

**REPORT TO: CHILDREN & YOUNG PEOPLE'S SERVICES COMMITTEE ON  
9 JUNE 2010**

**SUBJECT: PERFORMANCE MANAGEMENT FRAMEWORK FOR THE  
CHILDREN AND FAMILIES SOCIAL WORK SERVICE**

**BY: DIRECTOR OF COMMUNITY SERVICES**

**1. REASON FOR REPORT**

- 1.1 This report is provided to seek the approval of members to a revision of the Performance Management Framework for the Children and Families Social Work Service
- 1.2 This report is submitted to Committee in terms of Section D(23) of the Council's Administrative Scheme relating to developing and monitoring the Council's Performance Management Framework for Children & Young People's Services.

**2. RECOMMENDATION**

- 2.1 **It is recommended that Committee approve this revised Performance Management Framework for the social work service to children and families in Moray.**

**3. BACKGROUND**

- 3.1 An initial Performance Management Framework for the service was approved by the Community Services Committee on 31 May 2006 (para 23 refers) and a revised and simplified version was approved by the Education and Social Services Committee on 23 May 2007 (para 27 refers).
- 3.2 Since that point there have been a number of changes in the national and corporate context in which the service operates. The need for some improvements in performance management practice have also been identified, partly through experience and partly through external inspection.
- 3.3 The Council has committed to the Moray Performs performance management framework and the use of the Public Service Improvement Framework (PSIF) for self-evaluation and improvement planning.
- 3.4 Within the Moray Performs framework revised requirements in terms of performance indicators have lead to a distinction being drawn between indicators tracked to enable focused management of performance by operational managers and those reported to members as indicative of performance across a service sector.
- 3.5 There have been a number of developments in respect of the various national Quality Improvement Frameworks that apply to the service, including the main framework applying to social work services, which was produced jointly by the

Social Work Inspection Agency and Improvement Scotland, to enable social-work-specific evaluation within a corporate PSIF programme.

- 3.6 External inspection and internal auditing has highlighted the need to strengthen arrangements for management of the quality of practice and for checking the reliability of monitoring. This revision makes a distinction between critical service delivery processes, the quality of which must be assured in every instance, and less critical processes, for which a more proportionate, sampled approach is appropriate.
- 3.7 The practices and expectations of inspection agencies themselves have also changed over this period. They now place greater emphasis on self-evaluation by services within the inspection cycle and a risk-based proportionality in inspections, informed by their assessment of the rigour and thoroughness of self-evaluations.
- 3.8 This revision of the framework (which can be found in the Members' Library and on the Elected Members' Information Site (Portal)) also takes account of the Single Outcome Agreement between the Community Planning Partnership and the Scottish Government, the commitments we have made to measure outcomes for service users with reliable outcome measures and the capacity that we have developed to evaluate services on the basis of these outcome measures within a Realist Evaluation methodology.

#### **4. SUMMARY OF IMPLICATIONS**

##### **(a) Single Outcome Agreement/ Service Improvement Plan**

- (i) The subject of this report has direct relevance to the reporting of our performance in relation to Outcome 8 in the Single Outcome Agreement.
- (ii) The revision of our performance indicators and targets is an action for in the Department's Service Improvement Plan, relating to the Service Priority 4.5 "Increase our capacity for self-evaluation".

##### **(b) Policy and Legal**

The recommendations of this report fit with the corporate Moray Performs Framework.

##### **(c) Resources (Financial, Risks, Staffing and Property)**

No resource implications.

**(d) Consultations**

The framework has been prepared in consultation with service managers and Moray Performs. Katrina McGillivray, Senior Personnel Adviser, Deborah Brands, Principal Accountant and Rhona Gunn, Acting Principal Solicitor (Litigation and Licensing) have been consulted in the preparation of this report and are in agreement with the content relating to their areas of responsibility.

**5. CONCLUSION**

**5.1 This revised Performance Management Framework is commended to members as a basis for securing further continuous improvement in the quality and consistency of service provision.**

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Background Papers: available from Members' library and portal  
Ref: HB776765