

Performance Management Framework for Children's Social Care

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1. Introduction

Our People – Our Place – Our Plan - For Everyone Every Day

Our vision is that all children, young people and families in Tameside have the best start in life, to grow, thrive and achieve their best outcomes. Tameside partners and communities work together to co-ordinate services to demonstrate improved overall wellbeing and quality of life for our children.

Everything we do, our leadership, procedures, measures and learning must always focus on what practitioners actually do with children and families, and what the quality and impact of that work is.

We collect and measure enormous amounts of data, and whilst we know we have improved upon our ability to analyse what we collect, we also know that we can use data to even greater effect to drive improvements in the quality of practice.

We have strengthened our approach to quality assurance through our Quality Assurance Framework (QAF) to ensure measures are meaningful to the people who do the work, support learning and improve practice.

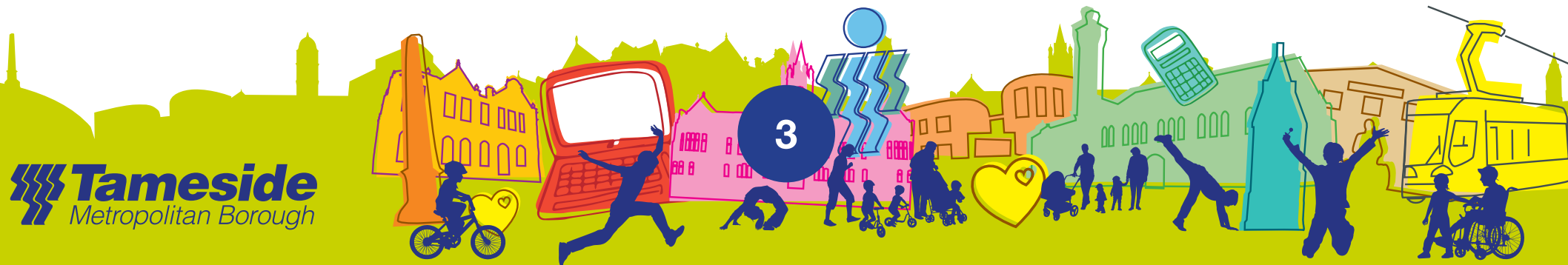
This performance management framework compliments the QAF, creating a quality assurance and performance management system that encompasses:

- Collaborative case audit
- Dashboards to monitor application of our practice framework in individual case management;

- Children, young people, parents/carers staff feedback and feedback from partners on practice and organisational fit and leadership respectively;
- Core data for monitoring specific goals, case trends and outcomes.

Through our quality assurance and performance management activities we will demonstrate we understand ourselves and the difference we are making to the lives of children, young people, families and carers. This will be through good use of data, information, children, young people and family feedback, compliments and complaints - always asking 'how can we make things better?' and being curious and innovative in our practice.

This Performance Management Framework includes all key performance related activity undertaken by Children's Social Care to ensure our work with children and families is carried out to the highest standard. It aims to improve our understanding of whether we are supporting the right children, in the right way, at the right time, and whether we are making a difference to the progress that children make and the outcomes they achieve. This framework is designed to help us in our improvement journey and will inform our self-assessment and service planning.



2. Performance Culture

To keep the child at the heart of everything we do, it is important to measure and provide evidence of the quantity, timeliness and the quality of social work practice and service delivery. We will listen to children, young people and families, to ensure we provide the best outcomes for the children and young people we work with. This requires a strong performance and quality assurance system to be in place which evidences that services are being delivered effectively and to a high standard.

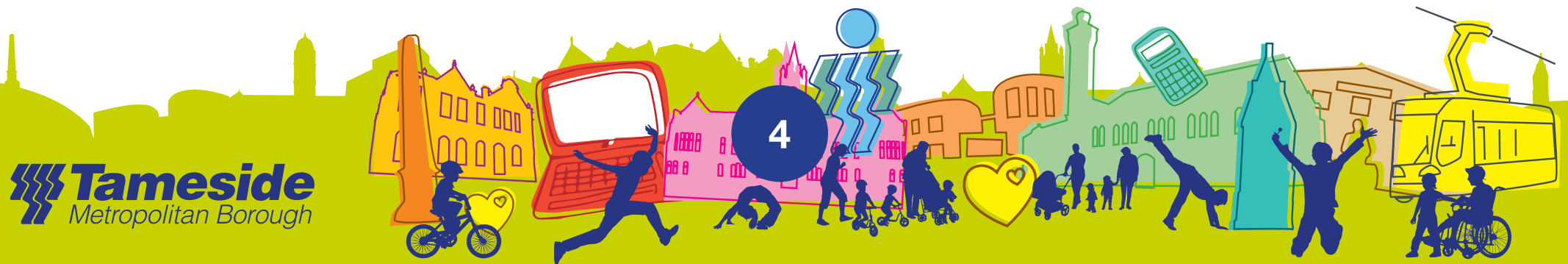
In conjunction with our QAF this Performance Management Framework outlines our practice and management activity to ensure children and young people receive the quality of outcomes they deserve. They compliment each other in an improvement cycle that helps to set our practice standards, monitor our impact, and provide the information for continual improvement.

