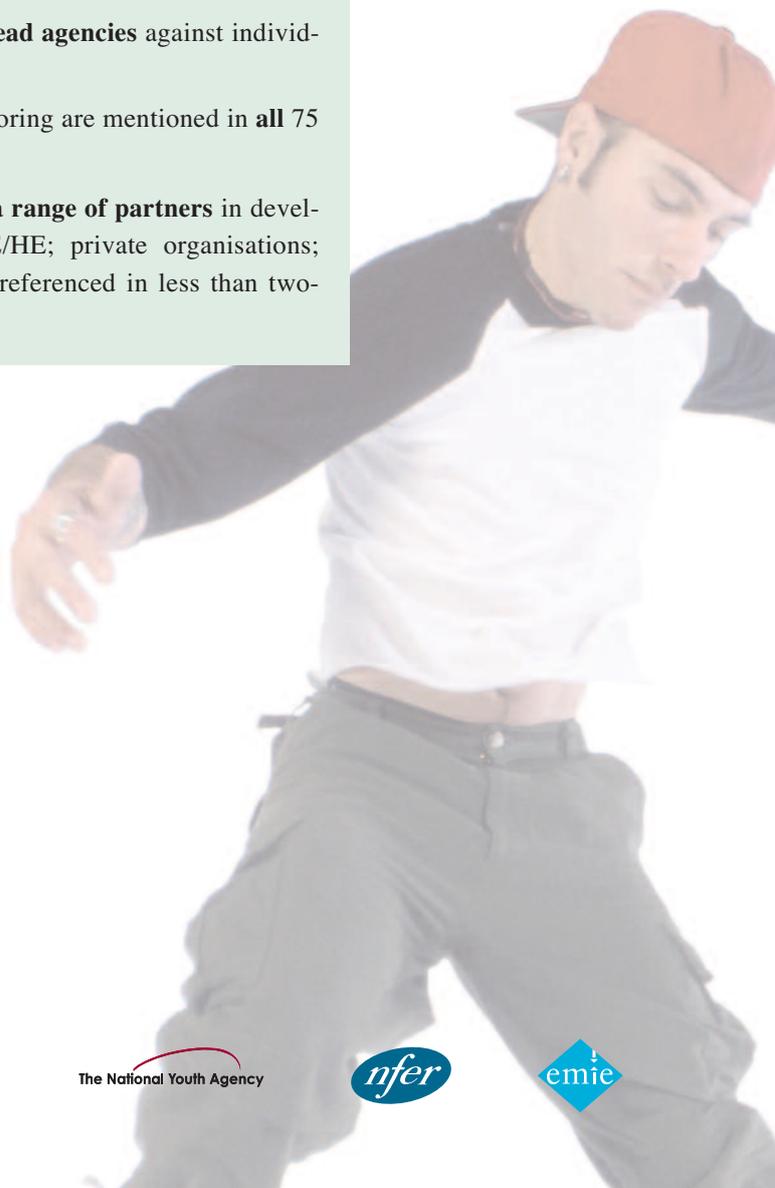# Performance Management and Partnership Arrangements in Children and Young People's Plans

This paper is one of a series of 12 that presents the findings from NFER's analysis of Children and Young People's Plans (CYPPs) from a representative sample of 75 Local Authorities[1]. It sets out how performance management and partnership arrangements feature in the plans and includes illustrative examples. Areas covered are:

- Performance management and monitoring
- Performance indicators; timescales; roles and responsibilities
- Partnership arrangements.

Summary of findings

- A key feature of performance management and partnership arrangements through-out the plans is the **emphasis on the regular and timely review of progress**, often involving a range of partners.

- One in five plans provides details of **timescales** and **lead agencies** against individ-ual targets.

- Performance management arrangements and/or monitoring are mentioned in **all** 75 CYPPs analysed.

- The CYPPs demonstrate a commitment to involving a **range of partners** in devel-oping the wider Change for Children agenda. FE/HE; private organisations; children and young people; housing and leisure are referenced in less than two-thirds of plans.

Performance management and monitoring

All plans refer to performance management and/or monitoring structures. It is common for performance management arrangements to be described in small discrete sections in the plans. However, a fifth of the plans analysed provide great detail. These plans refer to, for example, timescales and lead agencies against individual targets in detail, as shown in the following example.

