



Meeting: NOTTINGHAMSHIRE CHILDREN AND YOUNG PEOPLE'S
PARTNERSHIP BOARD

date 21 January 2009

Item number 4

JOINT REPORT OF THE HEAD OF PERFORMANCE REVIEW, DATA AND
COMMUNICATIONS AND THE TEMPORARY SENIOR EXECUTIVE OFFICER

Performance Management Framework

Purpose of report

1. This report provides information on the performance management framework for the Children and Young People's Partnership which the Children's Services Executive Group has developed and which is now referred to the Board for approval.

Information and advice

Background

2. Performance management has been defined as "taking action in response to actual performance to make outcomes for users and the public better than they would otherwise be"¹.
3. Performance management is at the heart of the modernising government agenda, as set out in the local government White Paper '*Strong and Prosperous Communities*'. Performance management responds to this agenda by providing a process through which individuals and groups take responsibility for the continuous improvement of services. As such, it is an important vehicle for encouraging partnership working, value for money, efficiencies and increased service integration.
4. Effective performance management requires there to be robust systems in place to gather and analyse a range of management information – the overall objective of which is to chart progress, ensuring there is improvement in outcomes to our clients and service users, and give managers early warning where that is not the case. It should include reliable quantitative data and qualitative data to enable us to:
 - identify what needs to be achieved to improve services across the partnership and our communities;

¹ A manager's guide to performance management (second edition), IDeA and the Audit Commission (June 2006)

- determine our priorities, allocate resources, set targets and plan what action we will take; and
 - monitor the impact of the collective actions of our services in meeting our targets for improvement.
5. The **attached** performance management framework codifies the arrangements which are either already in place, or which are being developed. The Executive has determined a schedule for reporting and will ensure that members of the Partnership Board receive copies of the reports as outlined in Annex 3. Additional exception reports will be produced for the Board as required when significant issues are identified by the Executive Group.
6. This report was requested by the Partnership Board, at its meeting on 8 May 2008, where it was agreed that the Executive should be tasked to suggest a framework of reporting to the Board, to include performance management data, for the Board to scrutinise and challenge, as appropriate.
7. The improvement priorities for 2008-2009, set out in the Children and Young People's Plan (CYPP) review include a specific action to "integrate a Performance Management Framework across the Partnership". The relevant extract from the CYPP review document is reproduced below:-

Focus for actions	Performance targets and timelines for 2008-2009 (unless otherwise stated targets are to be achieved by March 2009).
<ul style="list-style-type: none"> • Work with partners to measure and evaluate outcomes. • Provide a good picture of how well the Partnership is delivering against its ambitions and priorities. • Use performance information to take effective action to address areas of identified under performance including the re-direction of resources where necessary. • Build and embed a performance management culture across the Partnership. 	<ul style="list-style-type: none"> • Produce accurate and timely six monthly and annual CYPP monitoring reports. • Contribute to the evaluation of the CYPP and the development of the next plan. • Implement the children and young people's services (County Council) performance management framework by May 2008. • Agree a partnership performance management framework (building on the County Council model) by January 2009.
<ul style="list-style-type: none"> • Make effective use of JSNA, Jupiter in Nottingham, and APA dataset for the 2009 CYPP 	<ul style="list-style-type: none"> • Agree extended partnership needs assessment by the end of March 2009.

8. The proposed performance management framework for the Partnership will need to have an appropriate degree of synergy with the Local Area Agreement (LAA) performance framework, which has also been developed (Annex 7).
9. Underpinning the proposed performance management framework is the need to ensure that we actively seek, listen to and act upon the views and experiences of service users, particularly children and young people and their families and carers. The annual Tellus survey, commissioned by Ofsted, is a useful vehicle and obtains children and young people's experiences and views, but each agency in the partnership needs to consider other appropriate ways of garnering the views of service users.

Summary and questions for the Board

10. The Board is now asked to consider and approve the performance management framework for adoption by the Partnership. In doing so, it is suggested the Board will wish to consider the following questions:
 - 1) Proposed cycle of reporting (Annex 3).
 - a) Is the proposed cycle of performance reporting appropriate, with the arrangements to be reviewed after a year in the light of experience (or sooner if any issues arise in the meantime)?
 - b) Are there any practical difficulties anticipated, given the current pattern of Board meetings?
 - 2) Financial Strategy (paragraph 11)

Is there agreement that a Partnership financial strategy – linked to the LAA and Joint Commissioning Strategy – should be developed to inform resource planning, linked to the Partnership's key priorities?
 - 3) 'Hot spot' performance reporting (paragraph 18).
 - a) Is the concept of 'hot spot' reporting clearly expressed in the framework?
 - b) Does the Board support the proposal for 'hot spot' reporting for those areas where there are significant concerns about performance and where increased management scrutiny would be helpful?
 - 4) Outcome based accountability (paragraph 32)

Is there support for the proposal that an outcomes based accountability approach to managing performance, based on the 'Turning the Curve' model, be introduced across the Partnership, supported where necessary by appropriate training?
 - 5) Participation

Is there agreement that the Partnership should actively explore additional ways of seeking the views of service users, particularly children and young people and their parents and carers, with regard to the development of policies and services across the Partnership?

RECOMMENDATIONS

11. It is recommended that:

- (1) the Board approves the performance management framework attached to this report for adoption by the partnership;;
- (2) the Board considers and determines its position on each of the questions set out in paragraph 10 of the report.

