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## Report of the Head of Policy and Performance

### Meeting: Children's Services Scrutiny Board

Date: 10<sup>th</sup> December 2009

### Subject: Performance Report 2009/10 Quarter 2

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**Electoral Wards Affected:**

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

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## 1 Executive Summary

- 1.1 This report presents the Quarter 2 action trackers summarising our progress against the Leeds Strategic Plan improvement priorities relevant to the Children's Services Scrutiny Board for the first six months of 2009/10. The action tracker templates have been revised based on feedback received at quarter 4 to provide a more succinct and focused update but they still provide both a contextual update of achievements and results for aligned performance indicators. Furthermore the trackers are provided by exception only ie only those with an overall progress rating of red or amber are supplied with this report. A complete set of action trackers is provided on the intranet for information. In addition a full set of performance indicator results is also provided at in appendix 3. Appendix 1 provides an overall summary of performance against all the relevant Leeds Strategic Plan improvement priorities and shows that 43% (6 out of 14) of these are currently assessed as green.

## 2 Purpose of the Report

- 2.1 The purpose of this report is to present an overview of performance against the priority outcomes relevant to the Children's Services Scrutiny Board including an analysis of performance indicator results at the end of Quarter 2 so that the Board may understand and challenge current performance.

## 3 Background Information

- 3.1 The format of the action trackers has been amended following on from feedback received from the 2008/09 Quarter 4 reports where it was highlighted that too much information was provided. Accountable Officers were asked where possible to limit their action trackers to one A4 page (2 sides), however, some Chief Officers felt this was not possible without cutting out essential information, therefore, the limit was not rigidly applied so that the trackers provided a complete picture of performance.

3.2 A number of appendices of information is provided with this report and these are summarised below:

- **Appendix 1** – summary sheet showing the overall progress rating against the improvement priorities relevant to the Children’s Services Scrutiny Board.
- **Appendix 2** – Amber and red rated action trackers. These trackers include a contextual update as well as key performance indicator results.
- **Appendix 3** – Performance Indicator report containing quarter 2 results for all performance indicators which can be reported in year from the National Indicator set and any key local indicators which are relevant.

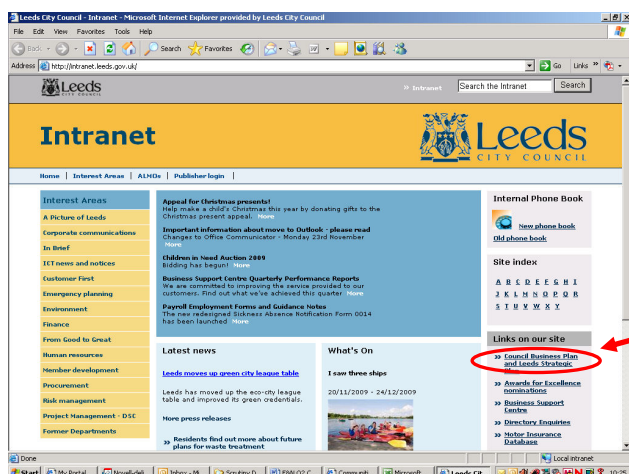
This information is supported by two guidance documents to aid the reader in interpreting the actions trackers and the performance indicator reports.

## 4 Main Issues

4.1 As part of the performance management process each strategic improvement priority is given a overall traffic light or RAG (Red/Amber/Green) rating which denotes the progress based on all the information provided in the Action Tracker including progress against targets for all aligned performance indicators, progress in the delivery of key actions/activities and taking into account all relevant challenges and risks. This traffic light rating is assigned by the Accountable Officer and agreed with the Accountable Director. The action trackers provided in this report (see appendix 2) are those where overall progress has been assessed as red or amber ie:

- **Amber** defined as minor delays/issues are having an impact on delivery but remedial action is underway/planned and the key performance indicator(s) results are likely to be on, or close to, target.
- **Red** defined as significant delays or issues to address and unlikely to meet targets for key performance indicators

4.2 This exception reporting is to enable the Board to focus their attention on those areas where progress is not on track. However, all action trackers for Quarter 2 have been published on the intranet so that all the green action trackers are also available for members to examine and challenge. These can be found on the intranet by following the link to the Council Business Plan / Leeds Strategic Plan from the front page (see diagram below).



Follow the link from the intranet home page here

4.3 The action trackers provide a high level summary of performance against each of our strategic improvement priority areas and as such include relevant aligned performance indicator results. However there are also a number of other national and local indicators for which quarter 2 results are available and many of these do indeed support the delivery of our priorities. Therefore, a full performance indicator report is also included at appendix 3 (this has also been published on the intranet) and again these results are traffic lighted based on the predicted year

end performance. However, the commentary provided on this report is limited to key issues about the data itself rather than providing an explanation of key performance issues.