An effective Performance Management Framework consists of:

- Regular reporting and analysis of accurate performance data
- Clear monitoring and quality assurance arrangements
- An effective, evidence-based set of performance management and improvement processes
- Ownership and understanding by staff at all levels in the organisation
- A clear child-centred focus on impact, aimed at improving services and outcomes
- Oversight and scrutiny by senior management and members.

We believe that performance management is everyone's responsibility. We use a strengths based model of accountability and learning that offers high support and is balanced by appropriate child-centred challenge. All staff and managers are responsible for their own work and their contribution to the work of their team and service.

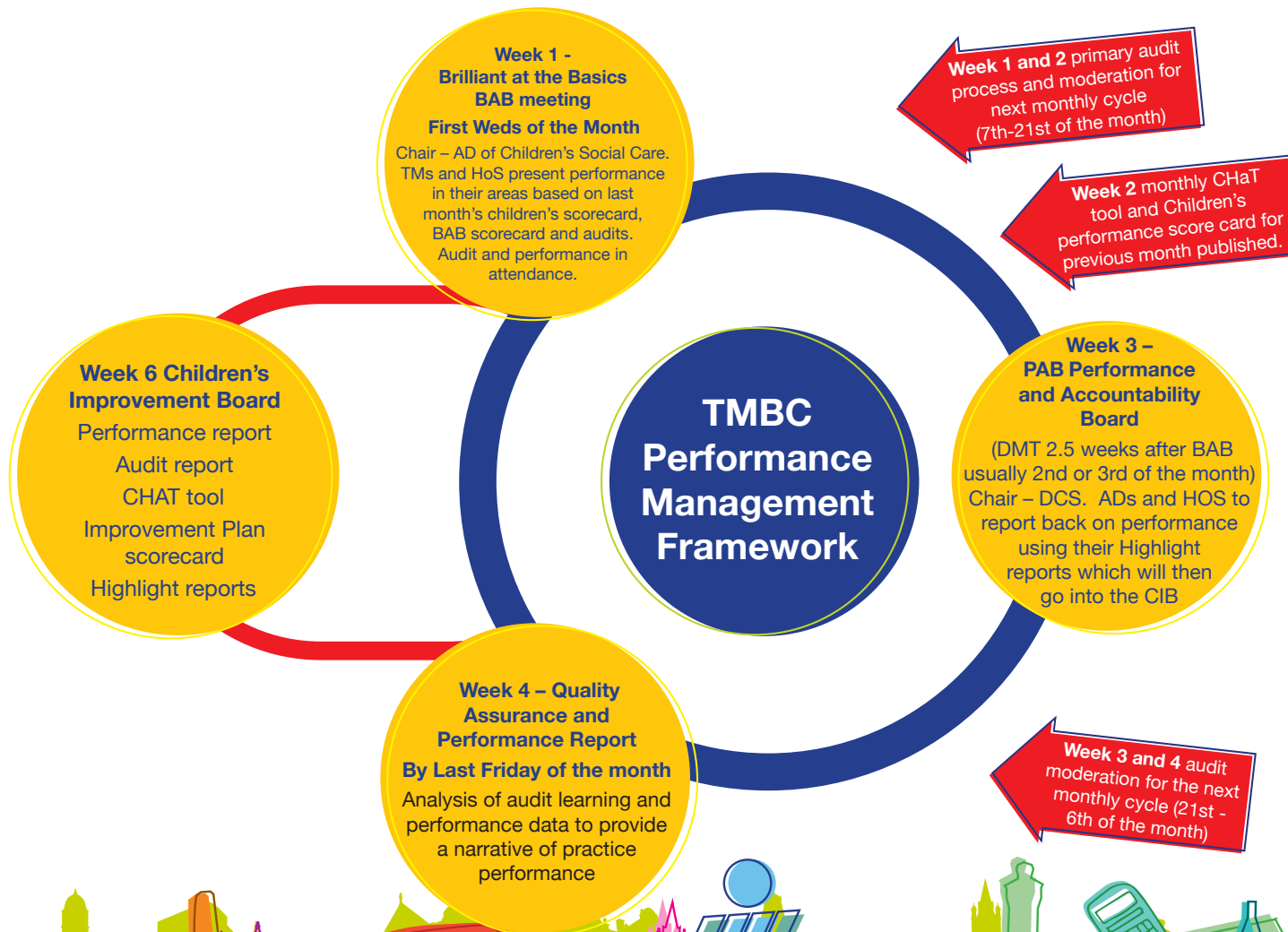
Those roles and responsibilities are set out in detail at section 5 below. Senior managers have additional responsibility to monitor and address performance issues within their service area, team and with individual staff members. All managers will be equipped with the skills, knowledge and tools to access, understand, interpret and use performance information.



