revised policies for the Council.

6.2 This detailed analysis of performance data for 2009-10 will form the basis of detailed service planning across Children & Family service teams.

## **7.0 Financial Implications for Transition Costs (Authorised by the Borough Treasurer)**

7.1 None

## **8.0 Financial Implications 2009/10 and beyond (Authorised by the Borough Treasurer)**

8.1 This performance reporting mechanism will help to identify priority actions across Children & Family services for the new financial year quarterly reporting process. The progress made against the identified high risk indicators may result in variations in the allocation of funding in order that appropriate resources are targeted at key areas of potential underperformance.

## **9.0 Legal Implications (Authorised by the Borough Solicitor)**

9.1 None

## **10.0 Risk Management .**

10.1 The very nature of the high risk report means that there is clear recognition of potential underperformance and that early intervention has been initiated to tackle targeted national indicators. The overall purpose of this process is therefore to minimise the risks and maximise the impact of the interventions to improve outcomes for young people.

## **11.0 Background and Options**

11.1 The detailed analysis of the Quarter 3 reporting process by Children & Families Extended Leadership Team resulted in all national indicators being assessed

as a High, Medium or Low risk in terms of progress to achieve identified targets. This evaluation was based upon the direction of travel of the actual performance data reported in Quarters 2 and 3 as well as an analysis of the actions which are being initiated to improve performance.

- 11.2 The outcome of this evaluative process identified the following profile in terms of the 82 National Indicators which are attributed to Children & Families.

Red rating ( High Risk )	13 ( 16%)
Amber rating	43 ( 52% )
Green rating	26 ( 32%)

It is important to state that there are still some National Indicators which do not easily fit within a quarterly process as they are annual returns only. Also, some indicators do not have updated information as the data sources are less reliable. An example of this relates to some indicators sources through the Learning & Skills Council (LSC).

- 11.3 Appendix A shows a summary report outlining the actions planned for the 13 high risk indicators. This report not only summarises the performance data relating to each indicator but also a summary of the issues as well as the agreed priority actions. These actions have been specifically shown for the short term as well as longer term outcomes. The creation of this reporting format has been shared with the corporate performance lead who has identified this as good practice and to be encouraged across other service areas.
- 11.4 The analysis of performance data is constantly changing and there will be a further detailed analysis of C&F performance at year end. This quarterly reporting process is always a quarter behind actual time and it will be the case that updated data will be shared with the committee on the actual day that this report is presented so that progress can be shared which is the most up to date available.
- 11.5 This process is also evolving in terms of creating a more localised summary of performance as well as capturing other key performance indicators which are not part of the national indicator set. This expansion of performance is important but it is equally important to ensure that the key priorities remain and can be easily recognised rather than being lost within an overcomplicated performance report.

## **12.0 Overview of Year One and Term One Issues**

- 12.1 The following milestones are expected:

- Detailed evaluation of the Quarter 3 High Risk indicators up to year end to monitor progress against the agreed actions.
- Establishment of a detailed year end performance report for C&F which gives a full review of progress of NIs over the year which allows for the identification of priority areas of service delivery
- Ongoing liaison with wider Corporate performance processes to ensure full alignment with other service areas.

### **13.0 Access to Information**

The background papers relating to this report can be inspected by contacting the report writer:

Name: Mark Bayley  
Designation: Quality Assurance Manager  
Tel No: 01606 271564  
Email: [Mark.bayley@cheshireeast.co.uk](mailto:Mark.bayley@cheshireeast.co.uk)