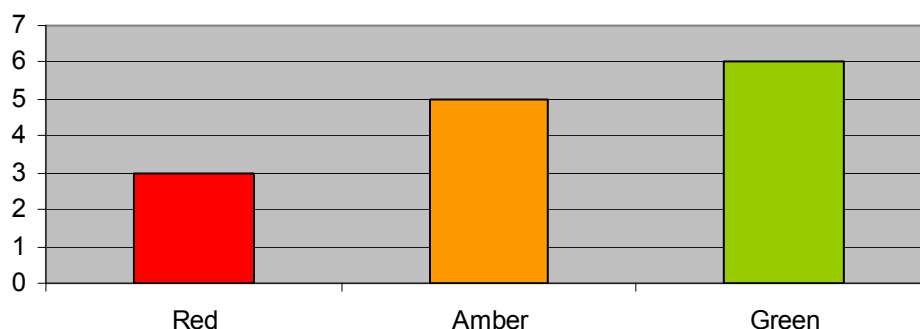
- 4.4 Since quarter 4, a new Children and Young People's Plan (CYPP) has been approved. A number of priorities within the new CYPP map directly across to priorities in the LSP and for these the corporate action tracker process is being used to monitor progress. However, members will note that a number of additional action trackers have also been included to reflect priorities from the Children and Young People's Plan (CYPP) which were not specifically included in the Leeds Strategic Plan. As the CYPP is the Statutory Plan for Children's Services, through the inclusion of these additional action trackers we are ensuring that all the key issues are being reported to members through our performance management processes.

### **Summary of Overall LSP Performance at Quarter 2**

#### *Improvement Priorities*

- 4.5 There are 14 improvement priorities from the Leeds Strategic Plan which are relevant to the Children's Services Board, however, for quarter 2 reporting two improvement priorities have been combined into one tracker. Of these 14 improvement priorities 3 are assessed as red, 5 as amber and 6 are assessed as green. Full details are provided in appendix 1.

### **RAG rating of Children's Services Improvement Priorities**

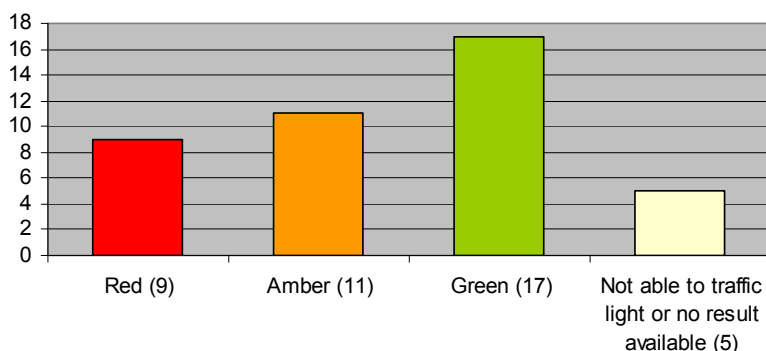


- 4.6 For comparison at Q4 of 2008/9 10 were assessed as amber, 4 green and none were red.

#### *Performance Indicators*

- 4.7 In a similar way to the Leeds Strategic Plan Improvement Priorities the Children's Services performance indicators are given a traffic light based on the predicted year end performance and at Q2 the proportion in each category are shown in the chart below. Full details are provided in appendix 3.

### RAG rating of Children's Services Performance Indicators



- 4.8 Members should note that there are a number of annual indicators which cannot be reported in year and these have been removed from this calculation.

#### Data Quality

- 4.9 The Corporate Policy and Performance Team has undertaken a review of the criteria used to inform the data quality judgements that are included in Accountability reports for each performance indicator. Our objective is to work closely with directorates and partners in order to adopt a more robust, consistent and over-arching approach that provides a wider based data quality judgement. A revised data quality checklist, with a built in scoring mechanism to determine the traffic light rating, has been produced. This is currently being piloted in Children's Services and Environment and Neighbourhoods in order to ensure that it is fit for purpose and that the scoring criteria are effective. Once agreed the new approach will be rolled out prioritising the Leeds Strategic Plan / Council Business Plan indicators first followed by national and local indicators. This does mean that the data quality traffic lights during 2009/10 may change as this more rigorous approach starts to be used.

### 5 Implications for Council Policy and Governance

- 5.1 The Leeds Strategic Plan and Council Business Plan is part of the council's Budget and Policy Framework. Effective performance management enables senior officers and Elected Members to be assured that the council is making adequate progress and provides a mechanism for them to challenge performance where appropriate. Effective performance management is a key element of the organisational assessment under the Comprehensive Area Assessment. The CAA examines and challenges the robustness and effectiveness of both our corporate performance management arrangements and those across the partnership.

### 6 Legal and Resource Implications

- 6.1 The Leeds Strategic Plan fulfils the Council's statutory requirement to prepare a Local Area Agreement for its area. These slightly revised performance reporting arrangements are achievable within current resources across the organisations as they essentially replace an existing similar process.

### 7 Conclusions

- 7.1 This report provides the Board with a high level overview of the city's performance against the key priorities relevant to the Board from the Leeds Strategic Plan as at the 30th September 2009. This report highlights those areas where progress is not on track and Members need to satisfy themselves that these areas are being addressed appropriately and where necessary involve partners in any improvement activity.

## **8 Recommendation**

- 8.1 Members are asked to consider the overall performance against the strategic priorities and where appropriate, recommend action to address the specific performance concerns raised.

### **Background Papers**

Leeds Strategic Plan 2008-11  
Children and Young People's Plan 2009-14