



Children and Young People's Services Department

Performance Management Framework

Introduction

1. This document sets out the Children and Young People's Services department's framework for performance management. The intention is to help managers and staff better understand our 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 County Council and the wider 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"¹. 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"².
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.

¹ Roles and responsibilities in the local performance framework. Department for Communities and Local Government (July 2008)

² A manager's guide to performance management (second edition), IDeA and the Audit Commission (June 2006)

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 (for example, the number of permanent school exclusions or the timelines of statutory assessments) and qualitative data (for example, surveys of children and young people’s views, or an analysis of complaints). We use this information to:
 - identify what needs to be achieved to improve our services, in conjunction with our partners and communities;
 - determine our priorities, allocate resources, set targets and plan what action we will take; and to
 - monitor the impact of the collective actions of our services and partners in meeting our targets for improvement.
5. Strong and consistent performance management needs to operate at corporate, departmental, service, team and individual level if it is to be effective. That means that community and corporate priorities must be addressed through department plans and objectives identified at departmental leadership team 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 departmental objectives and plans.

Our context

6. We already have in place a range of performance management arrangements, many of which are routinely reported on at either individual, service, divisional, departmental, County Council or Children and Young People’s Partnership level. This document codifies these arrangements so that they are clearly communicated and understood across our department.
7. Our arrangements provide clear lines of accountability down to the level of individual named officers or partners – for example, our heads of service are directly accountable for the performance indicators and targets for improvement in their service business plans and 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 the County Council, our employee performance and development review and supervision arrangements (see paragraphs 49 – 50) are used by line managers to track progress against individual targets and the performance indicators for which their staff are accountable.
8. Our department’s performance management arrangements are set within the context of the County Council’s overarching performance management framework, published in May 2009.

Our plans

9. 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 has developed a long-term sustainable community strategy for the County.
10. As the lead children's services authority for Nottinghamshire, the County Council has a duty, working with its partners, 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 an impact on outcomes. Monitoring and evaluation is an integral part of the CYPP.
11. Additionally, the County Council has a statutory duty, in consultation with 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. These include obtaining progress reports from named individuals, including those from partner organisations, who have been assigned lead responsibility for particular targets.
12. The CYPP and the LAA have their own performance management reporting arrangements. Supporting them are our departmental, divisional 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.
13. Underpinning these arrangements is our departmental medium-term financial strategy which identifies the key resourcing priorities for the department over a three year period. The strategy drives our resource planning and is intended to complement the County Council's corporate medium-term financial strategy. It will in due course include the programme of value for money service reviews, determined in accordance with corporately agreed criteria, which will identify efficiency savings and determine where the decommissioning of services is possible in order to free up resources to meet budget pressures elsewhere in the department and the County Council.
14. The diagram at **Annex 1** shows the interactions between our plans and the performance management regime.

Our departmental performance management arrangements

15. Performance across our department is monitored at departmental, divisional, service and individual level as follows:

The role of the department's leadership team and the department performance board

16. The children and young people's department leadership team (CYPLT), consisting of the corporate director for children and young people's services and the second tier officers in the department, has a key role in determining the department's strategic priorities and in monitoring performance against them.
17. CYPLT, supplemented by the heads of service for departmental budget and accounting, and performance review, data and communications, meets in performance board mode to consider a programme of reports on key performance data at certain times of the year – see **Annex 2** for details.
18. The terms of reference for the departmental performance board are attached at **Annex 3**.
19. The performance board analyses the reports it receives and raises issues as appropriate about the department's and the partnership's performance. The reports also help to inform future strategic planning and related actions. In addition, 'hot spot' reporting will continue in areas where there are concerns about performance and where increased management scrutiny is required.
20. Service directors, as well as some external partners, have lead responsibility for specific outcome areas in the CYPP and are held accountable for these through the CYPP performance monitoring arrangements. They are also accountable for their division's performance against key performance indicators and targets, through their employee performance and development reviews (EPDRs) with the corporate director for children and young people's services. The corporate director in turn, is accountable for the department's overall performance to the Chief Executive of the County Council, through the EPDR arrangements.
21. Each service director manages a division within the department and is supported in this role by a divisional leadership team, comprising heads of service at third tier level. The standard terms of reference for the divisional leadership teams include a specific requirement that each team receives and acts on regular performance reports, covering progress against the performance indicators and targets for which their division's services are accountable. These reports also include performance estimates for the budgets for which the division is accountable under the department's budget monitoring arrangements (see paragraphs 22 – 24).

