

NORTH YORKSHIRE STRATEGIC PARTNERSHIP

COMBINED STEERING GROUP AND LOCAL AREA AGREEMENT MANAGEMENT GROUP

12 September 2007

NYLAA Performance at the end of Quarter 1

Purpose of the report

- 1 To report on the outcome of the first performance monitoring of the LAA.

PERFORMANCE MONITORING

The process

- 2 The progress of the LAA will be monitored quarterly and an in-house performance management/monitoring system has been devised for this purpose. The LAA comprises 156 indicators, each with targets, including 19 reward element (stretch) indicators. The targets for some of these indicators are further disaggregated for delivery and Thematic Partnership monitoring purposes, e.g. to districts. This further disaggregation is not specified in the LAA document and is excluded from the above figures.
- 3 Responsibility for the project management of each indicator is allocated to a Target Lead Officer (TLO). There are 44 TLOs, each having responsibility for one or more indicators. TLOs work with/liase with colleagues in their own and partner organisation who are involved in the delivery of the particular service.
- 4 At each quarter end TLOs complete an e-mailed Quarterly Monitoring Return (QMR) to report the 'state of play' of each of their indicators. (see Appendix 1) As the QMR process is e-mail based, TLOs can adapt the spaces to accommodate the necessary amount of text. In due course the QMRs and other LAA management documents will be on the NYSP website but will be password protected.
- 5 Following completion by the TLO each QMR is then monitored by the Thematic Partnership Monitoring Officer (TPMO) and the LAA Monitoring Officer (LAAMO), in order that each can reach a view on whether that indicator is on-track to its target. When opinions differ or an indicator is judged to be off-track the matter is discussed by the TLO, TPMO and LAAMO as part of the process to identify remedial action.

Process performance

- 6 The end of the first quarter on 31 June 2007 triggered the first application of the monitoring process. So whilst the objective of this quarter 1 monitoring is to check on progress it has also provided an opportunity to test the process and identify any improvements needed.
- 7 At the end of the first quarter completed QMRs were due for 130 indicators (in 2007/08 the 26 'Safer' indicators, that are the responsibility of the Crime and Disorder Reduction Partnerships, are being reported at six monthly intervals). 124 QMRs were submitted, a return rate of 95%. Action is being taken to ensure that for quarter 2 a 100% return will be achieved.
- 8 Many QMRs were submitted late, some very late. This was to be expected for this first monitoring exercise. Now that the procedure is installed and involved officers are more familiar with it, it is expected that in future more timely returns will be submitted.
- 9 The procedure uses three key sets of information to assess progress:
- If quarter end outcome data is available is the indicator on track to achieve the end of LAA target? ;
 - What action has been taken in the previous quarter? ; and
 - What action will be undertaken in the next quarter?

Year end targets are specified in the LAA document for most indicators but quarter end trajectory monitoring outcome targets have been determined for only a limited number of indicators. For some indicators outcome data cannot be available at each quarter end but there are many where it is or can be. TLOs and TPMOs have been asked to set outcome targets for each quarter end wherever possible, in order to facilitate a quantitative measure of progress. The LAAMO has offered to assist with this action. These quarter end targets will not become part of the LAA document, they are purely for our performance monitoring. In some instances data is or can be available but not at every quarter end and in such cases it is hoped that trajectory monitoring outcome targets can be determined for quarter ends that correspond with the availability of data.

- 10 The LAA outcome for some indicators will be determined from an end of LAA survey. The options for obtaining interim survey data for trajectory monitoring purposes is covered in a separate report.
- 11 Many TLOs have included other outcome data on their QMR, e.g. for the year prior to the start of the LAA. As this can be helpful in reaching a judgement on direction of travel the QMR will be amended to encourage this.
- 12 In respect of many indicators it has proved to be difficult if not impossible to adhere strictly to the definitions attached to a ✓ ? or X, so these will be used as guidelines and this will be reflected in amendments to the QMR.

- 13 All three categories of officer involved in the assessment have found a need to insert a wider range of commentary / supporting detail that provide for in the current QMR, so it will be amended to permit this.
- 14 The Borough Councils, District Councils and Primary Care Trust asked that quarter end information flows be channelled through a nominated officer, the Agency Contact Officer (ACO). The procedure for requesting and receiving information under this procedure has resulted in some problems. These have been discussed and hopefully resolved. A key change is that following each quarter end the ACOs will send all their collated information directly to all the relevant TLOs.

Performance outcome

- 15 The quarter end position re the reward element indicators is summarised in Appendix 2. This shows that only one gives cause for concern:

SAF/8/(a i) Reduce the incidence of violent crime: The number of violent crimes recorded annually.

- 16 Overall the results for the remaining 105 are acceptable but it should be noted that in many cases only limited information was available at this quarter end, so in many cases an accurate assessment was difficult. However the following give cause for concern:

Safer

SAF/4/(d) Reduce the number of people killed and seriously injured in road Accidents: Reduction in fatalities (overall figures)

SAF/7/(d) Reduce offending: Reduce the number of people entering the CJS.

Stronger

STR/5/(b iv) Tackle climate change through reduced greenhouse gas emissions: Reduction in CO2 in community (via community energy action plans and carbon footprinting).

Reports to the Thematic Partnerships

- 17 Following each quarter end the six Thematic Partnerships (TPs) receive a monitoring report re their indicators. These reports are submitted by the TPMOs. At this quarter end some TPs have already met but others have yet to do so. The aim is that appropriate matters raised by TPs will be included in the end of quarter report to this Group. In order to facilitate this, as far as possible, future meetings of TPs will take place prior to meetings of this Group.