MICHAEL LEE
Head of Performance, Data and
Communications

PHILIP MARTIN
Temporary Senior Executive Officer

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Children and Young People's Partnership

Performance Management Framework

Introduction

1. This document sets out the Children and Young People's Partnership's framework for performance management. The intention is to help managers and staff better understand the arrangements for managing performance and how it contributes to more effective outcomes for children and young people. Performance management is at the heart of our overarching priority to take all necessary actions across the Children and Young People's Partnership to bring about measurable improvements to the life chances of children and young people in Nottinghamshire, especially those that are most vulnerable.

Defining performance management

2. The terms performance monitoring and performance management are often used interchangeably and this can cause confusion about roles and responsibilities. "Performance monitoring involves tracking performance, analysing data and performance against a baseline to recognise whether performance is strong or not. Performance management involves taking action to address any risks of underperformance"². Performance management has also been defined as "taking action in response to actual performance to make outcomes for users and the public better than they would otherwise be"³.

3. Performance management is at the heart of the modernising government agenda, as set out in the local government White Paper '*Strong and Prosperous Communities*'. Performance management responds to this agenda by providing a process through which individuals and groups take responsibility for the continuous improvement of services. As such, it is an important vehicle for encouraging partnership working, value for money, efficiencies and increased service integration.

4. Effective performance management requires there to be robust systems in place to gather and analyse a range of management information – the overall objective of which is to chart progress, ensuring there is improvement in outcomes to service users, and give managers early warning where that is not the case. It should include

² Roles and responsibilities in the local performance framework. Department for Communities and Local Government (July 2008)

³ A manager's guide to performance management (second edition), IDeA and the Audit Commission (June 2006)

reliable quantitative data - for example, the rate of teenage conception or the number of Common Assessment Framework (CAF) assessments carried out, and qualitative data - for example children and young people's views, or an analysis of complaints. This information should be used to:

- identify what needs to be achieved to improve services, as a partnership and in conjunction with the communities we serve;
- determine our priorities, allocate resources, set targets and plan what action we will take; and to
- monitor the impact of the collective actions of the partnership in meeting our targets for improvement.

5. Strong and consistent performance management needs to operate at partnership, agency, service, team and individual level if it is to be effective. That means that partnership priorities must be addressed through the Children and Young People's Plan and objectives identified at Partnership Board level and subsequently reflected in service, team and individual objectives. This is not a one-way process in that individuals, teams and services are able to feed back from the front line to inform the development of future partnership objectives and plans.

Our context

6. Each agency within the partnership will already have in place a range of performance management arrangements, many of which are routinely reported on at either individual agency, service, team or spatial level. This document seeks to codify arrangements which can be clearly communicated and understood across the partnership. These arrangements need to provide clear lines of accountability down to the level of individual lead officers within the partnership. Each target in the Children and Young People's Plan (CYPP) has an identified lead, responsible for the relevant actions and reporting on progress. Additionally, within each agency appraisal, management and supervision arrangements are used by line managers to track progress against individual targets and the performance indicators for which their staff are accountable.

Our plans

7. Our work takes place in a complex, multi-agency partnership context, involving the ongoing development of integrated services. Partners are brought together under the umbrella of the Nottinghamshire Local Strategic Partnership which is developing a long-term sustainable community strategy for the County.

8. The Nottinghamshire Children and Young People's Partnership has a duty to produce a Children and Young People's Plan. There is a statutory requirement to produce such a plan in order to deliver improvements for children and young people consistent with the *Every Child Matters* outcomes. It is important that responsibilities for delivering the improvements articulated in the CYPP are clearly stated, owned by those charged to deliver the improvements and monitored to ensure that the plan makes a measurable impact on outcomes. Monitoring and evaluation of the CYPP

and its interim predecessor were built in from the outset and have been used to review the plan.

9. Additionally there is a statutory duty for partners to produce a three-year Local Area Agreement (LAA), containing local improvement targets and the management of key pooled budgets. We have systematic procedures in place for reporting on performance against the LAA targets for the children and young person's theme, which are aligned with the CYPP reporting process. This includes obtaining progress reports from named individuals within partner organisations, who have lead responsibility for particular targets.

10. The CYPP and the LAA have linked performance management reporting arrangements. Supporting them are agency and service business plans. These are the key documents that translate the priorities in the CYPP and the other strategic plans into annually renewed targets and objectives for our services and their staff.

11. Underpinning these arrangements there needs to be a financial strategy which identifies the key priorities for the partnership that will require additional expenditure. The strategy will increasingly drive resource planning and needs to be developed to include a programme to determine where the decommissioning of services is possible in order to free up resources to meet newly emerging budget demands elsewhere.

12. The diagram at **Annex 1** shows the interactions between the range of plans and the performance management regime.

Our partnership performance management arrangements

13. The 'Every Child Matters Outcome Framework' will provide the basis for our partnership performance management arrangements. Performance across the partnership is monitored at agency, service and individual level as follows:

Nottinghamshire Children and Young People's Partnership

14. Nottinghamshire Children and Young People's Partnership is Nottinghamshire's children's trust, required by the Children Act 2004.

The role of the Partnership Board

15. The Partnership is governed by the Children and Young People's Partnership Board, chaired by the County Council Cabinet Member for Children and Young People's Services and supported by an Executive Group. The County Council's Cabinet Member for Children and Young People's Services plays a key role in overseeing performance across the Children and Young People's Partnership in their role as Lead Member for Children and Young People's Services and as the chair of the Partnership Board.

