

WARDS AFFECTED: All

WEST AREA COMMITTEE
12 NOVEMBER 2008

REPORT OF THE ACTING DIRECTOR OF LOCAL COMMUNITIES

LOCAL PERFORMANCE MANAGEMENT FRAMEWORK

1 SUMMARY

This report sets out the structure for a proposed local Performance Management Framework to be implemented across Neighbourhood Management. The reporting proposals are demonstrated through a pilot report using Area 6 (St Ann's and Dales) as a worked example (see Appendix 2). This is designed to show how area working is meeting the outcomes in the Local Community Plans, improving quality of life across the City and reducing the gap between the City's most deprived wards and the City average.

2 RECOMMENDATIONS

It is recommended that the Area Committee:

- (a) note the proposed structure of the Performance Management Framework for Neighbourhood Management;
- (b) agree that the Neighbourhood Management Team will take the lead in the implementation and co-ordination of the Performance Management Framework by working with its partners both within the Council and externally;
- (c) approve that the Neighbourhood Management Team submit two reports a year, outlining progress of performance for the area, to the Area Committee;
- (d) approve the development of training to support Area Committees in understanding the performance reports and taking an active role in performance management.

3 BACKGROUND

- 3.1 The government has placed a challenge to the public sector to 'create strong, prosperous communities' and to deliver better public services through a rebalancing of the relationship between central government, local government and local people. The Local Government & Public Involvement in Health Act sets the foundations for reducing performance management requirements overall, whilst placing significantly greater emphasis on more timely performance management at a more localised level.
- 3.2 In Nottingham the Local Community Plans (LCPs), developed through consultation with residents, set out the challenges for the nine Area Committees. The proposed framework has been developed to assess progress in meeting these challenges.

- 3.3 A single set of 19 performance indicators are being put forward as the basis for this framework. These have been selected with relevant lead partners and on the basis that they can be monitored on a quarterly basis and at area or ward level (see Appendix 5). These Local Performance Indicators (LPIs) are structured around the six themes contained within the LCPs and reflect the Community Strategy and Council Plan priorities. Each theme has approximately 3 or 4 indicators tied to it.
- 3.4 From this single set of 19 LPIs, Neighbourhood Managers will lead the selection of a maximum of 12 on which to report to Area Committee. However, data will be collected and managed for all 19 indicators ensuring continuity and the ability for one indicator to be replaced if issues arise that warrants a refresh of the chosen 12.
- 3.5 The data from the 19 indicators is already being collected and draws from existing measures.
- 3.6 Trend data will be used to identify how each of the six themes is performing in relation to the agreed targets. The theme scores added together give an overall status for the area which will be updated quarterly.
- 3.7 These indicators will ensure that it will be possible to undertake comparative analysis across the areas, thereby demonstrating how area working is improving quality of life and reducing the gap between the City's most deprived wards and the City average.

4 PROPOSALS

- 4.1 Quarterly local performance monitoring began in April 2008 (Q1 2008/09) and was undertaken by Neighbourhood Managers with the support of Neighbourhood Teams for their areas and the Performance Improvement and Planning Service.
- 4.2 Each of the reports will focus on the delivery of qualitative improvements and milestones within the individual wards and areas. This information will be supplemented with progress on achieving the performance targets selected from the basket of 19 LPIs.
- 4.3 The format of the report will be designed with the specific audience in mind to ensure that it is clear to understand, presented simply and identifies priority issues appropriate to the audience.
- 4.4 Neighbourhood Managers will receive the actual data to inform decisions and actions proposed / taken at their respective Area Management Team meetings to proactively tackle performance issues identified (see Appendix 1).
- 4.5 Where possible for the Area Committee, performance will be presented at three levels – area level as a whole and then broken to ward level and finally aggregated to the City level for comparison (see Appendix 2).
- 4.6 The performance reports will be produced utilising the performance management system adopted by Nottingham City Council and One Nottingham for performance management. The reports will be designed to be user friendly and aimed to focus

attention on areas of success and those of greatest concern. Training will be developed to support Area Committees in fulfilling their performance management roles.

