

**Decision Maker:** CHILDREN, EDUCATION AND FAMILIES PDS COMMITTEE

**Date:** 14 March 2023

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

**Title:** CHILDREN'S PERFORMANCE MANAGEMENT FRAMEWORK

**Contact Officer:** Naheed Chaudhry, Assistant Director Strategy, Performance and Corporate Transformation

**Chief Officer:** Richard Baldwin, Director Children's Services

**Ward:** All

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1. Reason for report

- 1.1 To share with the Committee an updated departmental Performance Management Framework 2023 for Children's Services.
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2. **RECOMMENDATION(S)**

- 2.1 That Committee note the departments approach to performance management.

Impact on Vulnerable Adults and Children

1. Summary of Impact: To provide the Scrutiny Committee with an up-to-date Performance Management Framework.
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Transformation Policy

1. Policy Status: Existing Policy: There is a clear framework for monitoring performance across children's social care.
  2. Making Bromley Even Better Priority (delete as appropriate):
    - (1) For children and young People to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home.
    - (5) To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents.
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Financial

1. Cost of proposal: Not Applicable
  2. Ongoing costs: Not Applicable
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Personnel

1. Number of staff (current and additional): Not Applicable
  2. If from existing staff resources, number of staff hours: Not Applicable
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Legal

1. Legal Requirement: Non-Statutory - Government Guidance
  2. Call-in: Not Applicable: No Executive decision.
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Procurement

1. Summary of Procurement Implications: Not Applicable
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Property

1. Summary of Property Implications: Not Applicable
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Carbon Reduction and Social Value

1. Summary of Carbon Reduction/Sustainability Implications: Not Applicable
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Customer Impact

1. Estimated number of users or customers (current and projected): Not Applicable
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Ward Councillor Views

1. Have Ward Councillors been asked for comments? Not Applicable

### **3. COMMENTARY**

- 3.1 Bromley Children's services take a holistic approach to performance management. We proactively use differently sources of information to inform our understanding about the effectiveness of our services and the experiences of our children.
- 3.2 The department put in place a formal Children's Performance Management Framework in 2018, this was refreshed in 2020 and now again in 2023. This refreshed Performance Management Framework is not about passively monitoring data. A range of information is used to triangulate a shared understanding on which we act to improve services and anticipated needs.
- 3.3 Our comprehensive performance management framework includes:
- Effective use of both qualitative and quantitative performance information
  - Using data to forecast and predict demand pressures, (Demand Management Programme)
  - Using practice assurance and case audits, (Quality Assurance Framework)
  - Getting direct feedback from children and families, including learning from complaints and complements, (Engagement and Influence Framework)
- 3.4 This range of intelligence informs service improvement in the pursuit of excellence.

### **4. IMPACT ON VULNERABLE ADULTS AND CHILDREN**

- 4.1 Bromley's performance management and quality assurance processes are rigorous, robust and analytical ensuring senior leaders and elected members provide critical challenge based on accurate, analytical performance reports. Performance monitoring and scrutiny at all levels is used effectively.
- 4.2 The performance management framework supports the improvement of services delivered to children, including those vulnerable to poorer outcomes.

### **5. TRANSFORMATION/POLICY IMPLICATIONS**

- 5.1 Children are a high priority in Bromley with their needs championed and embedded in the wider council. Acknowledged as the first priority in the Councils Corporate Plan 'Making Bromley Even Better' children's services receive strong corporate support. Ambitious and determined leadership ensures that services continue to strengthen so that there are positive outcomes for children.
- 5.2 This performance management framework was developed to ensure strong leadership and management oversight of children's services in Bromley.

### **6. FINANCIAL IMPLICATIONS**

- 6.1 The focus of our data insights demand management programme work to date in Children, Education and Families has been SEND EHCP numbers, SEND Transport review, Looked After Children placement sufficiency data analysis, profiling the use of emergency placements and 'block-bed' commissioning arrangements for adolescents in the care system.

6.2 The demand management approach in CEF, using data and intelligence around forecast and cost implications have led to change/ transformation and influenced key decisions which formulate the Medium-Term Financial Strategy.

## 7 CUSTOMER IMPACT

7.1 A Children’s Performance Management Framework agreed in 2018, updated in 2020 and in 2023 stipulates that the Children’s PDS Committee should receive a regular update on a suite of performance measures in respect of children’s services. Reports should enable Members to ‘ask *challenging questions about areas of underperformance and make recommendations accordingly to the Executive*’.

7.2 A specific ‘Children’s Scrutiny Dataset’ is over and above more detailed reports on specific areas of practice – e.g., Corporate Parenting reports; annual School Standards reports – already received by the Committee. It is worth noting that the committee will also be in receipt of the regular Finance, Contracts Register and Risk Register updates, these will provide some reassurance under the broader performance management framework.

<b>13Non-Applicable Headings:</b>	Ward Councillor Views and Personnel/Legal/Procurement/Property Carbon Reduction and Social Value Implications
Background Documents: (Access via Contact Officer)	Children’s Scrutiny Dataset, agreement of regular performance monitoring (March 2018) <a href="http://cds.bromley.gov.uk/ieListDocuments.aspx?CId=593&amp;MId=6166&amp;Ver=4">http://cds.bromley.gov.uk/ieListDocuments.aspx?CId=593&amp;MId=6166&amp;Ver=4</a> <b>Appendix One:</b> Performance Management Framework, February 2023