- 18 Issues that have developed from the TP meetings held to date include:
- The need to implement procedures to deal with indicators that give cause for concern, including the involvement of the relevant TLO, so that remedial action can be determined.
 - That there is a need to watch out for indicators that are exceeding their targets, as there might be over provision of action.
 - The potential need for trend reports to help avoid problems resulting from the quarter end reporting time lag.
 - The need to urgently look at the availability of data.
 - That in some cases the TLO does not seem to be appropriate and a different TLO might be needed who is more familiar with the indicator service and better placed to influence the achievement of the target.
- 19 The TPs recognised that as this is the first time that the monitoring process has been used it was inevitable that data sourcing, procedural and other issues would be revealed, that are now being resolved.

FINANCE

Financial Monitoring

- 20 Our annual monitoring cycle anticipates that financial monitoring information would be available at this stage in relation to expenditure and expected outturn in relation to LAA Pooled Funding and PPG.
- 21 The timing of issuing LAA Funding Agreement letters has been dependent upon the receipt of key information from Central Government – and delays in the provision of this information led to the LAA Funding Agreement letters being issued on August 10th. This has had the knock-on effect of not providing sufficient time to enable the quarter 1 financial information to be produced in time for consideration by Thematic Partnerships and the LAAMG.
- 22 A verbal update will be given to the meeting on the information that has been received at that stage, and full financial performance monitoring information will be taken to Thematic Partnerships and the LAAMG after the end of quarter 2.

CONCLUSION

- 23 The setting up of the documentation and procedures has provided a solid base for future quarter end monitoring. Much of this work was a one off task that will not need to be repeated.
- 24 The monitoring process has proved successful, in that it enables a relatively simple and cost effective end of quarter assessments of each indicator and supports a mechanism for identifying and resolving matters of concern. There is a need to ‘fine tune’ certain aspect of the process and this is in hand. The

completed QMRs will build up over the period of the LAA and will provide an audit trail of each indicator.

- 25 This first application of the process has significantly raised awareness of the fact that the LAA is now 'live' and that the 'clock is ticking' towards the time when end of LAA outcomes will be determined.
- 26 A total of 65 officers from the LAA partner organisations are involved in the management/delivery of the LAA and all are now working much more closely together as a LAA delivery team.

RECOMMENDATIONS

- 27 That the Group notes the report and determines if it requires any action additional to that which is being taken.
- 28 That the Group confirms that this format of report is acceptable for future end of quarter reports or determines any changes that it requires to format and/or content.

Neil Dodson
LAA Monitoring Officer

Debbie Bassett
LAA Accountant

4 September 2007

<p>If other unplanned action has been taken in addition to or instead of the action defined in the Action Plan please provide details.</p>	(TLO)	TLO	TPMO	LAAPMO
<p>Q3 What action will be taken in the next quarter?</p> <p>Indicate if the action is; a) other than defined in the Action Plan b) Remedial Action. (See Note 5)</p>		(TLO)		
<p>Q4 Provide details of any other information that should be taken into account when reaching an overall evaluation of progress to date.</p>	(TLO)			
<p>Q5 Overall prediction for the next quarter.</p> <p>If a ? or X is shown provide supporting details.</p>	<p>EVALUATION (✓ or ? or X) (See Note 4)</p>	SUPPORTING DETAILS re ? or X		
	TLO			
	TPMO			
	LAAPMO			
<p>The evaluation results above, together with the evaluation resulting from the financial monitoring process, will be reported to the Thematic Partnership and to the LAA Management Group/NYSP Steering Group.</p>				

For advice on completion of this form contact:

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NOTES

- 1) This form will be completed every 3 months during the 3 years of the LAA. It will be maintained and completed on-line (initially via e-mail). For the second and subsequent quarters of the LAA period the TLO will add a new Section 2 to the end of the form by copying and pasting the Section 2 from the previous quarter. That 'new' Section 2 will be amended as necessary to reflect the situation at that quarter end, in accordance with the sequence defined in Section 1. This procedure will build up a complete track record/audit trail of the progress of the Indicator.

- 2) The evaluation will be in accordance with the following:
 - ✓ = Progress satisfactory. *Definition: At or better than the quarter end target.*
 - ? = Progress gives cause for concern. Remedial Action might be needed. *Definition: Within 10% of the quarter end target.*
 - X = Progress unsatisfactory. Remedial Action needed. *Definition: Not within 10% of the quarter end target.*

- 3) The evaluation will be in accordance with the following:
 - ✓ = Progress satisfactory. *Definition: In accordance with or better than the Action Plan OR substantial and satisfactory unplanned action taken.*
 - ? = Progress gives cause for concern. Remedial Action might be needed. *Definition: Nearly in accordance with the Action Plan OR limited but appropriate unplanned action taken.*
 - X = Progress unsatisfactory. Remedial Action needed. *Definition: Little or no action taken in accordance with the Action Plan OR little or no unplanned action taken.*

- 4) The evaluation will be in accordance with the following:
 - ✓ = Progress likely to be satisfactory. *Definition: Likely to be at or better than the next quarter end target.*
 - ? = Progress likely to give cause for concern. *Definition: Likely to be within 10% of the next quarter end target.*
 - X = Progress likely to be unsatisfactory. *Definition: Unlikely to be within 10% of the next quarter end target.*

- 5) Whenever a ? or X evaluation is shown the matter will be discussed by the LAAPMO; TPMO; and TLO, in order to determine the cause and decide if Remedial Action is necessary and if so what will be done. Due account will be taken of any Remedial Action entered by the TLO in the response to Q 3. The results of the discussion will be reported to the Thematic Partnership.

- 6) If TLOs require progress/action taken information from District Councils and/or the North Yorkshire and York Primary Care Trust in order to complete this entry they will need to wait until their TPMO provides it to them during the second week after the end of the quarter, as at the request of the DCs/PCT their progress/action taken information will be provided to the TPMOs through a central process.