16. The Children's Partnership Board has the lead role in determining the partnership's strategic priorities and ensuring that performance against them is monitored. The Board's responsibilities include monitoring performance at a strategic level, with a view to improving outcomes for children and young people, and

overseeing the action plans arising from the annual performance assessment (APA) and the joint area review (JAR)⁴. Its full responsibilities are set out in **Annex 2**.

The role of the Children's Services Executive Group (CSEG)

17. The Partnership's Executive Group, accountable to the Partnership Board, has responsibility for performance management in respect of the implementation of the children and young people's plan and the children and young people's theme of the LAA. This includes monitoring performance against the CYPP and LAA targets and outcomes.

18. CSEG has a key role in monitoring performance against the strategic priorities. To that end, a programme of reports on key performance data will be brought to CSEG – see **Annex 3** for details. CSEG will analyse these reports and raise issues as appropriate about the partnership's performance. The reports will also help to inform future strategic planning and related actions. In addition, 'hot spot' reporting will be provided in areas where there are concerns about performance and where increased management scrutiny is required.

19. CSEG's full range of responsibilities are set out in **Annex 4**. It has a Performance Management Steering Group whose terms of reference can be found in **Annex 5**. This group has overseen the six monthly and annual monitoring arrangements for the Children and Young People's Plan and developed this framework document. Its terms of reference relate only to performance reporting/monitoring and the name of the group needs to reflect this. It is proposed therefore that the group be renamed the 'Performance Monitoring Steering Group'. The performance management role is reflected in the terms of reference of the Partnership Board and CSEG itself. Once performance reporting has identified issues, the responsibility for performance management lies with the managers of the agencies comprising the partnership in that it is here that the authority to change practice and reallocate resources lies.

20. The relationship between the Board and the Executive Group and other groups is portrayed in **Annex 6**.

21. Within the partnership, particular senior managers have lead responsibility for specific outcome areas in the CYPP and feed into the CYPP performance monitoring arrangements.

22. Each agency within the partnership has its own management arrangements and management teams routinely receive agency specific performance reports, covering progress against the performance indicators and targets by which their agency is assessed. The arrangements described here are not intended to supersede, but to complement existing performance management arrangements within agencies.

Use of data

23. The government has introduced for 2008/09 'The New Performance Framework for Local Authorities and Local Authority Partnerships: Single set of National Indicators'. 185 national indicators came into force on 1 April 2008. A further 13

⁴ The APA and JAR inspection regimes are being replaced by the new Comprehensive Area Assessment arrangements from April 2009.

indicators will be subject to further consultation before final definitions for them can be released. 70 of the overall 198 indicators in the new National Indicator Set (NIS) relate specifically to children and young people and replace the previous Best Value and Performance Assessment Framework.

24. There are of course indicators in the NIS which will need to be considered by the partnership in addition to the specific children and young people's indicators, for instance in the community safety area. The NIS and other data will be collected through existing and new central government arrangements for statutory reporting by agencies and will provide much of the data required for the partnership's performance management arrangements. It is planned to make the data available via a national 'hub' into which individual agencies will feed their data. The Department for Children Schools and Families (DCSF) has produced an 'Every Child Matters Outcomes Framework' in which a sub-set of the NIS is grouped according to the Outcomes, Aims, National Public Service Agreement (PSA) and DCSF Departmental Strategic Objectives. At its highest level this framework aims to deliver the government's Children's Plan 2020 Goals.

25. Knowledge of the needs of the local population is critical to the effective targeting of resources. Since 1 April 2008, local authorities and primary care trusts (PCTs) have been under a statutory duty to produce a Joint Strategic Needs Assessment (JSNA). JSNA informs Local Area Agreements and the Sustainable Communities Strategy. This is a partnership duty which involves a range of statutory and non-statutory partners, informing commissioning and the development of appropriate, sustainable and effective services. The JSNA has provided much useful data which will be further developed over time.

26. Benchmarking performance against other local government and agency administrative areas is carried out with particular reference to statistical neighbours, particularly during the Annual Performance Assessment. This benchmarking activity contextualises our own performance and helps us to identify areas of good practice from which we can learn.

Performance data quality

27. Across the partnership we need to place a high value on the provision of good quality performance information in order to:

- Enable the effective management and improvement of services.
- Assist the provision of value for money services.
- Inform customers, citizens and council tax payers of the quality of service they are receiving.
- Meet statutory, governmental and inspection agency requirements for performance information.
- Support the development of co-operation and joint working with partner organisations.
- Allow comparison with other spatial/administrative areas in order to determine best practice and set realistic targets.

28. Each agency has its own data quality arrangements in place and data quality forms an important element of the external assessment of performance management

by the Audit Commission, with data quality arrangements being routinely scrutinised by them.

Performance reporting

29. There is an established reporting cycle for the Children and Young People's Plan whereby lead officers for each area in the plan provide reports on performance against their plan objectives and targets through a half-yearly (six monthly) progress report and end of year report. These individual performance reviews monitor progress against quantitative targets but also provide commentaries identifying any problems and actions planned to overcome them. In addition at the six monthly stage a year end prediction of the likelihood of targets being achieved is provided. Such reports are also used to inform the reporting arrangements for progress against the LAA.

30. The key process by which priorities for the community are delivered is through the Nottinghamshire LAA. A partnership performance management framework for the LAA has recently been developed (**Annex 7**). The County Council as key enabler to the LAA process hosts a computer system - called PRISM - using the same software as its own internal performance management system, PRIDE. PRISM is populated by performance information derived from the government's National Indicator Set and by partner agencies' reporting arrangements. Performance monitoring reports are available from PRISM on a quarterly basis.