Budget monitoring

22. Individual budget holders within the department produce monthly budget monitoring reports to the Finance Group (children and young people's services) at key times of the year, as well as a provisional budget out-turn report in September/October each year. These reports are summarised and reported on a monthly basis to the department's performance board.

23. Additionally, each head of service within the department is expected to routinely engage with the budget monitoring process through their service budget holders and to discuss their service budgets periodically with their service director (the frequency of such discussions will be determined by each division).
24. On top of this, each service director will have a scheduled dialogue with the corporate director at key times each year in the budget cycle to review their division's budget estimates, explain any significant reprioritisation of resources they have authorised to address budget pressures, and to identify any issues that may require wider consideration.

Human resources

25. Reports on staff absence profiles are routinely sent to heads of service when the staff absence trigger levels for management intervention are reached under the County Council's absence management policy. Line managers are expected to have management led discussions with any member of staff whose absence reaches the trigger levels.
26. Additionally, summary reports on overall staff absence across the department are brought by HR support service colleagues to the department's performance board for consideration twice per annum.

Schools causing concern

27. Reports on schools causing concern are brought to the department's performance board by the school improvement service on a termly basis. The reports cover schools that are considered to be significantly underperforming on the Ofsted inspection criteria, including schools in special measures or with a notice to improve.

Serious case reviews

28. When a serious case review is initiated in line with *Working Together 2006*, the Individual Management Review for the CYPS department will be received by CYPLT together with the agreed action plan. When the serious case review overview report is completed this will be presented to CYPLT by the service director for social care and health.
29. There are times when a serious incident does not meet the criteria for a serious case review but warrants an internal review within CYPS. In such circumstances, the report and action plan will be presented to the department's performance board by the service director for social care and health.

Youth Offending Service

30. Similarly, the youth offending service is required to produce a local management report, with recommended actions, for the Youth Justice Board (YJB) under the YJB's serious incidents framework if certain criteria are met in relation to a young person the service is managing under a statutory court order. The service director for inclusion and engagement will provide CYPLT with reports on such cases.

Complaints

31. Complaints can be an invaluable source of data about our performance from the customer's perspective. It is proposed, therefore, in due course to develop an annual reporting procedure to the department's performance board on the different types of complaints, and their outcomes, that are dealt with across the CYPS department.

Safeguarding reports

32. The service director for social care and health will also report to the department's performance board on a six monthly 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. More frequent reports will be brought to the performance board if there are particular issues that warrant consideration outside the normal reporting cycle.

Health and safety reports

33. The service director for strategic services will bring reports on health and safety issues to the performance board on a quarterly basis. This will give the performance board an opportunity to consider any relevant data or issues that have wider implications for the department.
34. Issues relating to emergency planning, business continuity and resilience will also be covered through this reporting procedure.

Delegated decisions

35. The 1st and 2nd tier officers on the performance board will receive monthly summaries of decisions taken by individual service directors under delegated powers. These mainly relate to decisions on staffing issues that service directors are authorised to take under the County Council's constitution – for example, the creation of new posts within their service area. The summary reports enable retrospective challenge and/or moderation of decisions by the performance board.
36. Additionally, it is proposed that an annual retrospective report will be brought to the performance board and the Cabinet Member for Children and Young People's Services on the range of other decisions (including those relating to individual children and young people) that are made by officers under delegated powers.