- 4.7 A review of the framework and the performance indicators will be conducted at the end of the calendar year to address any identified gaps.

5 FINANCIAL IMPLICATIONS

None

6 LEGAL IMPLICATIONS

None

7 EQUALITY AND DIVERSITY IMPLICATIONS

The local performance framework will provide details of progress of the LCP themes at a ward level and will assist in targeting where resources can be best deployed to reduce the gap between the most disadvantaged wards and the City average.

8 RISK MANAGEMENT ISSUES

Risk management is an integral element of effective performance management. The local performance framework establishes a method where risks can be identified and actions are undertaken to mitigate risks and drive performance improvements.

9 STRATEGIC PRIORITIES

The framework assists the Area Committee's and Neighbourhood Management to monitor the impact of the LCPs and delivery on the strategic theme of Transforming Nottingham's Neighbourhoods.

10 CRIME AND DISORDER ACT IMPLICATIONS

None

11 VALUE FOR MONEY

The framework provides a method to assess efficiency, effectiveness, and economy ensuring that action at a local level is joined up, reduces duplication and ensures the deployment of resources has the optimal effect.

12 List of background papers other than published works or those disclosing confidential or exempt information

None

13 Published documents referred to in compiling this report

None

14 List of appendices

Appendix 1 – Performance Plus Template Area Management Teams

Appendix 2 – Performance Plus Template Area Committee

Appendix 3 – Performance Plus Template Area Chairs Panel

Appendix 4 – Outline Roles and Responsibilities

Appendix 5 – Basket of 20 Local Performance Indicators

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Area Management Team Format

Appendix 1

Navigator Multiview Startpage Actions Preferences Email Links Help INPHASE

Briefings Freeform Causal Maps Scorecards Impacts Trends Cubes Custom Objectives People Directory

