

Decision Maker: Education Children and Families Budget and Performance Sub-Committee

Date: 17 January 2018

Decision Type: Non-Urgent Non-Executive Non-Key

Title: Performance Management Framework – Children’s Services

Contact Officer: Naheed Chaudhry, Assistant Director Strategy, Performance and Business Support
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Chief Officer: Ade Adetosoye

Ward: All

1. Reason for report

1. To enable the sub-committee to discuss and comment on the attached framework document which describes key performance management arrangements for Bromley’s children’s services.
2. To inform the sub-committee of a proposed reporting regime for key performance measures to be reported to the sub-committee at future meetings.

2. RECOMMENDATION(S)

1. The sub-committee notes and comments on the Performance Management Framework document.
2. The sub-committee agrees:
 - a) To receive a report at its next meeting in March 2018 providing options and rationales for key performance indicators to be reported to the sub-committee.
 - b) To thereafter receive a quarterly report on the agreed performance indicator set commencing with quarter one 2018-19 data.

Corporate Policy

1. Policy Status: Not Applicable:
 2. BBB Priority: Children and Young People F
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Financial

1. Cost of proposal: No Cost:
 2. Ongoing costs: Not Applicable:
 3. Budget head/performance centre:
 4. Total current budget for this head: £
 5. Source of funding:
-

Staff

1. Number of staff (current and additional):
 2. If from existing staff resources, number of staff hours:
-

Legal

1. Legal Requirement: Non-Statutory - Government Guidance:
 2. Call-in: Not Applicable:
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Customer Impact

1. Estimated number of users/beneficiaries (current and projected):
-

Ward Councillor Views

1. Have Ward Councillors been asked for comments? Not Applicable
2. Summary of Ward Councillors comments:

3. COMMENTARY

- 3.1 Following the disappointing Ofsted inspection of key children's services in 2016, the council, with relevant partners, has been engaged in implementing an improvement plan to secure a step change in the management and delivery of those services. The work has been overseen by the Children's Services Improvement Governance Board on which both the Portfolio Holder for Education, Children and Families and the Chair of the Children and Families Select Committee sit.
- 3.2 Key findings of the inspection included that senior leaders, including elected members, and managers lacked a comprehensive understanding of the strengths and weaknesses of the services provided and that performance management information was not being used effectively to improve practice and service delivery.
- 3.3 Part of the improvement plan, therefore, has been the development of a more robust approach to performance management at all levels in the organisation and in the children's services partnership. Significant progress has been made to date in securing the improved services and outcomes for children required. The attached framework document is designed to articulate key roles and responsibilities in respect of performance management for staff, managers, elected members and partners and the arrangements for appropriate oversight of performance going forward.
- 3.4 While the sub-committee is invited to comment on the document as a whole, this report is also seeking to focus, specifically, on the role of policy development and scrutiny in the overall performance management framework for children's services.
- 3.5 There are many and various targets and indicators used to 'weigh and measure' the performance of children's services. These may be reported externally, eg to the regulator and in statutory returns to central government or, perhaps more importantly, to inform operational and senior managers in the day to day delivery of services and to enable strategic managers, Executive Members and the council's scrutiny function to be appropriately sighted on performance issues.
- 3.6 Performance information needs to be relevant to the audience receiving that information and used to make a difference – eg to inform changes in practice, policy or resourcing – which would not otherwise be achieved without that information. While it would be both inappropriate and impractical, for example, for the Budget and Performance Sub-Committee to receive the level of performance reporting needed by operational managers, it is important that an appropriate range of measures are reported on a regular basis to inform the Sub-Committee's support and challenge role.
- 3.7 It is proposed, therefore, that at its next meeting in March 2018, the Select Committee's Budget and Performance Sub-Committee considers and selects a suite of appropriate performance measures which would then be subject of a performance report to the sub-committee on a quarterly basis, commencing in June 2018.
- 3.8 This report would be in addition to the thematic reports eg Annual Safeguarding Report; Annual Corporate Parenting Report already received by the Sub-Committee which will continue to provide relevant specific performance information.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

4.1 A performance management framework which reinforces roles and responsibilities and which ensures that appropriate performance information is provided at the appropriate level in the overall performance management system will support the council's ambition to improve services for children and young people including those vulnerable to poorer outcomes.

5. POLICY IMPLICATIONS

5.1 It is intended that the Performance Management Framework document is part of the overall suite of policies and procedures informing the governance, management and delivery of children's services.

6. FINANCIAL IMPLICATIONS

6.1 There are no specific financial implications arising from this report.

7. LEGAL IMPLICATIONS

7.1 There are no specific legal implications arising from this report.

8. PERSONNEL IMPLICATIONS

8.1 The framework document is designed to support individuals in roles connected with the governance, management and delivery of children's services.

9. PROCUREMENT IMPLICATIONS

9.1 There are no procurement implications arising from the report.

Non-Applicable Sections:	None
Background Documents: (Access via Contact Officer)	Appendix One – Performance Management Framework for Children's Services