
QUARTER 2 CORPORATE PERFORMANCE REPORT AND CARDIFF 2020: A REVISED VISION FOR EDUCATION AND LEARNING IN CARDIFF – PERFORMANCE BASELINE SEPTEMBER 2016

Reasons for the Report

1. The first part of this report provides the Committee with the Education and Lifelong Directorate's Corporate Performance report for Quarter 2 2016/17, following its consideration by the Cabinet on 21 November 2016. The Performance Report Quarter 2 is attached at **Appendix A**.
2. This report provides the Children and Young People Scrutiny Committee with a baseline performance position against the desired outcomes and key goals of the recently published Cardiff 2020 strategy, as at the beginning of the academic year 2016/17 copy attached at **Appendix B & C**.
3. This baseline is provided to support Members in their role in scrutinising the performance of Education services and outcomes for children and young people.
4. The report also outlines how performance against the strategy will be governed and monitored.

Revised Corporate Performance Reports

5. The January 2016 *'Wales Audit Office (WAO) Corporate Assessment Follow On Report'* stressed the importance of the Council building on its capacity and mechanisms for internal challenge and self assessment.
6. In response to the *'WAO Corporate Assessment Follow On Report'* the Council acknowledged that there is a need for more consistency around performance management and benchmarking. The Council is of the view that the framework

and mechanisms for effective performance management and reporting have been in place for a while; however, there is scope for further improvement – particularly in terms of the scope for strengthening the relationship between the Council's Central Performance Team and Service Directorates.

7. In light of recommendations made in the WAO's latest report, the Framework element of the Performance Management Strategy has been updated to include guidance around timelines that support current processes. A significant aspect of this refresh will be embedding it into the organisation's culture. Ensuring that the Council's Performance Management Strategy is acknowledged, understood and used will require the Central Performance Team to engage and work proactively with service managers and performance leads.

8. The Council's Performance Management Framework includes the regular reporting of Quarterly Performance by Directorate. The Quarter 2 Education Performance report, attached at **Appendix A**, and covers:
 - Council Overview Score Card
 - Directorate Performance reports
 - Progress against performance indicators
 - Corporate Plan priorities
 - Directorate priorities
 - Key Challenges faced by Directorate
 - Key achievements.

9. The report provides the Committee with information on the Directorate commitments as set out in the Delivery Plan together with the progress, issues and mitigating actions that the Directorate has undertaken to ensure that the Quarter 2 commitments are achieved. Overall progress is highlighted through the use of the red/amber/green status format.

Cardiff 2020 – A renewed vision for education and learning in Cardiff: Performance Baseline September 2016

Background

10. On Tuesday 14 June 2016, the Children and Young People's Scrutiny Committee considered the draft Cardiff 2020 strategy, a long term strategy to improve education and learning in Cardiff. The strategy sets out a vision, desired outcomes and five key goals for the next four years.

11. Our vision is that all children and young people in Cardiff attend a great school and develop the knowledge, skills and characteristics that lead them to become personally successful, economically productive and actively engaged citizens.

12. Our desired outcomes for children and young people are that:
 - All children and young people will be able to access an appropriate, high quality education place that meets their individual needs.
 - Educational attainment at the end of each key stage will be the best in Wales and in line with top quartile performance in the core cities of the UK.
 - Every child will leave primary school literate and numerate in line with age related expectations.
 - Pupils from low-income families will achieve at the same level as their peers – we will close the attainment gap.
 - Children and young people with additional learning needs will be able to access an improved system designed to ensure that their needs are assessed, and the provision necessary to meet those needs is planned for in a more collaborative, consistent and equitable way.
 - All young people will have achieved a recognised qualification at the end of statutory schooling.
 - All young people will complete statutory schooling equipped with a menu of skills for life and make a successful transition to education, employment or training.
 - All young people are safe and their emotional well-being is high.

- Children and young people will be aware of their right to participate and for their opinion to be heard, and will be involved in decision-making about education policies and services which affect their lives.

14. To deliver these outcomes are key goals are:

- Excellent outcomes for learners
- A high quality workforce
- 21st century learning environments
- A self- improving school system
- Schools and Cardiff in partnership.

13. The Cardiff 2020 strategy was launched with partners on 29th June 2016, including head teachers, school governors, young people, business leaders, representatives of creative, cultural and sporting organisations, community leaders, regulators and more. Cardiff 2020 is a partnership strategy and its success will be dependent upon a shared commitment to action.

Cardiff 2020 Strategy - Baseline position

14. **Appendix B** to this report provides a baseline position against the 'Desired Outcome' statements and the success measures stated against the five 'Key Goals' of the Cardiff 2020 Strategy, copy attached at **Appendix C**. The performance indicators selected aim to provide a measure of the Council's performance in each of these areas, using the most recent, available performance information.