AR Area Reporting Test 11/06/2008

AR Neighbourhood Managers Report 11/06/2008

Neighbourhood Manager's Report - City & All Areas

	Q1 ACT	Q1 Target	Q1 Perf	Q2 ACT	Q2 Target	Q2 Perf	Q2 Trend	07/08 Target
AR Area Reporting City-wide : Status	98	100	●	95	100	▲	✖	100
AR Area Reporting City-wide : CCRN11 Customer satisfaction with parks - City	?	?	?	?	?	?	?	?
AR Area Reporting City-wide : CCRN11 Customer satisfaction with parks - City average	?	?	?	?	?	?	?	?
AR Area Reporting City-wide : CCRN4 Incidents of ASB - City	?	?	?	?	?	?	?	?
AR Area Reporting City-wide : CCRN4 Incidents of ASB - City average	?	?	?	?	?	?	?	?
AR Area Reporting City-wide : CCRN5 Dwelling Burglary - City	?	?	?	?	?	?	?	?
AR Area Reporting City-wide : CCRN5 Dwelling Burglary - City average	?	?	?	?	?	?	?	?
AR Area Reporting City-wide : CCRN6 Robbery - City	?	?	?	?	?	?	?	?
AR Area Reporting City-wide : CCRN6 Robbery - City average	?	?	?	?	?	?	?	?
AR Area Reporting City-wide : CCRN7 Vehicle Crime - City	?	?	?	?	?	?	?	?
AR Area Reporting City-wide : CCRN7 Vehicle Crime - City average	?	?	?	?	?	?	?	?
AR Area Reporting City-wide : CCRN8 Repeat incidents of domestic violence - City	?	?	?	?	?	?	?	?
AR Area Reporting City-wide : CCRN8 Repeat incidents of domestic violence - City average	?	?	?	?	?	?	?	?
AR Area Reporting City-wide : CCRN9 No. of first time entrants into the youth justice system - City	?	?	?	?	?	?	?	?
AR Area Reporting City-wide : CCRN9 No. of first time entrants into the youth justice system - City average	?	?	?	?	?	?	?	?
AR Area Reporting City-wide : CCSNP17 Take up of leisure card: Young people (up to 18), Residents 60+, BME groups - City	?	?	?	?	?	?	?	?
AR Area Reporting City-wide : CCSNP17 Take up of leisure card: Young people (up to 18), Residents 60+, BME groups - City average	?	?	?	?	?	?	?	?
AR Area Reporting City-wide : CCTNN18 No. of active volunteers in the area - City	?	?	?	?	?	?	?	?
AR Area Reporting City-wide : CCTNN18 No. of active volunteers in the area - City average	?	?	?	?	?	?	?	?
AR Area Reporting City-wide : ERCN1 No. of Incapacity Benefit Claimants in City	?	?	?	?	?	?	?	17390
AR Area Reporting City-wide : ERCN1 No. of Incapacity Benefit Claimants: City average	?	?	?	?	?	?	?	1804
AR Area Reporting City-wide : ERCN2 No. of JSA Claimants - City	?	?	?	?	?	?	?	6848
AR Area Reporting City-wide : ERCN2 No. of JSA Claimants - City average	?	?	?	?	?	?	?	856
AR Area Reporting City-wide : ERCN3 No. of Lone Parents on Income Support - City	625	614	●	635	606	▲	✖	5798
AR Area Reporting City-wide : ERCN3 No. of Lone Parents on Income Support - City average	625	614	●	635	606	▲	✖	725
AR Area Reporting City-wide : ERRN10 No. of environmental community projects delivered - City	?	?	?	?	?	?	?	?
AR Area Reporting City-wide : ERRN10 No. of environmental community projects delivered - City average	?	?	?	?	?	?	?	?
AR Area Reporting City-wide : ERRN12 % of land with unacceptable levels of litter & detritus - City	?	?	?	?	?	?	?	?
AR Area Reporting City-wide : ERRN12 % of land with unacceptable levels of litter & detritus - City average	?	?	?	?	?	?	?	?
AR Area Reporting City-wide : ERRN13 No. of incidents of fly tipping - City	?	?	?	?	?	?	?	?
AR Area Reporting City-wide : ERRN13 No. of incidents of fly tipping - City average	?	?	?	?	?	?	?	?
AR Area Reporting City-wide : HSTNN19 No. of lettable Council properties that are void - City	?	?	?	?	?	?	?	?
AR Area Reporting City-wide : HSTNN19 No. of lettable Council properties that are void - City average	?	?	?	?	?	?	?	?
AR Area Reporting City-wide : ICSSNP14 % of schools achieving the Healthy Schools Standard - City	?	?	?	?	?	?	?	?
AR Area Reporting City-wide : ICSSNP14 % of schools achieving the Healthy Schools Standard - City average	?	?	?	?	?	?	?	?
AR Area Reporting City-wide : ICSSNP15 Participation in youth work: recorded outcomes - City	?	?	?	?	?	?	?	?
AR Area Reporting City-wide : ICSSNP15 Participation in youth work: recorded outcomes - City average	?	?	?	?	?	?	?	?
AR Area Reporting City-wide : ICSSNP16 Participation in youth work: accredited outcomes - City	?	?	?	?	?	?	?	?
AR Area Reporting City-wide : ICSSNP16 Participation in youth work: accredited outcomes - City average	?	?	?	?	?	?	?	?
AR Area 1 : Status	98	100	●	95	100	▲	✖	100
AR Area 1 : CCRN1.11 Customer satisfaction with parks - Area 1	?	?	?	?	?	?	?	?
AR Area 1 : CCRN1.4 Incidents of ASB - Area 1	?	?	?	?	?	?	?	?
AR Area 1 : CCRN1.5 Dwelling Burglary - Area 1	?	?	?	?	?	?	?	?
AR Area 1 : CCRN1.6 Robbery - Area 1	?	?	?	?	?	?	?	?
AR Area 1 : CCRN1.7 Vehicle Crime - Area 1	?	?	?	?	?	?	?	?
AR Area 1 : CCRN1.8 Repeat incidents of domestic violence - Area 1	?	?	?	?	?	?	?	?
AR Area 1 : CCRN1.9 No. of first time entrants into the youth justice system - Area 1	?	?	?	?	?	?	?	?
AR Area 1 : CCSNP1.17 Take up of leisure card: Young people (up to 18), Residents 60+, BME groups - Area 1	?	?	?	?	?	?	?	?
AR Area 1 : CCTNN1.18 No. of active volunteers in the area - Area 1	?	?	?	?	?	?	?	?
AR Area 1 : ERCN1.1 No. of Incapacity Benefit Claimants - Area 1	?	?	?	?	?	?	?	741