> *'Each strategic aim of the plan contains a combination of planned actions, outcome measures and improvement milestones. In some cases, delivery of these is the responsibility of one agency. In others, combined efforts will be required. In order to effectively monitor and challenge the progress (or otherwise) associated with each strategic aim, a "Champion and Challenger" process…will continue. The process involves a designated "Champion" being identified for each strategic aim. Their role is to bring together on a quarterly basis those responsible for delivery of all aspects of the strategic aim in question, to establish progress. A designated "Challenger" will be identified from within the Children's Executive Partnership Board (CEPB) who will scrutinize and challenge the Champion's summary of activities, achievements and outcomes. A report highlighting progress and issues for action will be presented in relation to each strategic aim as a standing agenda item at each Children and Young People's Executive Partnership Board meeting (held 3 to 4 time per year). The board will retain overall responsibility for monitoring the plan and raising significant issues or concerns for action by those it identifies. Additional monitoring and reporting will also take place at individual agency level. Children and young people will be engaged in monitoring this plan as described in Strategic Aim 7.'* (London borough)

This plan then continues by identifying the 'champion agency' and 'challenger' for each of its strategic aims.

Where plans describe performance management structures in more general terms, an example of such a statement includes: 'The performance management framework will be developed as the governance structure is agreed and implemented'. One plan provides only a diagram of performance management arrangements in relation to integrated services.

Performance indicators, timescales, roles and responsibilities

Figure 1 shows the number of plans which refer to **performance indicators**, assigned **roles and responsibilities** to different agencies or individuals, or **timescales** in relation to performance management structures.

As the figure shows, it is common for the plans to mention **performance indicators** within their performance management structures, to demonstrate exactly what was being measured as part of their monitoring arrangements.

> *'Specific performance indicators and targets have been set against each of the six priorities… These performance indicators have been drawn from the Every Child Matters Outcomes Framework, Public Services Agreement (PSA) targets, Local Area Agreement (LAA) targets, recommendations from the draft Joint Area Review report and from our local needs analysis.'* (London borough)

Almost one-third of plans mention LAA in relation to performance management arrangements.

Figure 1 Reference to performance indicators, roles and responsibilities, or timescales within CYPPs' performance management structures
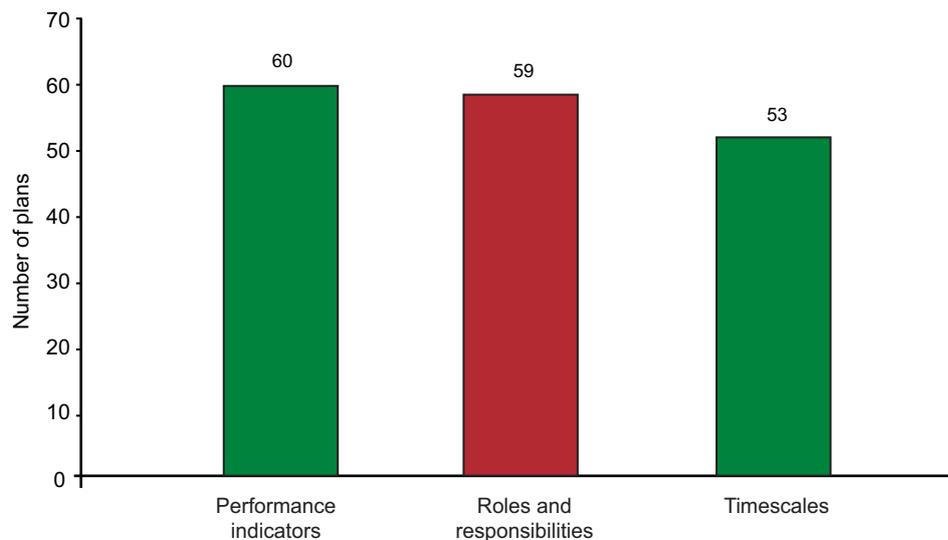
Where **roles and responsibilitie**s are assigned to **agencies**, reference is often made to the more general partnership arrangements:

> *'The Council and its partners recognise that effective performance management and review is critical in delivering a culture of improving outcomes for all children and young people in* [LA name]. *Multi-agency partnerships such as the Youth Crime Management Board, Children and Young Peoples DAT, CAMHS Senior Officer Group, Teenage Pregnancy Partnership Board have developed a performance management strategy based on the commissioning cycle outlined elsewhere in this plan.'* (Metropolitan LA)