Appraisal systems

31. Each agency within the partnership should have its own employee appraisal system. These should provide the opportunity for professionals to understand and agree their contribution to the strategic priorities of the partnership as well as their own agency and service, by setting personal targets and related actions. The appraisal arrangements provide a vehicle for line managers to monitor progress against the service improvements and performance indicators for which individual officers are accountable. This provides the 'golden thread', linking high level objectives to individual work programmes. At this stage it is not the intention to try and create a uniform appraisal system across the partnership, but to share experience and compare the effectiveness of the different systems in operation.

32. More generally, the partnership will be looking to develop proactive and creative approaches to addressing underperformance at service level. To that end, for example, consideration will be given to holding "performance clinics" to focus staff attention on any areas of underperformance and to consider what measures are necessary to ensure improvement.

Outcomes based accountability

33. Within the partnership an outcomes based accountability approach to managing performance is being developed, based on the '*Turning the Curve*' model, with a view to developing new ways of working, understanding and analysing impact, evidencing

improvements and targeting resources to improve outcomes. It is intended that this approach, supported by appropriate training, will be extended to relevant managers across the partnership. Project management is also increasingly being used to deliver improvements.

Commissioning framework

34. The Children's Services Executive Group is the commissioning arm of the Nottinghamshire Children and Young People's Partnership. The partnership has adopted the East Midlands Regional Framework to support commissioning. This is soon to be a national tool, endorsed by the DCFS, supporting the overarching approach to commissioning for children and young people's services in England and Wales. In support of this framework, the Nottinghamshire Children and Young People's Partnership is committed to adopting the '*Turning the Curve*' approach to joint commissioning. Key elements of this approach are:

- the engagement of all stakeholders, including statutory agencies, independent service providers and children and young people and their families
- a focus on the delivery of improved outcomes, rather than outputs from services.
- measured and systematic approaches to outcome monitoring.

Nottinghamshire Safeguarding Children Board

35. The Nottinghamshire Safeguarding Children Board has a specific duty to scrutinise the work of the Children and Young People's Partnership Board to ensure that individually and collectively the Partnership Board partners are safeguarding and promoting the welfare of children and young people.

36. The County Council's service director for children's social care and health reports to the Safeguarding Children's Board on a quarterly basis on progress against the key performance measures for safeguarding children and young people, as well as any wider issues or activities relating to the role of the safeguarding unit.

External assessment

37. Performance across the Children and Young People's Partnership is currently subject to external inspection and assessment through service specific inspections (such as the inspections of the youth service, the youth offending service and the fostering and adoption service) as well as the annual performance assessment (APA) conducted under the auspices of Ofsted. This in turn feeds into the comprehensive performance assessment (CPA).

38. From April 2009 the CPA arrangements will be replaced by a new assessment system, the comprehensive area assessment (CAA). The original proposals have been changed in response to feedback and a simpler approach is now proposed

comprising:-

- an area assessment; and
- an organisational assessment for councils and fire and rescue services, which will combine the use of resources themes and a managing performance theme.

Use of resources assessments for primary care trusts and police authorities will contribute to the separate performance frameworks for the National Health Service and police authorities, respectively.

39. The National Indicator Set will be used as a key evidence source for both the area and organisational assessments, and performance against the 198 indicators will be published.

40. Area assessments will no longer be referred to as 'risk assessments' as this has too many negative connotations and might lead to local partnerships being unwilling to set challenging targets. The assessment will nevertheless retain a strong forward looking element because reporting will focus on the prospects of priority outcomes being achieved and improvement being sustained. Progress towards the LAA targets will be a key element of this.