Internal audit reports

37. All internal audit reports are routinely copied to the corporate director as well as to the individual service director and/or head of service for the services concerned.
38. Service directors will be required to provide the corporate director with a brief in respect of any reports where the audit opinion is 'unsatisfactory'. Such briefs will be required within 10 working days of the report's publication.

Use of data

39. There are now 188 national indicators, set by the government, a reduction from the original 198 which were announced on 1 April 2008. The removal of all indicators relating to Key Stage 3 means that there are now 7 less indicators relating to children. 62 of the 188 indicators in the National Indicator Set (NIS) relate to children and young people and replace the previous Best Value and Performance Assessment Framework. 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 our performance management arrangements. It is planned to make the data available via a national 'hub' into which individual agencies will feed their data, although developments in this area have been slow.
40. Knowledge of the needs of the local population is critical to the effective targeting of resources and the Joint Strategic Needs Analysis has provided much useful data which will be further developed over time. The data has been updated to inform the priorities for the new children and young people's plan and district profiles produced to increase the understanding of issues at a local level.
41. Benchmarking our performance against that of other councils is carried out with particular reference to our statistical neighbours. The council is a partner in the Price Waterhouse collection and dissemination of performance indicators and also participates in a similar exercise hosted by Norfolk County Council. This benchmarking activity contextualises our own performance and helps us to identify areas of good practice from which we can learn.

Performance data quality

42. The County Council places a high value on the provision of high 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 councils in order to determine best practice and set realistic targets.

43. Data quality forms an important element of the external assessment of our performance management process by the Audit Commission and our data quality arrangements are routinely scrutinised by them.
44. In September 2007, the Council adopted a performance data quality procedure which outlines its procedures, governance and policy for data quality.

Performance reporting

45. Heads of service will receive reports on performance against their service business plan objectives and targets – typically this will involve a half-yearly (six monthly) progress report and an end of year report. Such reports will also be used to inform the reporting arrangements for progress against the CYPP, LAA and departmental business plan objectives.
46. Formal reporting on corporate performance indicators to the corporate officer performance groups and elected members is managed through the programme of reports generated by the PRIDE software which the County Council uses to collect and analyse performance information at all levels. Performance data drawn from this system is reported to the County Council on a quarterly, half-yearly and annual basis to enable elected members to be informed of and scrutinise performance.
47. The key process by which priorities for the community are delivered is through the Nottinghamshire LAA. A partnership performance arrangement framework for the LAA has been developed. The County Council as key enabler to the LAA process has developed a sister system – called PRISM – to its own internal performance management system, PRIDE. PRISM is primarily populated by performance information derived from the government's central National Indicators database (or Hub) and by partner agencies' reporting arrangements. Performance monitoring reports are drawn from PRISM on a quarterly basis.

Value for money (VFM)

48. The government has established a new framework for meeting the Comprehensive Spending Review targets of at least 3% cashable efficiencies for each of the three years from 2008/09. This framework encompasses the Gershon efficiency agenda within VFM. We will be expected to contribute to this VFM approach and our departmental medium term financial strategy is the vehicle by which we do this. To that end, it is intended that there will be a programme of service reviews designed to drive out efficiency savings. The detailed criteria underpinning this review programme is awaited at the time of writing.

Employee Performance and Development Reviews (EPDRs)

49. Each employee has an EPDR (or its equivalent performance review for centrally managed staff employed under teachers' conditions of service) carried out each year with their line manager, and reviewed after six months. The EPDR (or its equivalent) provides the opportunity for each employee to understand and agree their contribution to the strategic priorities of the County

Council as well as their department and service, by setting personal targets and related actions. The EPDR 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. EPDRs are supported by the department's supervision arrangements which provide each employee with a supervision discussion with their line manager at least once every six weeks.

50. During 2009 all 3rd tier level staff in the department will take part in the 360° feedback arrangements which are being rolled out across the County Council. 1st and 2nd tier staff have already engaged with this process.