Neighbourhood Managers Report - All Pls - City & All Areas

Local intranet 100%

Area 6 - City, Area & Ward Performance - Overall & by PI			
	Q1 Perf	Q2 Perf	Q2 Trend
AR Area Reporting City-wide : Status			
AR Area 6 : Status			
ERCN1 No. of Incapacity Benefit Claimants in City			
ERCN6.1 No. of Incapacity Benefit Claimants - Area 6			
** ERCN6.1 No. of IB Claimants - Dales			
** ERCN6.1 No. of IB Claimants - St Ann's			
ERCN2 No. of JSA Claimants - City			
ERCN6.2 No. of JSA Claimants - Area 6			
** ERCN6.2 No. of JSA Claimants - Dales			
** ERCN6.2 No. of JSA Claimants - St Ann's			
ERCN3 No. of Lone Parents on Income Support - City			
ERCN6.3 No. of Lone Parents on Income Support - Area 6			
** ERCN6.3 No. of Lone Parents on Income Support - Dales			
** ERCN6.3 No. of Lone Parents on Income Support - St Ann's			
CCRN4 Incidents of ASB - City			
CCRN6.4 Incidents of ASB - Area 6			
** CCRN6.4 Incidents of ASB - Dales			
** CCRN6.4 Incidents of ASB - St Ann's			
CCRN5 Dwelling Burglary - City			
CCRN6.5 Dwelling Burglary - Area 6			
** CCRN6.5 Dwelling Burglary - Dales			
** CCRN6.5 Dwelling Burglary - St Ann's			
CCRN6 Robbery - City			
CCRN6.6 Robbery - Area 6			
** CCRN6.6 Robbery - Dales			
** CCRN6.6 Robbery - St Ann's			
CCRN7 Vehicle Crime - City			
CCRN6.7 Vehicle Crime - Area 6			
** CCRN6.7 Vehicle Crime - Dales			
** CCRN6.7 Vehicle Crime - St Ann's			
CCRN8 Repeat incidents of domestic violence - City			
CCRN6.8 Repeat incidents of domestic violence - Area 6			
** CCRN6.8 Repeat incidents of domestic violence - Dales			
** CCRN6.8 Repeat incidents of domestic violence - St Ann's			
CCRN9 No. of first time entrants into the youth justice system - City			