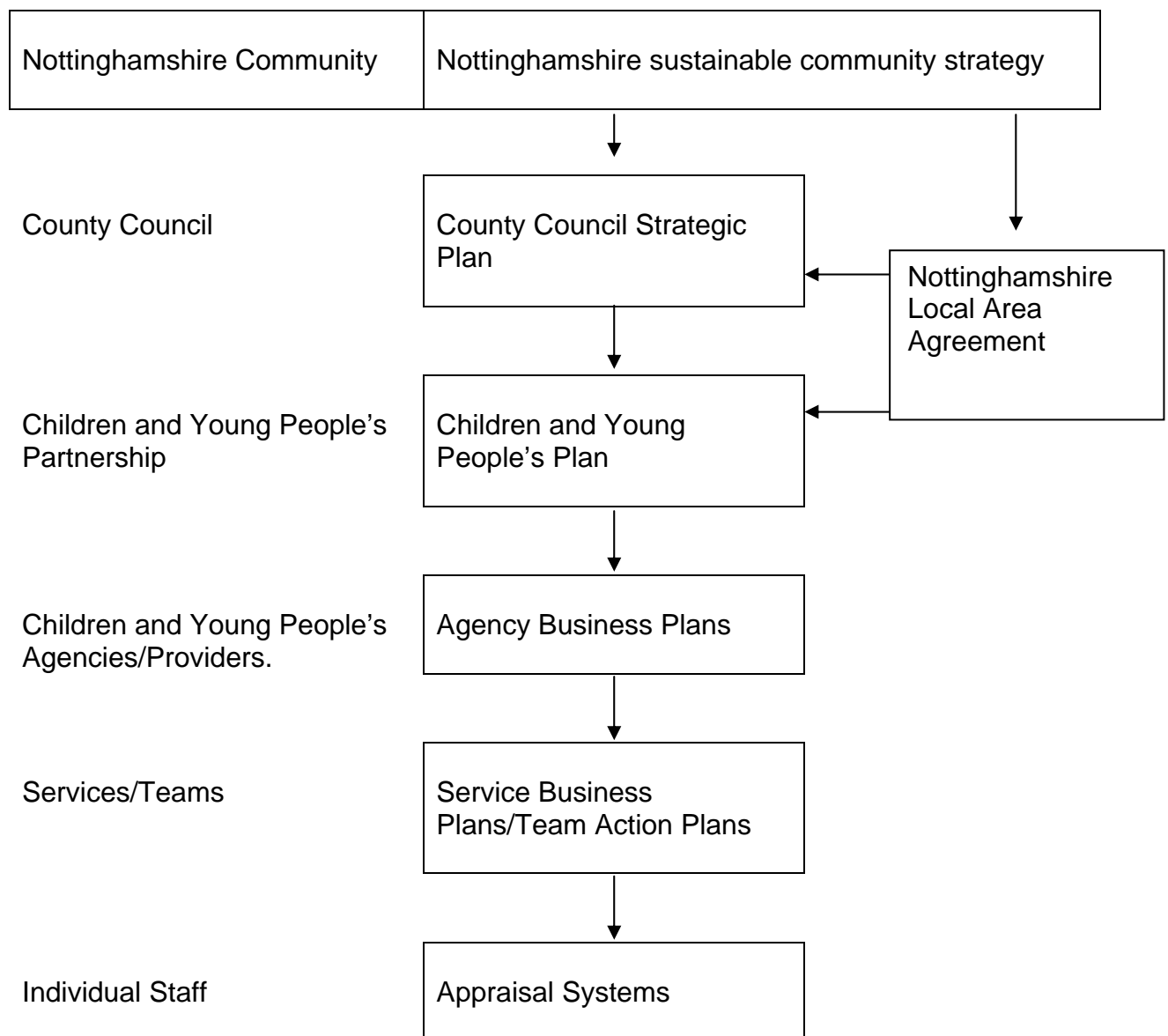
Conclusion

41. The Audit Commission has emphasised that strong performance management arrangements at a local level will be an important factor in determining the extent to which external evaluation will be needed through the new comprehensive area assessment. The better our arrangements, potentially the less we will be externally inspected.

42. The arrangements described in this document emphasise the partnership's commitment to a culture of continuous service improvement - with the overall aim of improving outcomes for Nottinghamshire children and young people.

43. The arrangements are inevitably evolutionary and will be reviewed annually, linking appropriately to the annual performance assessment and the new comprehensive area assessment arrangements which are to be introduced in 2009.

ANNEX 1



NOTTINGHAMSHIRE CHILDREN AND YOUNG PEOPLE'S PARTNERSHIP BOARD

Roles and responsibilities

The Board is responsible for:

- setting the ambition for integrated services for children and young people across Nottinghamshire
- endorsing the CYPP for approval by member organisations, as well as approving an annual work plan, monitoring and evaluating its implementation at a strategic level and ensuring that the plan is supported by an agreed financial and workforce strategy
- championing the involvement of children and young people, as well as parents and carers in the development of services
- signing-off the children and young people's block of the local area agreement, strategically monitoring and evaluating its implementation and ensuring that children and young people's needs are addressed within the cross-cutting themes of the LAA
- monitoring performance on improving outcomes for children and young people, including overseeing action plans arising from the annual performance assessment and joint area review
- overseeing the pooling of resources where this will help improve outcomes, and agreeing any related financial management arrangements
- ensuring that there are appropriate and effective integrated planning and commissioning systems in place
- ensuring that there are effective safeguarding arrangements in place, supporting the work of the Nottinghamshire Safeguarding Children Board.

CHILDREN SERVICES EXECUTIVE GROUP PERFORMANCE REVIEW REPORTING SCHEDULE

ANNEX 3

		Frequency
National Indicator Set - Children and Young People Quarterly Update	Quarterly report updating the Children and Young People measures within the National Indicators for Local Authorities and Local Authority Partnerships performance framework.	Quarterly
LAA Monitoring	A quarterly report will be produced on progress made against the six local and 16 statutory indicators contained within the LAA.	Quarterly
Children and Young People's Plan (CYPP) - 6 Monthly Monitoring Report	This report provides an update of progress towards achieving the targets set for each measure contained within the CYPP.	6 Monthly
APA Dataset	The APA Dataset is a comprehensive overview of all the performance information required by the APA. It will be summarized and presented to CSEG. Future APA Datasets are expected to be shorter.	Annual
School Survey	National Audit Commission survey of Schools which asks for their views about the services provided by the LA and the partnership. Also contains a set of local questions submitted by the LA.	Annual
Tellus Survey	Ofsted sample survey to obtain children and young people's views of their experiences of local services and life in Nottinghamshire.	Annual
Children and Young People's Plan (CYPP) – Annual Monitoring Report	This report provides the annual overview of progress towards achieving the targets set for each measure contained within the CYPP.	Annual

EXECUTIVE GROUP

Roles and responsibilities

The Executive Group is responsible for implementing the strategic direction for the development of services to children and young people agreed by the Partnership Board (and as set out in the Children and Young People's Plan). The Group's specific responsibilities will include:

- implementing decisions of the Partnership Board
- performance management and the implementation of the CYPP and the children and young people's block of the LAA
- planning the development of services, commissioning new services, reconfiguring existing services and de-commissioning services to implement the CYPP, in line with agreed protocols to govern integrated commissioning of services
- performance monitoring and management of outcomes for children and young people
- resource management, particularly of pooled or aligned resources
- operating as the IS Index Board and steering its development
- commissioning and overseeing the work of time limited task and finish groups, agreeing the expected outcomes and performance managing their activity.