3. Performance Management Framework

Practice Improvement Activity

Collaborative Audits
 Thematic Audits
 Quarterly Practice Week
 Peer reviews
 Internal reflective practice discussions
 Rapid Reviews
 Child Safeguarding Practice Reviews
 National thematic learning reports
 Feedback from Children and families
 Feedback from IRO/CP chairs
 Feedback from Children in Care Council
 CAFCASS and feedback from proceedings
 Complaints and compliments
 Exit interviews / staff feedback
 Staff performance management process
 Panel meetings



Performance Inputs

Children’s Scorecard
 Improvement Board Scorecard
 Brilliant at the Basics (BAB) Scorecard
 ChAT (Annex A data report)
 Whole Service Data book
 Whole Service Data Quality Report
 Annex A Child Level Data and Data quality lists
 Daily and Weekly data reports
 Business Object Reporting (moving towards operational dashboards)
 Highlight reports
 Audit Report
 Inspection and feedback
 Safeguarding Learning Reviews
 CSC learning case reviews



4. Governance and Accountability

All performance reporting and activity is held within a governance arrangement which ensures that there is visible accountability from team level up to and including the Corporate Senior Leadership Team and Executive Cabinet.

Senior Leadership and accountability for performance across social care is strengthened through an independently chaired Children's Improvement Board where audit and performance data is tabled as standard and scrutinised by senior members, senior officers, partners, and DfE advisors. Focus on the service's improvement journey is also considered via a dedicated Children and Families Scrutiny Committee. There are also monthly Children's Services performance sessions with the Leader, Chief Executive, Lead Member and the DCS to identify corporate barriers and solutions for improvement.



5. Roles and Responsibilities

Elected Members:

- Strategic oversight of the effectiveness of performance management in specialist children's services
- Scrutinise and challenge performance and service improvement initiatives
- Hold senior managers and directors to account for the performance of those matters for which they are responsible

Senior Leaders - Executive Director and Assistant Directors

- Ensure the voices of children, young people and families are used to improve our practice and service delivery
- Advise members, regarding the setting of strategic direction and performance improvement priorities
- Set appropriate outcome-based targets and standards for performance
- Challenge and support managers within the service to develop appropriate actions plans to address poor performance
- Identify and manage strategic and cross cutting performance themes
 - Advise Members, regarding the setting of strategic direction and performance improvement priorities
 - Set appropriate outcome-based targets and standards for performance
 - Identify and manage strategic and cross cutting performance issues and opportunities facing Children's Services
 - Ensure the robustness of Children's Services contribution to reports on key strategic performance issues detailed in Quarterly Performance reports, including action taken to address areas of weak performance
 - Ensure the integration of performance management into the culture of the Children's Services.

All Heads of Service Are responsible for ensuring that performance is effectively managed and continuously improved within all areas of their service to standards expected by our customers and community. They have a key role to:

- Ensure the voices of children, young people and families are used to improve our practice and service delivery.
- Promote and embed a performance management culture within their respective areas of service
- Hold managers to account for the performance of their areas of responsibility, which will include specific challenge and support to address poor performance at a service, team and individual level
- Identify, analyse and understand and continuously improve service performance
- Report as required to Members, SMT and DLT on their service area performance through the scrutiny of strategic service plans and budgets
- Monitor service standards and performance
- Ensure the collection and input of all national and local data requirements, relating to their areas of responsibility including ensuring returns are validated for Children's Services
- Communicate the importance of the related Children's Services national and local indicators and measures and ensure data quality
- Ensure required inspection evidence and documentation is made available
- Provide annual assurance on the effectiveness of controls in place to mitigate/reduce poor performance within their service
- Maintain awareness of and promote the approved Performance Management Framework to all relevant staff



- Ensure performance management is integrated into the service planning process and staff appraisals
- Ensure that the Quality Assurance Framework is understood by all staff in the service
- Ensure that the actions contained within the Quality Assurance Framework are undertaken and the resulting actions to improve practice and processes are carried out and the impact of any action/activity monitored/evaluated routinely
- Incorporate results of community consultations, customer feedback and complaints into service performance
- Ensure the involvement of front-line staff in setting SMART and stretching targets
- Work with colleagues across the Council to inform, challenge and improve performance in key cross cutting areas.

