HARINGEY COUNCIL

The Children's Service in Haringey

We want every child in Haringey to be happy, healthy and safe with a bright future

# CHANGING LIVES

**Haringey's Children and Young People's Plan 2006-9**

# Strategy for Managing Performance

# Draft

# April 2006

# CHANGING LIVES
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# HARINGEY'S CHILDREN AND YOUNG PEOPLE'S SERVICE

## Strategy for Managing Performance

### 1. RATIONALE

An effective planning and performance management framework is critical to the realisation of the objectives in Changing Lives. It ensures that improving outcomes for children and young people is at the heart of the organisation and helps to embed a culture which focuses on continuous improvement, meeting local needs and providing value for money.

There has been for some time a statutory requirement to report against a comprehensive set of performance indicators (PIs) and systems are in place to meet this requirement. However, the transition to a Children's Service and to a plan for children that is owned by the whole of the partnership creates the need to bring together existing systems to ensure that a comprehensive picture of progress across the range of PIs is secured for the whole Directorate. Equally there have been processes to monitor progress against statutory and non statutory plans but the creation of an integrated plan, requires an agreed, consistent and coherent set of processes which are adhered to across the Service and incorporates the contribution of partners. An effective framework and set of processes will ensure that strategic and operational decisions are informed by robust intelligence. Managers at all levels will need to make evidence based decisions, informed by accurate data and intelligence on their service's strengths, weaknesses and progress. In response they will be able to adjust actions in a timely manner and deploy resources efficiently to secure the desired outcomes and ensure value for money. Overall it is intended to be an empowering framework which supports the recognition and celebration of achievement and allows for early intervention to address unsatisfactory progress and performance.

### 2. DESIRED OUTCOMES

The success of the monitoring strategy will be measured primarily through the successful achievement of the outcomes for children and young people in Haringey, if it fails to impact on these then it will be no more than a data collection tool which allows the Children and Young People's Strategic Partnership (CYPSP) to meet its national and local reporting requirements.

However, there are a range of secondary issues the strategy seeks to address and against which its effectiveness will be measured:

- Securing the engagement of users in the development of the processes so as to ensure that it meets their needs and reflects the context of their work – Will it be valuable and valued?

- Ensuring that users have confidence in the data provided – Is it perceived as useful, accurate, up-to-date and reliable?

- Making effective use of the data, as intelligence to inform management decisions at all levels – Did it influence change?

- Implementing processes which ensure the timeliness of reports – Is the reporting programme being met? Are national requirements being met?

- Reviewing and refining the system – Are performance staff able to meet the full range of their commitments? Is the system meeting needs? Is it responding to changing contexts both local and national?

3.    FACTORS INFORMING THE DEVELOPMENT OF THE STRATEGY
In developing the strategy and framework regard has been given to the following issues.

   3a.    Quality Assurance of Plans

The quality of plans is a vital element in the development and implementation of an effective performance management system. Unless outcomes, timescales and responsibilities are clearly articulated, however effective the system, it will not be possible to effectively monitor and report on them.

In particular the development of plans has addressed the need for clarity about:
- desired outputs and outcomes against which the plan will be monitored

- milestones and timescales for the planned activities so that progress can be measured

- accountability and responsibility for delivery so that it is clear who will react to monitoring information, seeking to secure necessary change and to celebrate achievement

- deployment of resources so that managers can compare input and output measures and make informed decisions about changes to deployment both in the short and longer terms.

### 3b. Active Involvement and Engagement

The success of the Service in delivering it's outcomes for children and young people involves a very wide range of professionals both within and without Haringey Local Authority and it has been recognised that all should be informed and able to contribute to the development of the performance management system. Some deliverers such as the PCT, already have a comprehensive monitoring responsibility within their own organisation and this system devised for the CYPSP does not seek to place unnecessary additional demands on PCT staff, rather to develop a system which is in accord with their existing systems.