CHILDREN'S SERVICES EXECUTIVE GROUP PERFORMANCE MONITORING STEERING GROUP

1. Membership

- 1.1 The Steering Group will be comprised of appropriate representatives from each agency within the Children and Young People's Partnership. These to be people with Performance Management/Data Provider roles within their organisations.

2. Terms of Reference

- 2.1 To ensure that data required for the monitoring of the Children and Young People's Plan 2007-09 is provided, and to co-ordinate data generation and input.
- 2.2 To raise awareness of the need to monitor progress with the plan and its key priorities within the partnership including identifying the resources required to deliver monitoring information.
- 2.3 To help to implement an overall ICT Strategy for monitoring (including the use of the PRIDE/PRISM computerised performance management systems) and link with specific ICT plans and priorities within partner agencies.
- 2.4 To co-ordinate the submission of monitoring reports, priorities and plans to the Children Services Executive Group and Senior Management Teams of partner agencies as required.
- 2.7 To manage compliance with participation in the monitoring process and systems and ensure that data quality is addressed systematically.

3. Roles and Responsibilities of Steering Group Members

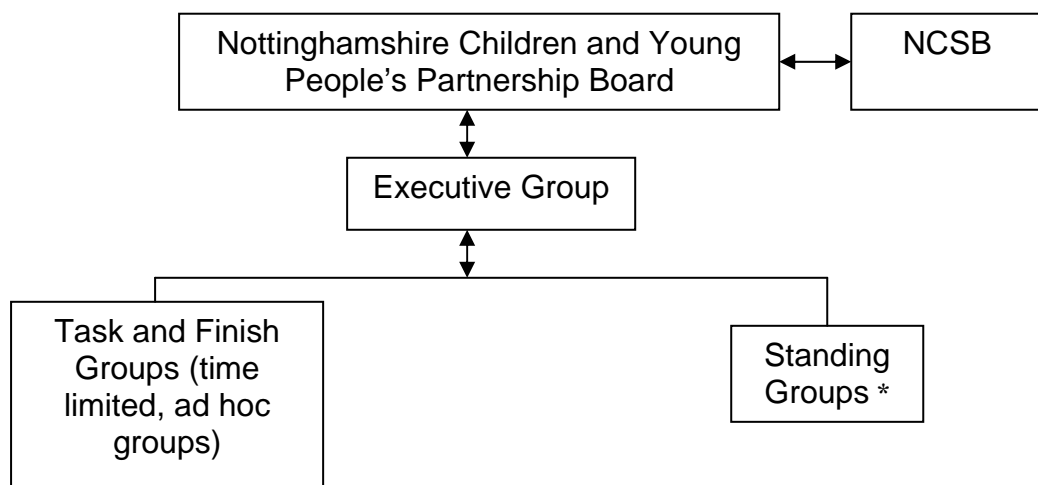
- 3.1 To take an active role in the Steering Group's activities and programme of work.
- 3.2 To share information with group members on successes, issues and experiences to broaden the overall understanding of the performance management framework.
- 3.3 To make best use of information systems and to appraise the efficiency and effectiveness and timeliness of outputs.
- 3.4 Co-ordinate and collate appropriate service information within prescribed timescales as requested.
- 3.5 To work in association with the relevant Professional Lead Managers to review and evaluate the implications of data so that lead managers can provide appropriate commentary for reporting cycles.

RELATIONSHIP BETWEEN THE NOTTINGHAMSHIRE CHILDREN AND YOUNG PEOPLE'S PARTNERSHIP BOARD, ITS EXECUTIVE GROUP AND OTHER GROUPS

The Nottinghamshire Children and Young People's Partnership model consists of:

- a **Partnership Board**, which reflects the wide partnership delivering improved outcomes for children and young people in Nottinghamshire and which sets the strategic direction for service development to improve outcomes
- an **Executive**, accountable to the Board, with responsibility for implementing the strategy set by the Board and for driving the implementation of the Partnership's strategic direction, as set out in the Children and Young People's Plan
- the **Nottinghamshire Safeguarding Children Board (NSCB)**, responsible for delivering robust safeguarding arrangements across the County, accountable to the Partnership Board
- **'task and finish' groups**, commissioned by the Executive to undertake specific, time limited tasks or functions
- a range of **standing or other groups** and/or boards that link to the Partnership Board, and its Executive through regular reporting arrangements.

The inter-relationship between each of these groups is shown below (but note the list of standing groups is illustrative, not exhaustive):



* This will include the following groups:

Parent Participation Network
Shadow Young People's Board
Integrated Youth Support Development Board
CAMHS Strategy Board
Connexions Board
Youth Offending Service Management Board
Teenage Pregnancy Strategy Board
Transformation Group (New Relationship with Schools)
Children and Young People's Planning Group
LSP Children and Young People's Chairs' Group
14 – 19 Partnership
Early Years and Childcare Development Partnership
Contact Point Board
Workforce Project Board
Performance Sub-Group
Information Sharing Steering Group
Children and Young People's Participation Strategy Group
Equality and Diversity Sub-Group
Young Carers' Strategy Group
BME Strategy Group
LGBT Strategy Group
DAAT Board
BSF Project Board
Nottinghamshire Association of Governors
Short Breaks Project Board
Children and Families Forum (NAVO)