Managing underperformance

51. The EPDR arrangements described in paragraphs 49 – 50 provide a framework for monitoring each individual's performance, including any underperformance. Additionally, the County Council's personnel policies and procedures provide detailed guidance on how underperformance should be managed, including where appropriate through the agreed disciplinary or capability procedures. The department's HR support service provides specialist advice and support to line managers in relation to these procedures, where necessary.
52. More generally, the department 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 areas of underperformance and to consider what measures are necessary to ensure improvement.

Role of elected members

53. The County Council's scrutiny arrangements give elected members the opportunity to scrutinise and review performance in specific service areas. This work is led by the Overview and Scrutiny Committee which responds to issues of concern by considering evidence directly, or by setting up specific reviews.
54. Scrutiny in this context has three main functions:
- examining whether the County Council's Executive (Cabinet) is acting in the public interest – by reviewing decisions, acting as a 'critical friend' and through the use of the "call-in" procedure if there is concern about the way in which decisions have been made
 - assessing impact on the delivery of public services – reviews of service or policies, or by carrying out scrutiny reviews to develop new policies
 - reflecting the views and concerns of communities and the public – by considering issues of community concern and performance against the shared priorities of the County Council and the community.

55. 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 people's services and as the chair of the Partnership Board (see paragraph 57). Additionally, performance reports on key policies and issues are regularly brought to the portfolio meetings involving the Cabinet Member, the deputy portfolio holders and the department's leadership team.

Nottinghamshire Children and Young People's Partnership

56. Nottinghamshire Children and Young People's Partnership is Nottinghamshire's children's trust, required by the Children Act 2004.
57. The Partnership is led by the Children and Young People's Partnership Board, chaired by the Cabinet Member for Children and Young People's Services and supported by a Children's Services Executive Group. The Board's responsibilities include monitoring performance at a strategic level, with a view to improving outcomes for children and young people. Its full range of responsibilities are set out in **Annex 4**.
58. The Partnership's Children's Services Executive Group, accountable to the Partnership Board, has responsibility for performance management, exercised through a performance management steering group, 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. To support these arrangements, the Partnership has established its own performance management framework and reporting schedule.
59. The Children's Services Executive Group is also responsible for the Partnership's commissioning arrangements (see paragraphs 62 – 63 below). Its full range of responsibilities are set out in **Annex 5**. The performance management steering group's terms of reference are reproduced at **Annex 6**.
60. The relationship between the Partnership Board and the Children's Services Executive Group and other groups is portrayed in **Annex 7**.

Outcomes based accountability

61. With the assistance of consultants, we have developed an outcomes based accountability approach to improving performance, based on the '*Turning the Curve*' model. This approach develops new ways of working, understanding and analysing impact, evidencing improvements and targeting resources to improve outcomes. Induction to the approach, through briefing and presentation, was extended to our middle managers in preparation for the business planning cycle for 2009 – 2010.

Commissioning framework

62. 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. 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.
63. Reflecting this approach, a Nottinghamshire Joint Commissioning Framework has been developed by the County Council and the two PCTs that serve Nottinghamshire.

Nottinghamshire Safeguarding Children Board

64. The Nottinghamshire Safeguarding Children Board (NSCB) 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. It is envisaged that formal reporting links from the NSCB to the Partnership Board will be developed shortly.

External assessment

65. The areas of safeguarding children, services for looked after children and youth offending are subject to rolling programmes of external inspection. These inspections contribute to the overall rating of the children and young people's services department under the new comprehensive area assessment (CAA) framework from April 2009.
66. The CAA framework comprises two elements:
- an **area assessment** – a qualitative assessment of prospects for improvement in an area, focussing primarily on the LAA. It will be reported as a narrative and red and green flags will be used to draw attention to performance issues and innovative practice
 - a scored **organisational assessment** for all councils, with similar assessments for other public sector partners.

Both assessments will draw on the government's National Indicator Set of performance measures.