The range of partners engaged in steering and delivering all Children's Services in Haringey are both providers and recipients of data and information. All parties have a vital part to play in ensuring that the Service is effectively monitored and continuously developed to meet the needs of children and young people. The regular reports within the system ensure that all parties have the information they require to meet their obligations to children, young people, and the Service. The system is flexible enough to incorporate information and perceptions arising from the Partnerships and to respond to their changing needs. Similarly Members, especially the Lead Member, receive regular reports and are engaged in identifying the monitoring and reporting programme relevant to Member needs. The development of the process has been informed by the need to respond to unplanned requests for information from Members who require a speedy response to their requests. This is equally true of the requests from the media relations team within the Authority.

The system facilitates the collation, analysis and presentation of quantitative data and some aspects of qualitative information but will be developed further to incorporate a facility for dealing with qualitative data such as the outcomes of surveys, interviews, mystery shopping or focus groups. The Service is focused on achieving the best outcomes for children and young people and is informed by their views and those of their families or carers. Equally the outcomes of staff surveys provides invaluable information to inform management decisions. The performance management system provides a tool which brings together both qualitative and quantitative data and information.

In essence the active involvement and engagement of the following groups is essential if the performance management system is to be effective in supporting the Service to deliver against its objectives and to achieve its desired outcomes.

- Staff at all levels of the Service, both strategically and operationally
- Members, especially the Lead Member for the Service
- Children, young people and their families
- Delivery partners. both those internal and external to the Authority

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- Those engaged within the Partnership bodies responsible for the governance of the Service
- Schools

**3c. Key Features of an Effective and Efficient Haringey Performance Management System**

The system is being developed to ensure that it is:

- Consistent with the Corporate Performance System including individual performance management arrangements

- Built on current effective practice

- Appropriately focused on the key priorities for children and young people and avoiding distraction with minor measures

- Concentrated on the provision of intelligence to managers rather than raw data

- Updated regularly

- Providing accurate, robust and reliable

- Flexible enough to take account of the differing needs of staff, Members, stakeholders, clients, partners and inspection regimes

- Underpinned by an agreed programme of reporting

- Overt and high profile so that it impacts on the culture of the Service and instils a 'customer focus'

- Manageable within the capacity of the organisation

- Readily accessed by managers and others with a legitimate need

- Service Plans will be constructed in relation to the outcomes in Changing Lives

**4.     Securing an Effective and Efficient Haringey Performance Management System**

There is considerable clarity about the desirable features of the system and a commitment to achieve it, however, it will be important to recognise what can be achieved in the short term so as to secure effective monitoring from the launch of Changing Lives

and what are the longer term goals.  In the short term a relatively simple system will be implemented but in the longer term an emerging IT system which is now in the design stage will provide the complete tool.

### 5.  Reporting lines

This section relates to the overall model for governance, consultation and participation on page 38 of Changing Lives.

Each multi-agency Children's Forum shown on that model and the Local Safeguarding Children Board (LSCB)  has a brief in relation to the outcomes in Changing Lives.  Each reports to the Partnership Forum in relation to its progress against those

outcomes.  The Partnership Forum makes a report on its evaluation of progress in relation to the progress reported.  In addition the Partnership Forum will advise the CYPSP on the overall progress at the end of the year and the priorities its sees as

being uppermost for the subsequent year.  In this way the CYPSP draws upon the views of a wide range of stakeholders including young people.

In addition, the performance monitoring schedule describes on the next few pages will be produced monthly and summarised for the CYPSP at each meeting.

Each partner organisation will have its own internal monitoring arrangements and in the case of the Children's Service the Council has a Children's Service advisory Committee that will monitor progress through these reports and also in relation to Corporate parenting, Safeguarding children and the outcome of school inspections.