NOTTINGHAMSHIRE LOCAL AREA AGREEMENT

Report to Management Group

7 July 2008

Discussion Paper

Partnership Performance Monitoring and Review

1 Purpose of this paper

- 1.1. To start the process of developing a new performance management framework to support the effective performance management of the LAA and the wider Nottinghamshire Partnership.
- 1.2. The framework will need to develop to embrace delivery of the new Sustainable Community Strategy, to provide information to assist the new Comprehensive Area Assessment and to inform the Government Office's annual review of the LAA.
- 1.3. This document focuses on the monitoring and review of performance information which will provide the basis on which performance management across the partnership can take place.
- 1.4. The paper reflects ideas developed but not fully implemented for the first LAA and initial discussions with Performance Managers Group

2 Structure

- 2.1. Performance management of the work of the County partnership will focus on the delivery of the LAA. It should, however, also oversee performance against all 198 National Indicators (NIs). In addition, the system needs to manage the final year (2008/09) of the stretch targets set in the first LAA.
- 2.2. The new performance system will provide information to answer the following questions:
 - How well are we meeting the targets of the new LAA?
 - How well are we delivering the actions in the LAA delivery plans?
 - How well are we managing financial resources?
 - How well are we achieving the stretch targets of the first LAA?
 - How well are performing against all National Indicators?
- 2.3. The new LAA is organised into six themes and the agreement is based around 10 cross cutting priorities. Each priority has a number of key performance measures/indicators supporting them with which progress against these measures can be judged. Each measure is suitably targeted to provide comparable points of reference with which to assess change.

3 Performance Measures for the Partnership

- 3.1. National Indicators and the LAA

198 National Indicators (NIs) came into force in April 2008 (effectively replacing BVPIs & Social Services' PAF indicators) and these will be used as part of the assessment of the Council and its partners under the new CAA arrangements. Partners are statutorily obliged to report all NI data in accordance with the prescribed definitions, frequencies and disaggregation levels. This information is collated by CLG/Audit Commission on the Data Interchange Hub ('the Hub') – the new web based database for NIs.

The LAA comprises of 51 NIs and 3 locally derived performance measures. 35 of these NIs have been chosen and agreed with partners and GOEM to support the priorities and 16 NIs are mandatory Children & Young People's Services related.

3.1.1. Disaggregation of Performance Information

a. Geographical

When devising the NI set, CLG/Audit Commission set a minimum statutory level to which the data should be disaggregated geographically. In most cases, this stands at the county spatial area. In order to manage LAA targets most effectively, many have been disaggregated to a district spatial level. To ensure these targets can be monitored effectively, partner organisations that provide the data need to be able to produce the data at this level accurately and be robust statistically.

b. Temporal

In the same way as geographic disaggregation, the statutory definitions for the NIs set out the frequency for the data reporting periods i.e. quarterly, annual etc. Effective performance management advocates performance monitoring at a period less than annual, ideally quarterly if not better. Clearly, many indicators are not capable of being measured anything less than annual e.g. surveys, exam attainment. However, partner organisations should consider how possible it is to report in year performance to allow for more frequent reporting/monitoring. In the case of indicators which are annually collected, consideration should be given to the possibility of making quarterly forecasts as to likely year end performance.

c. Demographic

The NI consultation process included questions on the feasibility of breaking NI data down by the six equality strands: age, gender, sexual orientation, race, disability and religion/belief. While this is not yet compulsory in the NI definitions, partner organisations may wish to explore the possibility of breaking the data down by all or some of the strands to understand any difference which could lead to delivery decisions. The following example could illustrate this. Mortality rates in the Gypsy & Traveller community are statistically higher than in the general population. As Newark & Sherwood district has a high proportion of Gypsy & Travellers, this may skew this area's overall figures. Therefore, targeted action to attempt to address this amongst the Gypsy & Travellers could be justified on these grounds.

3.2. CAA (Non-LAA) NIs

From 2009, CAA (Comprehensive Area Assessment) replaces CPA as the key process by which the council (and it's partners) are judged. Although it is not yet quite clear how, an assessment of the performance of the full 198 NIs will form part of that judgement. Therefore, it is essential that a mechanism to allow consideration of all NIs is established at the same time as that of the information which related directly to the LAA.

3.3. LAA Stretch Targets from the first LAA

The 'first' LAA and its 12 agreed stretch targets still has a year to run (2008/09) and, as the achievement of these targets will attract appropriate grant money, it is imperative that these continue to be monitored, managed and reported alongside the new LAA in the new performance system.

3.4. Data Provision and the role of the Hub

- 3.4.1. In order to provide a simple, single reference source for all NI performance data, the Audit Commission and CLG have developed the Data Interchange Hub (the Hub). The Hub is populated from any existing data streams from other government bodies etc. e.g. DEFRA which can then be accessed from a single web site.
- 3.4.2. The Hub can be interrogated to extract relevant LAA (or CAA (non-LAA)) NIs performance information. This information can be then used to populate PRISM (along with data on any LAA local measures).
- 3.4.3. However, if NI information is available more frequently and at a spatial level lower than that laid down in the NI definition and it is of value to the LAA (and not collected by the Hub), mechanisms need to be in place to ensure this data is collected from partners and reported through PRISM. All partners currently have direct access to PRISM to allow them to enter data and supporting commentaries and it is suggested that this used for any information not collected/available via the Hub.
- 3.4.4. To ensure data is provided in a correct and timely fashion (whether for the LAA or CAA), there has to be clear lines of accountability in terms of how, 'who' and what is provided. This is critical if the LAA is to be in a position to effectively judge and react to its performance successes (and failures). This would also apply to the CAA judgement process.