67. The organisational assessment will consist of two assessments:
- managing performance – a joint inspectorate judgement of the Council, assessing how well performance is managed based on improved outcomes
 - use of resources – an Audit Commission assessment of organisational effectiveness.
68. Both the area and managing performance assessments will be informed by the separate scored judgement Ofsted will make annually on children and young people's services. The Ofsted inspection framework will also include annual unannounced inspection of local authority contact, assessment and referral points for children's social care, and a full inspection of safeguarding arrangements and services for looked after children every three years.

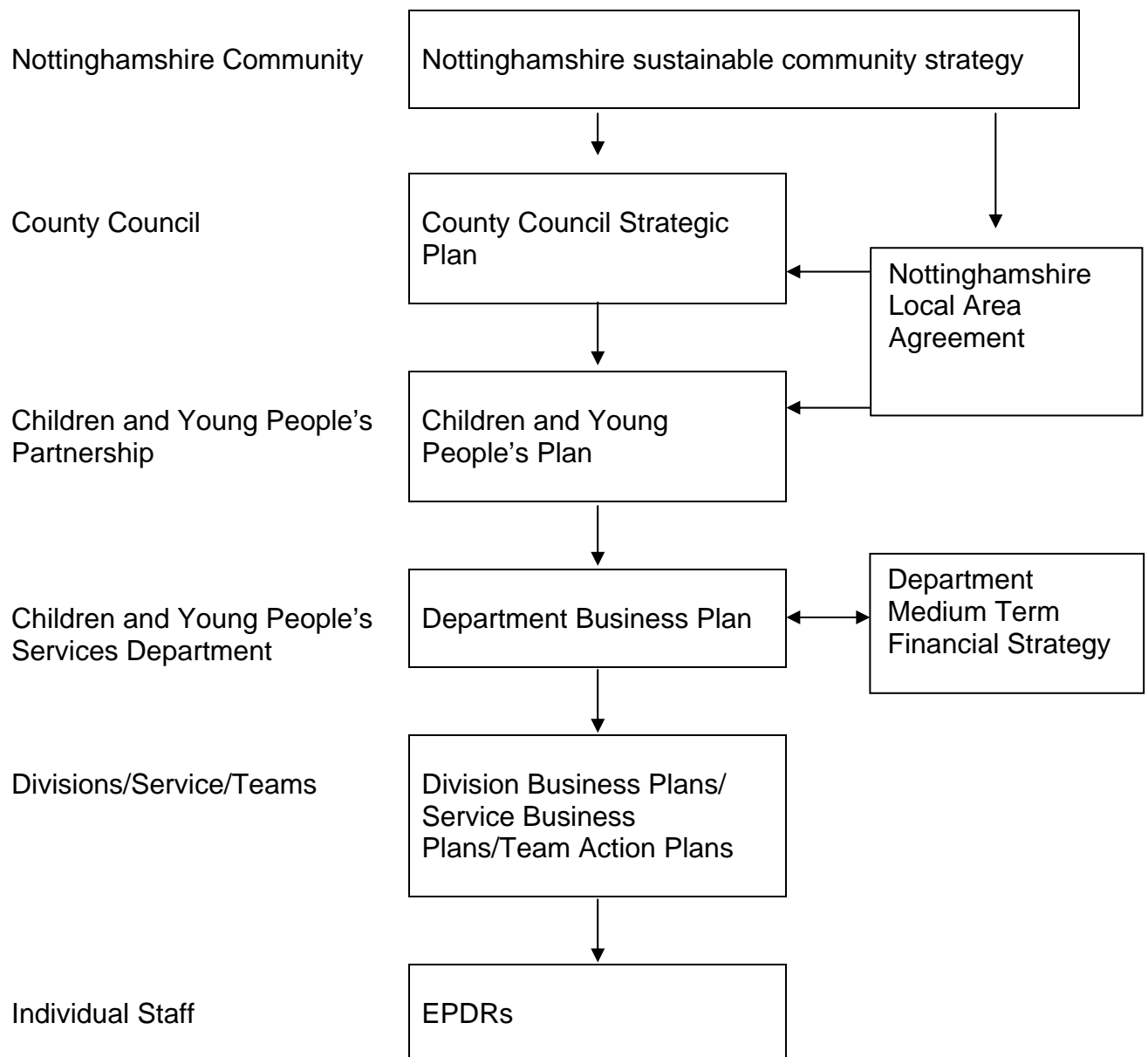
Self assessment

69. In preparation for the CAA each year, the CYPS department, in consultation with its partners as appropriate, carries out a programme of self-assessments in key areas of performance. The self assessment reports are published on the Children and Young People's Partnership web-site.