15. It is recognised that in certain areas of the strategy that measuring performance, in terms of outcomes for children and young people, will be more challenging. For example:

- The educational achievement and progression of children with additional learning needs cannot be effectively measured by standard national curriculum attainment levels in isolation. We will need to consider additional information with the support of expert practitioners in this area of work.

- We will need to consider how to measure progress in improving the emotional well-being of children and young people as a targeted desired outcome. This is not a quantitative measure and will need further consideration.

16. Where available, we have provided comparisons to the All Wales average performance levels. Whilst we aspire to compare to core cities in the UK, this information is not easily accessible or directly comparable and will require further investigation.

17. The baseline position does not include key performance indicator targets for future years at present. Targets will be developed as appropriate over the next 3 to 6 months, as educational attainment data for 2015/16 is finalised, targets from schools are collated and challenged for the next 3-year cycle, and as Welsh Government confirm changes to assessment criteria at the end of Key Stage 4.

18. The actions to deliver the ambitions of Cardiff 2020 will continue to be integral to the Education and Lifelong Learning Directorate Delivery Plan, the Consortium Business Plan, School Improvement Plans and partner agencies plans as appropriate.

19. The Education Development Board will maintain an overview of progress against the stated outcomes and goals of Cardiff 2020 and will receive regular updates on performance throughout each year. An important aspect of this will be the Director's Annual Performance of Schools report.

Previous Scrutiny

20. The Committee last reviewed a report Cardiff 2020 - Aiming for Excellence Strategy at its meeting on 14 June 2016. The Committee noted that the strategy is a very high level strategic document which focusses on the key aspirations for education over the next five years and that there will be operational plans to deliver the success measures along with actions, performance measures and milestones. The Members understood that at this stage these operational plans

are not fully drafted, and asked that the strategy with operational plans, be presented to the Committee at its December 2016 meeting.

21. Members expressed some concern around the governance arrangements for the implementation and assessment of the Cardiff 2020 – Aiming for Excellence Strategy, which will be undertaken by the Council’s Education Development Board. The Committee recommended that this Scrutiny Committee is included in the governance arrangements and receives regular progress and monitoring reports.

22. Cabinet Member for Education Councillor Sarah Merry responded that operational plans would be presented to the December meeting of the Committee together with a performance framework which will be developed over the autumn term, which will cover:

- a. Illustrate how plans will align to deliver our ambitions, including the Education and Lifelong Learning Directorate and Consortium’s business plans;
- b. Baseline current performance against all of the desired outcomes and measures stated in the Cardiff 2020;
- c. Set out how progress will be tracked and monitored as we move forward.

23. The response letter also stated that the performance framework will be reported to scrutiny in December 2016 and will be followed by regular performance updates throughout the year.

24. The Committee, at its meeting on 27 September 2016, watched a DVD of the launch of Cardiff 2020 – Aiming for Excellence, together with the slide show of the event and feedback. Members noted that the event had been accessed widely on the internet and were also pleased to hear that a large number of organisations had been involved in the launch.

Scope of Scrutiny

25. The scope of the scrutiny of this report is to enable Committee to review, assess and challenge the implementation of actions to improve education for Cardiff's pupils through the Quarter 2 Performance Report and provisional school results, and to provide any comments, concerns or recommendations to the Cabinet Member or the Director of Education and Lifelong Learning.

26. At this meeting Committee can review and question:

- (i) the progress being made in achieving the Performance Indicator targets for 2016/17;
- (ii) the resources available to deliver the Corporate Plan priorities and Directorate priorities;
- (iii) any identified project risks (red status) and the appropriateness of the proposed countermeasure;
- (iv) the quality and analysis of the performance framework in addressing the implementation and monitoring of the Cardiff 2020 strategy.

Way Forward

27. At the meeting Councillor Sarah Merry (Cabinet Member for Education), Nick Batchelar (Director of Education and Lifelong Learning) and Suzanne Scarlett, (Performance Manager), will be in attendance to present the information and answer any questions Members may wish to ask.

28. Members are invited to consider the information set out in the report and attached **Appendices A, B, and C** and identify any issues which require more detailed scrutiny.

Financial Implications

29. There are no direct financial implications arising from this report. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. These financial implications will need to be considered before any changes are implemented.

Legal Implications

30. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

RECOMMENDATION

The Committee is recommended to:

- Review the information provided in the Education Quarter 2 Performance report, copy at **Appendix A** and provide any comments, concerns or recommendations to the Cabinet Member and Director of Education and Lifelong Learning.

- Review and assess the information provided in the Cardiff 2020 baseline, copy attached at **Appendix B & C** and provide any comments, concerns or recommendations to the Cabinet Member and Director of Education and Lifelong Learning.
- Identify any issues which require more detailed scrutiny.

DAVINA FIORE

Director Governance and Legal Services

30 November 2016

NICK BATCHELAR

**Director of Education and
Lifelong Learning**