



CHILDREN, YOUNG PEOPLE & EDUCATION COMMITTEE

Tuesday 15th June 2021

REPORT TITLE:	CHILDREN'S SERVICES PERFORMANCE MANAGEMENT REPORT
REPORT OF:	DIRECTOR FOR CHILDREN, FAMILIES AND EDUCATION

REPORT SUMMARY

The report sets out a revised performance monitoring and reporting framework for the Children, Young People & Education Committee.

This new approach has been designed in consultation with the Committee Chair and party spokes and aims to deliver an open, honest and transparent performance framework that will allow Committee Members to effectively challenge performance and support decision making.

RECOMMENDATION/S

The Children, Young People & Education Committee is recommended to:

1. Note the content of the report, acknowledge the work completed to date and the next steps involved in developing a robust performance monitoring framework that encompasses all aspects of Children's Services.
2. Review and agree the proposed clusters of performance indicators that can be found in Appendix A of this report.
3. Agree to the delivery of Performance Management Workshops during the summer where elected Members will receive training on the Council's business intelligence system including how to access and navigate around real-time data reports.
4. Review the content of the Databook that can be found in Appendix C of this report, highlighting any areas requiring further clarification or action.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 To ensure Members of the Children, Young People & Education Committee have the opportunity to monitor, review and challenge performance of the Council's Children's Services Directorate.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 This report and the approach outlined below has been developed in conjunction with the Chair of the Children, Young People & Education Committee, and party spokes. As such, no other options were considered.

3.0 BACKGROUND INFORMATION

- 3.1 It had become apparent that the Children, Young People & Education Committee had received very little performance information over the past twelve months. The Wirral Intelligence Service (WIS) had previously produced performance reports for the Committee, aligned to the delivery of the Wirral Plan 2020, but these stopped in March 2020.

In addition to the WIS report, Children's Services had their own performance report known as the Databook. The Databook was developed several years ago in response to an inadequate Ofsted inspection. The Databook continues to be produced every month and the most recent copy can be found in Appendix C of this report. However, this only gives Members sight of children's social care. Our new proposed reporting framework will give much wider and greater scrutiny.

- 3.2 On the 4th of March 2021, the Director for Children, Families and Education and the Performance Manager from Children's Services hosted a Performance Monitoring Session with the Chair of the Children, Young People & Education Committee, and party spokes to develop a new performance reporting model.

The aim of the session was to recognise the importance of accurate, timely and reliable performance data and to develop an open and transparent performance framework for the Children, Young People & Education Committee which would allow Members to effectively challenge performance and support decision making so as to deliver improved services and outcomes for children, young people, and their families.

- 3.3 It was recognised that as a Directorate, there is a vast amount of data available but there is also a skill to monitoring the right information, at the right time alongside other similar indicators. As such, the group explored the idea of creating indicator clusters.

- 3.4 The group identified eight performance indicator clusters:
- 1) Demand
 - 2) Keeping children safe
 - 3) Looking after children well

- 4) Schools
- 5) Education
- 6) SEND (Special Educational Needs & Disabilities)
- 7) Workforce
- 8) Budgets

Each cluster contains a handful of indicators (see Appendix A)

- 3.5 The group discussed the benefits of using the Council's business intelligence system (Power BI) to monitor the data contained in each of the clusters. Power BI provides users with access to real-time data whenever they want to see it. It is an interactive tool that allows users to view data across Wirral or drill down to Ward level.
- 3.6 It was agreed that the Children's Services Insight Team would develop a suite of reports in Power BI specifically for the Children, Young People & Education Committee so that Members can monitor performance against the defined list of indicators within each cluster. These reports are currently under development. The first suite of reports focusing on Demand and Workforce will be available from June.
- 3.7 Throughout July and August we would like to invite Committee Members to attend a Performance Management Workshop where we will deliver training on Power BI showing how to access the system and navigate around it. Once Members have attended the training, we will provide them with a direct link to Power BI so performance information can be accessed whenever they like.
- 3.8 In addition to real-time data in Power BI, a supplementary performance report will also be produced and circulated to Members in advance of future Committee meetings. This will contain trend data as well as comparative information (where available) for each of the indicator clusters. It will also contain a narrative section which will explain any significant changes in performance and actions identified to address areas of underperformance.
- 3.9 It was also agreed that each Committee meeting would have a particular focus on just two of the indicator clusters at appropriate intervals throughout the year. (This reporting cycle can be found in Appendix B)
- 3.10 Whilst the new PI clusters and reports are under development, we have provided Committee Members with the Children's Services Databook (Appendix C). Members are recommended to review this data and highlight any areas requiring further clarification or action.

4.0 FINANCIAL IMPLICATIONS

- 4.1 There are no financial implications arising from this report.

5.0 LEGAL IMPLICATIONS

- 5.1 There are no legal implications arising from this report.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

6.1 There are none arising from this report.

7.0 RELEVANT RISKS

7.1 The Council's Corporate and Directorate Risks Registers are currently under review to reflect the thematic priorities of the Council's new Corporate Plan including the impact and recovery from Covid-19. Information on the key risks faced by the organisation and the associated mitigations and planned actions will be report to Committee once refreshed.

8.0 ENGAGEMENT/CONSULTATION

8.1 A Performance Monitoring session was held with the chair of the Children, Young People & Education Committee, and party spokes on 4th March 2021 to review current performance monitoring arrangements and to define a new, improved approach.

9.0 EQUALITY IMPLICATIONS

9.1 There is no impact for equality implications arising directly from this report.

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

10.1 There are no environmental or climate implications generated by the recommendations in this report.

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APPENDICES

Appendix A: Performance Indicator Clusters

Appendix B: Future Reporting Cycle

Appendix C: Wirral Children's Services Databook

BACKGROUND PAPERS

Budget & Performance Monitoring: Paul Boyce, Director of Children's Services
(Children, Young People & Education Committee – 20th October 2020)

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Children & Families Overview and Scrutiny Committee 2019/20 Q3 Wirral Plan Performance	17/03/2020
Children & Families Overview and Scrutiny Committee 2019/20 Q2 Wirral Plan Performance	11/11/2019
Children & Families Overview and Scrutiny Committee 2019/20 Q1 Wirral Plan Performance	25/09/2019
Children & Families Overview and Scrutiny Committee 1) 2019/19 Q4 and year-end Wirral Plan Performance 2) Wirral Improvement Board Databook	03/07/2019
Children & Families Overview and Scrutiny Committee 2018/19 Q3 Wirral Plan Performance	27/02/2019
Children & Families Overview and Scrutiny Committee 2018/19 Q2 Wirral Plan Performance	13/11/2018
Children & Families Overview and Scrutiny Committee 2018/19 Q1 Wirral Plan Performance	25/09/2018
Children & Families Overview and Scrutiny Committee 2017/18 Q4 and year-end Wirral Plan Performance	03/07/2018