Conclusion

70. 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.
71. The arrangements described in this document emphasise our commitment to a culture of continuous service improvement - with the overall aim of improving outcomes for Nottinghamshire children and young people.
72. The arrangements continue to be evolutionary and will be reviewed annually. The arrangements are designed to complement the County Council's newly developed corporate performance management framework, with its emphasis on value for money service reviews.

ANNEX 1



CHILDREN AND YOUNG PEOPLE'S LEADERSHIP TEAM PERFORMANCE REVIEW REPORTING SCHEDULE

| | | Frequency | Reporting Month |
|--|--|-----------|-----------------|
| Tellus Survey | Ofsted sample survey to obtain children and young people's views of their experiences of local services and life in Nottinghamshire. | Annual | January |
| National Indicator Set/LAA Quarterly Update | Quarterly report updating the Children and Young People measures within the National Indicators for Local Authorities and Local Authority Partnerships performance framework, including the LAA indicators. | Quarterly | |
| Budget monitoring report | Period 9 report | Monthly | |
| Permanent and Fixed Term Exclusions from Schools in Nottinghamshire | This report provides information on the number of fixed period and permanent exclusions in Nottinghamshire schools. Information on the characteristics of excluded pupils such as age, gender and ethnicity are also detailed. | Termly | February |
| Pupil Absence in Schools | This report provides information on the level of absence in Nottinghamshire schools. Analysis is provided by school phase, pupil characteristics as well as summary statistics on persistent absentees. | Termly | |
| Budget monitoring report | Period 10 report | Monthly | March |
| Budget monitoring report | Period 11 report | Monthly | April |
| Budget monitoring report | Period 12 report | Monthly | April/May |
| National Indicator Set/LAA Quarterly Update | Quarterly report updating the Children and Young People measures within the National Indicators for Local Authorities and Local Authority Partnerships performance framework, including the LAA indicators. | Quarterly | May |
| Schools and Pupils in Nottinghamshire | This report provides information about schools and pupils in Nottinghamshire based on data collected via the January School Census. It contains data on pupils by age, gender, free school meal eligibility, ethnicity and first language. | Annual | June |
| Referrals, Assessments and Children and Young People who are the subject of a Child Protection Plan. | This report provides the annual report for figures on referrals, assessments and young people who are the subject of a Child Protection Plan (CPP). The information within this report is based on the CPR3 collection. | Annual | |
| 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 | |

| | | Frequency | Reporting Month |
|---|---|-----------|-----------------|
| Children Looked After In Nottinghamshire | This report provides statistics on Looked After Children. It includes details on overall numbers of looked after children, the number of children adopted, the number of looked after girls who are mothers, information on the distance between home and placement and the method of participation during statutory reviews. It is based on the statutory SSDA 903 collection. | Annual | June |
| Outcomes for Children Looked After | This report covers a range of outcome indicators for children who have been continuously looked after for at least 12 months. The information in the report is based on data from the OC2 submission. | Annual | |
| Permanent and Fixed Term Exclusions from Schools in Nottinghamshire | This report provides information on the number of fixed period and permanent exclusions in Nottinghamshire schools. Information on the characteristics of excluded pupils such as age, gender and ethnicity are also detailed. | Termly | July |
| Pupil Absence in Schools | This report provides information on the level of absence in Nottinghamshire schools. Analysis is provided by school phase, pupil characteristics as well as summary statistics on persistent absentees. | Termly | |
| Budget monitoring report | Period 3 report | Monthly | |
| National Indicator Set/LAA Quarterly Update | Quarterly report updating the Children and Young People measures within the National Indicators for Local Authorities and Local Authority Partnerships performance framework, including the LAA indicators. | Quarterly | August |
| National Curriculum Assessments at Key Stage 1 | This report contains national curriculum results for 7 year olds. It shows the distribution across all levels along with the percentage, split by gender, who achieved the expected level in reading, writing, maths and science. | Annual | |
| Early Years Foundation Stage Profile Results | This publication shows the percentage of children achieving each point on the 12 EYFSP assessment scales. It also shows the extent of inequality in attainment between children resident in the most deprived areas and the rest of the cohort. | Annual | |
| GCSE and Equivalent Examination Results - School Submissions | This report provides the earliest indication of KS4 results for schools and the LA. Data within the report is based on submissions made by schools. | Annual | |
| | | | |