Area Chairs Panel Format

Appendix 3

Area Chairs Report - City & All Areas

	Q1 Perf	Q2 Perf	Trend
AR Area Reporting City-wide : Status	●	▲	×
AR Area Reporting City-wide : CCRN11 Customer satisfaction with parks - City	?	?	×
AR Area Reporting City-wide : CCRN11 Customer satisfaction with parks - City average	?	?	?
AR Area Reporting City-wide : CCRN4 Incidents of ASB - City	?	?	?
AR Area Reporting City-wide : CCRN4 Incidents of ASB - City average	?	?	?
AR Area Reporting City-wide : CCRN5 Dwelling Burglary - City	?	?	?
AR Area Reporting City-wide : CCRN5 Dwelling Burglary - City average	?	?	?
AR Area Reporting City-wide : CCRN6 Robbery - City	?	?	?
AR Area Reporting City-wide : CCRN6 Robbery - City average	?	?	?
AR Area Reporting City-wide : CCRN7 Vehicle Crime - City	?	?	?
AR Area Reporting City-wide : CCRN7 Vehicle Crime - City average	?	?	?
AR Area Reporting City-wide : CCRN8 Repeat incidents of domestic violence - City	?	?	?
AR Area Reporting City-wide : CCRN8 Repeat incidents of domestic violence - City average	?	?	?
AR Area Reporting City-wide : CCRN9 No. of first time entrants into the youth justice system - City	?	?	?
AR Area Reporting City-wide : CCRN9 No. of first time entrants into the youth justice system - City average	?	?	?
AR Area Reporting City-wide : CCSNP17 Take up of leisure card: Young people (up to 18), Residents 60+, BME groups - City	?	?	?
AR Area Reporting City-wide : CCSNP17 Take up of leisure card: Young people (up to 18), Residents 60+, BME groups - City average	?	?	?
AR Area Reporting City-wide : CCTNN18 No. of active volunteers in the area - City	?	?	?
AR Area Reporting City-wide : CCTNN18 No. of active volunteers in the area - City average	?	?	?
AR Area Reporting City-wide : ERCN1 No. of Incapacity Benefit Claimants in City	?	?	?
AR Area Reporting City-wide : ERCN1 No. of Incapacity Benefit Claimants: City average	?	?	?
AR Area Reporting City-wide : ERCN2 No. of JSA Claimants - City	?	?	?
AR Area Reporting City-wide : ERCN2 No. of JSA Claimants - City average	?	?	?
AR Area Reporting City-wide : ERCN3 No. of Lone Parents on Income Support - City	?	?	?
AR Area Reporting City-wide : ERCN3 No. of Lone Parents on Income Support - City average	●	▲	×
AR Area Reporting City-wide : ERRN10 No. of environmental community projects delivered - City	?	?	×
AR Area Reporting City-wide : ERRN10 No. of environmental community projects delivered - City average	?	?	?
AR Area Reporting City-wide : ERRN12 % of land with unacceptable levels of litter & detritus - City	?	?	?
AR Area Reporting City-wide : ERRN12 % of land with unacceptable levels of litter & detritus - City average	?	?	?
AR Area Reporting City-wide : ERRN13 No. of incidents of fly tipping - City	?	?	?
AR Area Reporting City-wide : ERRN13 No. of incidents of fly tipping - City average	?	?	?
AR Area Reporting City-wide : HSTNN19 No. of lettable Council properties that are void - City	?	?	?
AR Area Reporting City-wide : HSTNN19 No. of lettable Council properties that are void - City average	?	?	?
AR Area Reporting City-wide : ICSSNP14 % of schools achieving the Healthy Schools Standard - City	?	?	?
AR Area Reporting City-wide : ICSSNP14 % of schools achieving the Healthy Schools Standard - City average	?	?	?
AR Area Reporting City-wide : ICSSNP15 Participation in youth work: recorded outcomes - City	?	?	?
AR Area Reporting City-wide : ICSSNP15 Participation in youth work: recorded outcomes - City average	?	?	?
AR Area Reporting City-wide : ICSSNP16 Participation in youth work: accredited outcomes - City	?	?	?
AR Area Reporting City-wide : ICSSNP16 Participation in youth work: accredited outcomes - City average	?	?	?
AR Area 1 : Status	●	▲	×
AR Area 1 : CCRN1.11 Customer satisfaction with parks - Area 1	?	?	×
AR Area 1 : CCRN1.4 Incidents of ASB - Area 1	?	?	?
AR Area 1 : CCRN1.5 Dwelling Burglary - Area 1	?	?	?
AR Area 1 : CCRN1.6 Robbery - Area 1	?	?	?
AR Area 1 : CCRN1.7 Vehicle Crime - Area 1	?	?	?
AR Area 1 : CCRN1.8 Repeat incidents of domestic violence - Area 1	?	?	?
AR Area 1 : CCRN1.9 No. of first time entrants into the youth justice system - Area 1	?	?	?
AR Area 1 : CCSNP1.17 Take up of leisure card: Young people (up to 18), Residents 60+, BME groups - Area 1	?	?	?
AR Area 1 : CCTNN1.18 No. of active volunteers in the area - Area 1	?	?	?
AR Area 1 : ERCN1.1 No. of Incapacity Benefit Claimants - Area 1	?	?	?
AR Area 1 : ERCN1.2 No. of JSA Claimants - Area 1	?	?	?
AR Area 1 : ERCN1.3 No. of Lone Parents on Income Support - Area 1	●	▲	×