3.5. Analysing partnership performance information

- 3.6. The PRISM performance information system has been developed using the Actuate software made available by the County Council. The system allows performance information to be drawn together, retained and analysed against target to measure progress toward stated objectives.
- 3.7. It is proposed that PRISM is used as the partnership Performance information system to manage progress towards the Agreement targets, the milestones of the delivery plans and the spending of Area Based Grant.
- 3.8. PRISM's display is based on the comparison of actual performance against the agreed target for that measure. This generates a colour which depends on the difference between these values. Recent discussions with partner performance officers have suggested the following colours are used:

RED – 10% or more below target
AMBER – 0-10% below target
GREEN – on or less than 10% above target
BLUE – 10% or more above target

4 LAA Delivery Plans

- 4.1. As well as the agreed targeted measures, each LAA priority requires a delivery plan to outline the key actions being undertaken that underpin the effort to make the improvements.

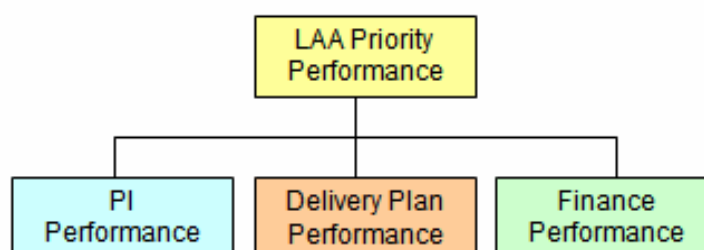
- 4.2. Each delivery plan should be constructed in a way that allows it to be measured i.e. it contains a mix of specific qualitative and quantitative actions which have appropriate and reportable targets and milestones.
- 4.3. A priority's delivery plan should focus on what will be done differently and in partnership rather than simply a reflection of a partner's 'business as usual' actions.
- 4.4. By being measurable, the delivery plans can be recorded and monitored through PRISM. Therefore, the outcomes need to be constructed so that they can be captured in this way.

5 Finance

- 5.1. The third element of performance management will be awareness of the financial aspects of the delivery. In simple terms, careful monitoring is needed of actual spend against either predicted, budgeted or allocated spend.

6 Reporting

If LAA delivery plans and financial performance can be captured and monitored in PRISM, all relevant information can be accessed, displayed and reported concurrently:



6.1. Form of Reports

- 6.1.1. PRISM generates web based reports ('briefing books') which can be continually accessed on the council's intranet or, for external partners, on the Notts Partnership website. These are refreshed automatically every 24 hours to ensure the latest information is accessible quickly. This can be done for both LAA and CAA purposes.
- 6.1.2. PRISM can also generate reports in pdf format. These have the advantage of being able to print/email. Partner performance officers welcomed this option. However, it should be noted that these reports are flat files (with no interactivity) and are limited in how they can be formatted.
- 6.1.3. Recent discussions with partner performance officers suggested that for general use, a single report is generated which is sub-divided by district LSP along with the overall county picture. Using the 3 to 4 click rule, the reports will be constructed so information can be accessed quickly and easily.
- 6.1.4. It was recognised that 'specialist' reports would be required and these could be devised to break the information down by LAA theme (for the programme manager etc).
- 6.1.5. As all 198 NIs in PRISM has been categorised under one or more of the six LAA themes and associated priorities it is possible to produce reports that show the data sorted in any combination of these factors along with the area, frequency or partner depending on the audience's requirements.

6.2. Frequency & Content

6.2.1. Even though the web briefing books and pdf reports are refreshed every 24 hours, the data they contain is dependent on the frequency of collection (and input).

6.2.2. It is suggested that a quarterly performance report is prepared for each theme which is composed of sub-reports for each of the theme's priorities. Each report being sub-divided into these three main topics:

- a. LAA priority performance
 - i. PI performance
 - ii. LAA delivery plan progress
 - iii. Finance
- b. Stretch target performance
- c. CAA (non-LAA) NI performance

7 Performance Monitoring and Review

7.1. To achieve the targets in the LAA it is essential that partners regularly review progress toward targets and the achievement of delivery plan milestones. A broad outline of possible arrangements for performance monitoring is as follows:

- Performance is reviewed on a quarterly basis using as much information as is available at that frequency
- Information on performance measures is provided by organisations originating information disaggregated by district LSP
- Information on progress with delivery milestones is provided by the appropriate delivery partnership
- Progress with spend is provided by the County Finance team that support the LAA
- All information on PRISM will be available on the web site to all partnership groupings
- The delivery partnership provide a commentary on the current position taking account of all three information sources for the measures that relate to their priority
- District LSP theme groups review the progress with the priorities they are concerned with for their area.
- County Theme partnership over see the progress with targets related to their area of concern
- Points of concern and exception are reported to the Partnership Management Group
- A summary of the overall position is reported to the Strategic Partnership Board.

7.2. A diagram illustrating possible monitoring and review arrangements is shown below.

7.3. A more in depth process may be required at year end to meet the needs of the CAA and report to Government Office.

8 The Next Steps

If the outline arrangements are broadly acceptable to the partnership, further work then needs to be done to establish the necessary roles and processes for performance monitoring, determine the elements of the partnership that will review performance information and to establish management arrangements that can respond to the information received. Key steps will be:

- 8.1. Establish the availability of performance information at the best possible frequency and disaggregation
- 8.2. Establish processes for information to be input into PRISM
- 8.3. Define the role of different parts of the partnership in review of performance information
- 8.4. Establish performance management responsibilities and arrangements for the partnership

Partnership Secretariat
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**Nottinghamshire Partnership
Performance Monitoring & Review**
V1.2