| | | Frequency | Reporting Month |
|--|---|------------------|------------------------|
| GCE/VCE A/AS and Equivalent Examination Results - School Submissions | This report provides the earliest indication of KS5 results for schools and the LA. Data within the report is based on submissions made by schools. | Annual | August |
| National Curriculum Assessments at Key Stage 2 | This report presents provisional Key Stage 2 National Curriculum results for 11 year olds. It shows the percentage of pupils, split by gender, who achieved the expected level in reading, writing, English, maths and science. | Annual | September |
| Budget monitoring report | Period 4 report | 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 CYPLT in September. Future APA Datasets are expected to be shorter. | Annual | October |
| 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 | |
| Budget monitoring report | Period 5 report | Monthly | |
| Permanent and Fixed Term Exclusions from Schools in Nottinghamshire | This report provides information on the number of fixed period and permanent exclusions in Nottinghamshire schools. Information on the characteristics of excluded pupils such as age, gender and ethnicity are also detailed. | Termly | November |
| Pupil Absence in Schools | This report provides information on the level of absence in Nottinghamshire schools. Analysis is provided by school phase, pupil characteristics as well as summary statistics on persistent absentees. | Termly | |
| National Indicator Set/LAA Quarterly Update | Quarterly report updating the Children and Young People measures within the National Indicators for Local Authorities and Local Authority Partnerships performance framework, including the LAA indicators. | Quarterly | |
| GCSE and Equivalent Examination Results - Provisional | This report updates the report based on school submissions and provides information on the overall achievement of young people in GCSE and equivalent examinations. The report is based on data provided by the National Consortium for Examination Results (NCER). | Annual | |

| | | Frequency | Reporting Month |
|---|---|------------------|------------------------|
| GCE/VCE A/AS and Equivalent Examination Results - Provisional | This report updates the report based on school submissions and provides information on the overall achievement of young people in A/AS and equivalent examinations. The report is based on data provided by the National Consortium for Examination Results (NCER). | Annual | November |
| 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 | |
| Budget monitoring report | Provisional out-turn report | Monthly | December |

CHILDREN AND YOUNG PEOPLE'S SERVICES DEPARTMENTAL PERFORMANCE BOARD

Terms of Reference

Purpose

- To oversee continuous improvement and work towards ensuring that the department is meeting its primary objectives laid out in the County Council's Strategic Plan and the Children and Young People's Plan.
- To oversee and co-ordinate improved achievement in performance indicators assessed through:
 - the Sustainable Community Strategy
 - Nottinghamshire LAA
 - the County Council's Strategic Plan
 - the Children and Young People's Plan
 - CAA
 - Departmental specific assessment processes e.g. Ofsted
- To ensure the timely production of performance data that is required for departmental and corporate performance reporting purposes and/or statutory external assessment(s)
- To ensure that suitable data quality processes are in place so that data provided is of the highest integrity and accuracy.

Membership

- Corporate Director (Chair)
- All second tier officers in the department
- Head of Service, Departmental Budgeting and Accounting
- Head of Service Performance Review, Data and Communications

Attendance

Other than for leave, members are expected to attend all meetings. Apologies should be made through the Chair and suitable deputies should be nominated to attend to represent the division. Other staff may be invited to attend as necessary for specific items.