Contents

Appendix 4

Body	Outline Roles& Responsibilities
Area Chairs Panel	<ul style="list-style-type: none"> § Evaluation of the progress of the 9 Area's in relation to the citywide performance § Perform scrutiny role of Area Management and performance of the Areas § Offer constructive challenge to ensure there is a reduction in the gap between the most deprived wards and the city average § Raise concerns regarding any increase in the gap between the most deprived wards and the city average to the Executive Board § Support the Neighbourhood Management Team in encouraging all key service providers at both a strategic and operational level to combine resources to address issues highlighted by locality performance monitoring,
Area Committee	<ul style="list-style-type: none"> § Analysis of performance data from a Area and Ward perspective – compare wards performance in respective Areas § Take ownership of performance framework and monitor actions to address poor performance § Assess progress of Local Community Plans (LCP) on a bi-annual basis § Support Neighbourhood Managers to take action with partners to improve thematic performance
Area Management Team	<ul style="list-style-type: none"> § Analysis of performance data and trends at ward levels on a quarterly basis § Undertake operational decisions with partners after viewing performance data § Work with partners to produce Action Plans that will improve outcomes in the area. § Highlight good practice and achievement § Encourage engagement of partners and residents in service development in the respective Area.

Theme	Proposed PI ref prefix	Performance Indicator	Frequency	Level	Owner	Indicators		
						NI SET	LAA	CP
Choose Nottingham	ERCN	Number of JSA Claimants	Quarterly	Ward	DWP - NOMIS	NI 152		
	ERCN	Number of IB Claimants	Quarterly	Ward	DWP - NOMIS	NI 152		
	ERCN	Number of Lone Parents on Income Support	Quarterly	Ward	DWP - NOMIS	NI 152		
Respect for Nottingham	CCRN	Incidents of ASB	Quarterly	Ward	CDP	Links to NI 21		
	CCRN	Burglary Rate	Monthly/Quarterly	Ward	CDP	NI 16		
	CCRN	Robbery Rate	Monthly/Quarterly	Ward	CDP	NI 16		
	CCRN	Vehicle Crime Rate	Monthly/Quarterly	Ward	CDP	NI 16		
	CCRN	Repeat incidents of domestic violence - TBC	Quarterly	Area	CDP	NI 32		
	CCRN	Number of first time entrants into the youth justice system (10-17 years)	Quarterly	Area	YOT	NI 111		

Theme	Proposed PI ref prefix	Performance Indicator	Frequency	Level	Owner	Indicators		
						NI SET	LAA	CP
Respect for Nottingham	ERRN	Number of Environmental Community Projects delivered	Quarterly	Area/Ward	Parks & Leisure	NI 197		
	CCRN	Customer satisfaction with Parks (Green Stat Survey)	Quarterly	Area/Ward	Parks & Leisure	Links to NI 5		
	ERRN	Percentage of land with unacceptable levels of litter and detritus	Quarterly	Area	Street Scene	NI 195		
	ERRN	Number of incidents of fly tipping	Quarterly	Area	Street Scene	NI 196		
Supporting Nottingham People	ICSSNP	Percentage of schools achieving Health Schools Standard			Children's Services	Links to NI 72		
	ICSSNP	Participation in youth work: recorded outcomes	Quarterly	Area/Ward	Children's Services	NI 110		
	ICSSNP	Participation in youth work: accredited outcomes	Quarterly	Area/Ward	Children's Services	NI 110		

Theme		Performance Indicator	Frequency	Level	Owner	Indicators		
						NI SET	LAA	CP
Supporting Nottingham People	CCSNP	Council owned leisure facility usage for: Under 16's BME Older People	Quarterly	Area	Parks & Leisure	NI 8		
Transforming Nottingham's Neighbourhoods	CCTNN	Number of active volunteers in the area	Quarterly	Area	Community Development	NI 7 NI 6 (place survey)		
	HSTNN	Number of lettable Council properties that are void	Quarterly	Area	NCH	NI 158		

Possible additional measures to be explored as part of review

Number of extended schools
Vulnerable adults (older people)
Sure Start Nursery places