

# CHESHIRE EAST COUNCIL

## REPORT TO: Scrutiny Committee

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**Date of Meeting:** 29<sup>th</sup> June 2010  
**Report of:** Mark Bayley : Quality Assurance Manager  
**Subject/Title:** **Children & Families Performance Reporting process : Q4/Outturn and setting 2010-11 Targets**

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### 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 Children & Family Scrutiny relating to the establishment of a Performance Score Card which is primarily focused upon the 82 National Indicators which are expected to be reported upon by Children & Family Services. The format and structure of this scorecard has been previously supported by Scrutiny committee and is aligned to the wider Corporate reporting processes across the Council.
- 1.2 Significant work has been undertaken within Children & Families Extended Leadership Team to both evaluate performance following the Quarter 4 period and to establish performance targets for 2010-11. The establishment of the exception reports for High Risk indicators has continued and is now being integrated into Service planning procedures. This paper outlines the further actions taken since Quarter 3 reporting to refine our reporting process and establish realistic yet challenging targets for 2010-11.
- 1.3 This report is presented to Scrutiny at a time of considerable change at a national level in terms of education policy and the role and function of national agencies. Recent announcements have already influenced performance reporting with the demise of the Comprehensive Area Assessment process. It is therefore important that, regardless of national arrangements, that our reporting processes are fit for purpose for our local needs and directly reflect our priorities within Cheshire East.

### 2.0 Recommendations

- 2.1 The performance report as shown within Appendix A outlines the latest position of performance reporting at Quarter 4. In addition Appendix B shows the proposed Service Team Planning structure which addresses specific service performance indicators. This paper proposes that the Committee endorses the planning process as outlined in Appendix B in order to address potential areas of 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. This report outlines the action planning process which will monitor performance of all indicators. This process makes the essential link between the statistical analysis of performance and the actual day to day work of service team to improve outcomes for all young people particularly those who are seen as most vulnerable.

## **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 over the coming year.

## **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.
- 6.2 This detailed analysis of performance data for 2009-10 will form the basis of detailed service planning across Children & Family service teams as shown within Appendix B.

## **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 performance reporting means that there is clear recognition of potential underperformance and that detailed interrogation of data is required 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.
- 10.2 As intimated earlier within the summary, there are clear risks in relation to how our reporting process will fit with any revised Government policies for performance reporting. Clearly, any modification will take as further clarity is received at a national level.

## **11.0 Background and Options**

- 11.1 There is positive progress to report since the presentation of the report card at the end of Quarter 3. These include :
- a. 16 National Indicators ( 20% ) now have data added for Quarter 4 which was not available earlier in the year.
  - b. There has been a reduction in the number of High Risk Indicators from 13 to 11 with an increased rigour in the interrogation of data for other NIs. This has resulted in clear actions being taken to address areas of concern within other High Risk Indicators which as yet have not necessarily resulted in a measurable improvement over a sustained period.
  - c. The report card now includes named service teams/managers who will have direct accountability for identified National Indicators.
  - d. The report card now includes a comparison of our performance against the Audit Commission ratings which enables us to compare Cheshire East performance against the national picture.
- 11.2 There is still further work needed to address specific performance issues. These include:
- a. Extracting data for specific National indicators from different external sources. There are decisions which need to be made regarding the additional time needed to collate and report on identified NIs which may be considered as being of limited value to the Service. Time and resources should be focused upon the higher priority Indicators which are considered significant to the core work across all service teams.
  - b. The accuracy and reporting of data from PARIS / ICS systems. The newly appointed performance manager is significantly addressing this issue to ensure that C&F are reporting accurate and valid data at all times.
  - c. Whilst significant progress has been made to establish this reporting framework, there are still issues to address in fitting a corporate reporting framework to a significant number of Indicators which are school specific and work to an academic year. This is therefore proving difficult to report final outturn for many Indicators as they rely upon summer examination results.
- 11.3 One of this issues which was raised by Cabinet at the beginning of the year was the apparent lack of performance targets for 2009-10 within Children &

Family Services. At present, all service areas are establishing targets for 2010-11 which are both realistic yet challenging. Some targets which will be reported will be statutory targets (i.e. identified school targets e.g. NI75) whilst others will be internal targets based upon service projections. One of the key questions which needs to be asked relates to whether specific NIs require a specific target to be set as some are clearly less relevant. An example of this would be NI 90: Take Up of 14-19 Diplomas.

11.4 Appendix B shows relevant sections of the proposed Service Planning document which are currently being collated by Service Managers. This structure outlines the specific responsibility of each NI within the service structure as well as the identified activities which are planned to improve performance. The proposal will be that all Service Managers will undertake a review of progress at the end of Quarter 2, 3 and 4 with each service team to provide the detailed analysis of ongoing performance.

11.5 There will continue to be an exception reporting process in the short term to address the specific issues of the identified High Risk Indicators.

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

12.1 The following milestones are to be expected:

- 2009-10 Outturn will be collated as identified performance data is made available and interrogated.
- Establishment of 2010-11 Targets, as appropriate, will be generated
- A full review of the C&F Performance Report card and modification based upon national as well as local requirements.
- 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: 01244 972411  
Email: [Mark.bayley@cheshireeast.co.uk](mailto:Mark.bayley@cheshireeast.co.uk)