Frequency of Meetings

Not less than quarterly. However, at key reporting times the frequency will be increased.

Administration

The Board meetings will be minuted.

Reporting and communication

The Board will be convened to run consecutively either before or after programmed CYPLT meetings. It will consider key performance issues and recommendations for actions to improve performance that require leadership team approval. The Board will also provide information on its work to the Corporate Performance Group (CPG). This is to be done by routinely circulating Board minutes and through a nominated representative to attend in order to report Board issues. The Board will communicate with all departmental management teams through circulation of the minutes.

Key functions and activities

- To oversee the performance of all aspects of the department's work and to promote continuous improvement and value for money in relation to the services provided
- To identify areas of underperformance and ensure that measures are taken to achieve improvement
- To ensure that staff are aware of the professional importance of high quality performance and to actively promote communication to achieve this
- To ensure that appropriate responsibilities are allocated for all priorities and actions being undertaken
- To ensure that data requirements from other County Council departments, and partner organisations are agreed and collected in a systematic way
- To review action plans on 'critical' performance indicators and others where performance is disappointing/below target
- To analyse and challenge the robustness of data outputs
- To ensure that high levels of data quality are maintained and to identify and rectify problems in information systems and information availability
- To monitor performance against departmental business plan priorities
- To ensure that performance responsibilities and targets are reflected in individual EPDRs along with appropriate training/development provisions and that all EPDRs are undertaken
- To identify and prioritise the necessary resources to report on and improve performance
- To define and keep under review the contribution of the department to delivery in partnership of the Sustainable Community Strategy and Local Area Agreement.

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'S SERVICES EXECUTIVE GROUP

Roles and responsibilities

The Children's Services 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 MANAGEMENT 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 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

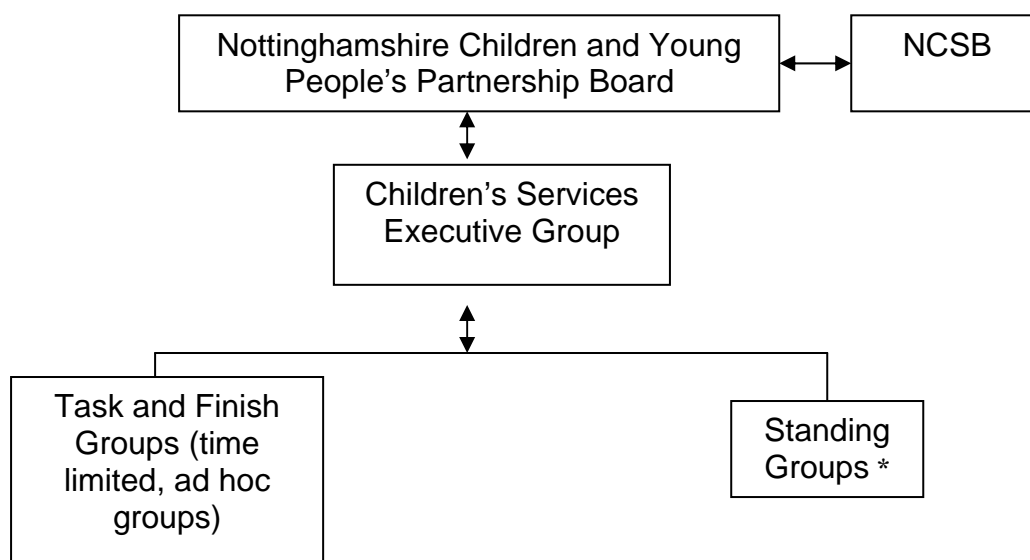
- 3.1 To take an active role in the Steering Group's activities and programme of work.
- 3.2 To share information with group members on successes, issues and experiences to broaden the overall understanding of the performance management framework.
- 3.3 To assess information systems and identify ICT requirements which can help deliver objectives.
- 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)

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