# The Priorities for Haringey's Children and Young People

| Be Healthy | Stay Safe | Enjoy & Achieve | Make a positive contribution | Achieve Economic well-being |
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**Vulnerable Children and Young People**

**Priority One:** We will improve outcomes for vulnerable children and young people through earlier intervention

**Priority Two:** We will continue to improve life chances for looked after children and care leavers

**Priority Three:** We will improve outcomes for children and young people with disabilities

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**Priority Four:** We will reduce the number of still births and babies who die before their first birthday

**Priority Five:** We will promote healthier lifestyles to children, young people and parents

**Priority Six:** We will prevent young people from developing mental health problems by strengthening their emotional well being and self esteem and improve services to those who have mental health needs

**Priority Seven:** We will work with young people to reduce teenage conception rates in Haringey as part of a broader aim to improve sexual health

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**Priority Eight:** We will reduce the incidence of specific dangers affecting some or all children and young people in the community in partnership with parents and the wider community and through the implementation of the Pan-London procedures

**Priority Nine:** We will renew our efforts to reduce bullying, discriminatory incidents and the gang culture that young people have told us is most important to them

**Priority Ten:** We will create more safe places for children to play and young people to go through working with partners from the Council, the police and the voluntary sector

**Priority Eleven:** We will reduce the

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**Priority Twelve:** We will further improve the quality of early years education

**Priority Thirteen:** We will enable children and young people to enjoy wider opportunities through a broad curriculum and out-of-school learning activities

**Priority Fourteen:** We will improve attendance and raise standards of achievement for all children and young people reflected across all sections of our community

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**Priority Fifteen:** We will empower children and young people to have a more effective voice in decision making

**Priority Sixteen:** We will ensure that children and young people living in Haringey are given wider opportunities to broaden their experiences, to be creative and to equip them to live in a global society

**Priority Seventeen:** We will work together to give a more positive profile to children and young people, drawing attention to their positive contributions, reinforcing

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**Priority Eighteen:** We will improve access to services for young people and parents that support them to be more economically active

**Priority Nineteen:** We will reduce the number of young people between the ages of 16 and 19 who are not in education, employment or training, especially those looked after by the authority

**Priority Twenty:** At age 19 we will improve the percentage of young people qualified to

## MONITORING THE CYPP AND PERFORMANCE INDICATORS

**Lead Member for Children's Services**

Monthly reports from Director
Summary of regular reports from Deputies on progress against key priorities in CYPP

Quarterly reports on progress on PIs

**Children's Services Advisory Committee**
Regular performance Reports
Implementation of monitoring in relation to Corporate Parenting
Updates on Safeguarding issues
Review of school Ofsted reports
Programme of regular reports on key issues within the Service
Occasional reports linked to implementation of local or national initiatives, e.g. progress towards the development of Children's Networks, Implementation of BSF.

**Scrutiny**

**Director of Children Service: Responsible for:**
➢ Development and implementation of Performance Management Strategy
➢ Securing reports for Members as identified on Executive reporting schedule and attending Scrutiny where appropriate
➢ Reporting to the CYPSP
➢ Attending meetings where reports are tabled
➢ Receive progress reports to a programme negotiated with DDs and AD
➢ Tabling regular management reports at Executive Team meetings
➢ Ensuring key issues emerging from reports are identified and addressed

**CYPSP**

Receive bi-annual reports on progress towards agreed outcomes

**Corporate Performance Team**
Responsible for providing key performance data to inform regular programme of Children's Services reporting and receiving data in relation to the BVPP

**Deputy and Assistant Directors: Responsible for:**
➢ Implementing a programme of regular monitoring with managers within area of responsibility
➢ Securing regular reports from managers to meet agreed reporting schedule
➢ Provision of report to Director and Senior Leadership Team which includes an analysis of performance and identifies next actions for the following period
➢ Jointly responsible for celebrating, questioning and challenging reports to the Executive Team

**CS Performance and MIS officers:**
Responsible for contributing to the development of the PM processes and for providing data to inform reports

**Service Managers: Responsible for:**
➢ Implementing a programme of regular monitoring of service area including individual performance reviews
➢ Providing regular management reports to Deputy/Assistant Director
➢ Alerting line manager to any emerging issues between reporting times

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