Team Managers: Are responsible to manage and improve performance effectively in their particular service area:

- Ensure the voices of children, young people and families are used to improve our practice and service delivery
- Identify, analyse, profile and improve service performance
- Hold managers and staff to account for the performance of their areas of responsibility, which will include specific challenge and support to address poor performance at a team and individual level
- Maintain awareness of and promote the Performance Management Framework to all relevant staff and contribute to the development and embedding a performance management culture
- Ensure performance management is integrated into the team planning
- Ensure performance management is a regular item in team meetings and in 1:1's (supervision) and allows review, challenge and innovation
- Ensure performance data is captured in an accurate and timely manner.

Safeguarding and Quality Assurance Service - Promote a culture of performance management within the organisation

- Ensure the voices of children, young people and families are used to improve our practice and service delivery
- Develop the Performance Management Framework with arrangements for regular review
- Support the implementation of the Performance Management Framework across Children's Services
- Co-ordinate the provision of performance management profiles and information to all key stakeholders
- Feedback learning from customer and service surveys and ensure that this is utilised to scrutinise, inform and challenge performance provision of Children's Services and service-based advice, support and training as required
- Assist the operational unit to co-ordinate, develop and review the service planning process and corporate improvement plans, representing the requirements and issues for Children's Services in order to strengthen performance management across the Council
- Support project and service evaluations as required
- Support operational service in embedding the Quality Assurance Framework and provide an offline check and balance regarding the effectiveness of the quality assurance function.
- Develop the Quality Assurance Framework and supporting tools
- Undertake agreed Audits, Deep Dives and provide learning from Safeguarding Practice Reviews
- Provide a review, challenge and support function for service and business plans
- Manage the process of externally audited performance and thematic assessments and inspections for the Council.
- Support the data integrity and audit of national and local performance indicators and measures through focused investigations and general advice



All Staff Members: Are responsible to contribute to and manage performance effectively in their job

- Ensure the voices of children, young people and families are used to improve our practice and service delivery
- Are responsible for being aware of their performance and for managing their performance effectively
- Ensure that they record their work in an accurate and timely way to provide a correct data capture
- Maintain awareness of performance management and contribute to performance control and development processes where appropriate. For example, the collation of performance indicators and contribute to customer satisfaction levels for the service
- Maintain awareness of corporate priorities and adhere to data quality principles
- Contributing to providing documentary evidence for collation for internal and external audits, attending workshops and contributing to a pool of information gathered for the annual performance report
- Contribute to performance improvement.



6. Quality Assurance Framework

This Performance Management Framework should be considered with the Quality Assurance Framework, which captures practice auditing, improvement actions and learning and development activity.

Our Quality Assurance Framework enables us to robustly relate performance management data with quality assurance with three simple interrelated questions. How much did we do? (Service activity), linked to how well did we do it? (Quality) for families and most importantly, with all this effort did we make a difference to children lives? (Is anyone better off?).

Measuring the impact of our work at all levels across Children's Services is crucial in closing the quality assurance loop and demonstrating the difference our services make to improving children's outcomes. Consequently, the QAF underpins Tameside's Practice Standards that detail expectations for each part of the service ensuring everyone is clear about what good practice looks like and understands what is expected of them as they carry out their work with children and families.

Our programme of audit activity aims to:

- Provide assurance that practice positively influences outcomes for all vulnerable children and young people;
- Take into account the requirements of inspection bodies;
- Involve all children's social care staff in continuously seeking to improve their practice
- Ensure consistency of practice across children's social care and specifically the use and deployment of our Signs of Safety practice framework;
- Embed a culture of learning, confident practice and feedback;
- Identify areas of practice improvement to inform the performance conversation & appraisal process

Staff at all levels within the service are responsible for quality assurance. Ensuring that all work is undertaken within agreed timescales and is compliant with legal and policy requirements is a shared and individual responsibility. We expect our staff and managers to undertake work to the standard expected by both national and local guidance and expectations.

The Quality Assurance and Performance Report will continue to bring together all QA and performance work into one place so key learning is identified and the impact of agreed actions are evaluated through the Performance Management Framework.



7. Conclusion

This framework provides a fixed system of service improvement within Children's Social Care that will deliver regular reports to the wider leadership team, partners, managers and staff to ensure that we know our service well. The performance framework is a dynamic and active process that seeks to identify good and outstanding service delivery to ensure that this is spread across all teams. It will also ensure that managers at all levels within the organisation can have appropriate information and details of performance that is not meeting the required standard, what actions are required to address this and can track and monitor improvements in performance. The content of the framework will ensure that the service remains child and family orientated and is in touch with our staff and the demands they face.

The Performance Management Framework will also be used to inform the self-evaluation and to provide an evidence base for the Improvement and Delivery Plan. It will also act as source data for future OFSTED ILACS.



