
CHILDREN'S SERVICES PERFORMANCE MANAGEMENT INFORMATION

REASON FOR THE REPORT

1. The Children and Young People Scrutiny Committee is responsible for scrutinising the performance of Children's (social) Services. This report sets out performance data outlining progress against commitments for the quarter ending 31 December 2017.

BACKGROUND

2. The Performance Management Framework includes the production of quarterly performance reports designed to provide an overview of corporate and directorate performance. Effective scrutiny of performance is an important component of the Framework as it provides the opportunity to challenge performance levels, and helps focus on the delivery of Council priorities and targets.
3. The Quarter 3 performance report was presented to Cabinet on 15 February 2018, the report included a summary of each Directorate's performance together with an update on progress towards delivering the Strategic Directorate Priorities for each of the Council's seven Directorates.
4. An extract for the Social Services Directorate, attached at **Appendix A** sets out the Directorates key areas of progress together with its key challenges.
5. The Quarter 3 Corporate Performance report also includes a copy of the Corporate Plan Score Card for Priority 1 – Better Education and Skills for All, copy attached at **Appendix B**, and the Directorates Quarter three performance report copy attached at **Appendix C**
6. The Quarter 3 Corporate Plan scorecard, attached at **Appendix B**, covers:
 - The Well-being Objective

- Commitments and their RAG status
 - Measures to assess progress
 - Actual results and targets
7. The Quarter 3 Directorate performance Report, attached at **Appendix C**, covers:
- The Strategic Directorate Priority
 - Measures
 - Actual results and targets
 - Quarter 3 position against the Headline Actions in the Directorate Delivery plan
8. The Committee following its consideration of the quarter 2 performance report at the December meeting, considered the information contained in the Directors performance report and agreed that a new format of future reports should include additional monitoring information, from which the Committee can assess the Directorates progress in addressing the challenges and risks that it is facing.
9. The Committee wrote in December asking for additional monitoring information for four key areas for future monitoring, namely:
- Recruitment and retention of children's social workers;
 - Performance in relation to the timeliness of assessments;
 - The percentage of looked after children returned home from care during the year;
 - The percentage of social worker vacancies and number and cost of resultant agency staff;
10. The Committee also explained that it was particularly interested in receiving the following information for each of the above points:
- The current position;
 - The trend over the past five years;
 - The management target and how it was calculated;
 - The current management actions to improve current performance;
 - The expected future quarterly improvements.

PERFORMANCE DURING QUARTER 3: OCTOBER TO DECEMBER 2017

11. The Directorate has developed a performance overview dashboard, copy attached at **Appendix D**, This dashboard replaces the narrative report previously reported to this Committee. The dashboard includes a narrative and charts on:

- a. Demand that the service is experiencing;
- b. An overview of the corporate plan actions;
- c. Progress in delivering the Directorates Delivery plan's actions;
- d. Looked after reviews and statutory visits;
- e. Budget update.

overall the Assistant Director of Children's advices that the Committee be reassured by the current performances of the service, particularly when taking demand into account.

12. The performance report attached at **Appendix E** has been constructed to highlight the progress made in delivering the key objectives, associated performance indicators, and commentaries that help to identify progress, issues and actions planned where the trend in performance is falling. To make the information in the performance report clearer, each indicator is accompanied by an arrow, and in some cases, a happy, indifferent or sad face.

13. For your information, these symbols represent the following:

- The face symbol shows whether performance is likely, unlikely to, or may meet the target set for the year.
- The arrow direction shows whether performance has declined, has been sustained or improved when compared with an appropriate previous period.

14. A detailed breakdown of Wellbeing Contacts / Referrals is provided at **Appendix F** for the Committee's information. This report shows the source and outcome of the 7,393 Wellbeing Contacts / Referrals received by Children's Services during Quarter 3. **Appendix F** also details the source and outcome of the 554 Wellbeing Assessments that were completed during the quarter. Please note that the figures for numbers of

assessments does not match because the PI requires us to include provision of Advice and Assistance.

15. Members requested details of the management targets and how it was calculated, the Directorate has provided a briefing on the rational for the 2017/18 performance indicator targets, copy attached at **Appendix G**
16. At the meeting officers will be present to explain the performance information to the Committee, to highlight performance issues, and to answer questions that Members might have.

WAY FORWARD

17. Members may wish to comment on the effectiveness of the attached reports in enabling the Committee to review, assess and comment on the performance of children's services
18. Members are invited to consider the information set out in the report and to identify any issues which require more detailed scrutiny.

LEGAL IMPLICATIONS

19. 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 Executive / Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf 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 of 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.

FINANCIAL IMPLICATIONS

20. 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 financial implications at this stage in relation to any of the work programme. However, financial 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 Executive / Council will set out any financial implications arising from those recommendations.

RECOMMENDATION

The Committee is recommended to:

Consider the contents of the report and report any comments to the Cabinet Member.

Davina Fiore

Director of Legal Services and Governance

7th March 2018