Some plans assign responsibility to **individuals**, for example: 'Every priority has a purpose, a responsible officer and other post-holders involved' (London borough). The 'responsible officers' include the director of children's services, head of early years service, and the director of primary care in the area's PCT. This plan notes that 'a traffic light system of reporting will be used and the post-holder with lead responsibility will take a course of remedial action'.
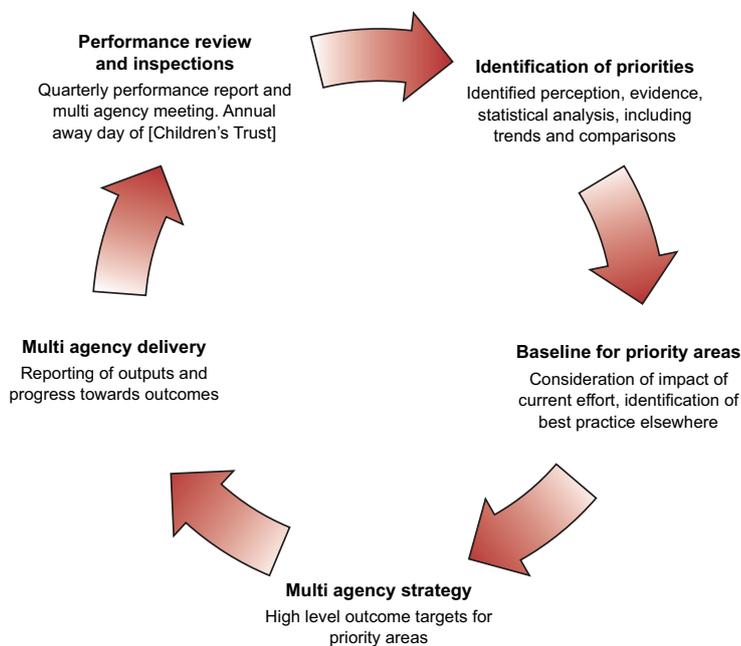
The following is an example of reference to **timescales**:

> *'The plan will be updated on an annual basis. It will be subject to six monthly review by the Children and Young People's Strategic Partnership Board and yearly review by the:*
>
> - [local authority name] *Council Children and Families Scrutiny Panel*
> - [local authority name] *Council Executive*
> - *Local Strategic Partnership*
> - [area name] *PCT Board.'* (London borough)

Almost a third of the plans provide a **diagram** to illustrate their performance management arrangements. Some of these diagrams link the CYPP to partner plans, delivery arrangements and the five Every Child Matters outcomes.

Example from a County authority plan:[2]

Performance review and inspections
Quarterly performance report and multi agency meeting. Annual away day of [Children's Trust]

Identification of priorities
Identified perception, evidence, statistical analysis, including trends and comparisons

Baseline for priority areas
Consideration of impact of current effort, identification of best practice elsewhere

Multi agency strategy
High level outcome targets for priority areas

Multi agency delivery
Reporting of outputs and progress towards outcomes

Over half the plans make reference to the **Children and Young People's Strategic Partnership Board (CYPSPB)**.

> *'The outcomes for children and young people in* [name of authority] *will be monitored by the Children and Young People's Partnership Board. It will be provided with evidence of how children and young people across the county compare with children and young people nationally. The Board will also monitor performance across the different areas of the county.'* (Unitary authority)

A fifth of the plans make reference to the Local Strategic Partnership (LSP) in relation to performance management structures, as illustrated in the example above.

Partnership arrangements

Every LA in the sample makes reference to its **partners** in its CYPP. Just over half make a **general reference**, for example in reference to their CYPSPB, the plan for one London borough states: 'Its membership includes representatives from a broad range of partners, including those set out in Section 10 of the Children Act 2004.'

Just under half make a **specific statement** naming those involved, for example: 'A multi-agency group will deliver a workforce strategy for [LA name], with representatives from across the full range of partners including the voluntary sector, private sector providers, Connexions, Health, Early Years and [LA name] Council.'

In over half the plans, roles and responsibilities are assigned to at least one or more partner agencies. Many of these plans name partners against their priorities for action, for example one unitary authority's CYPP presents 'key targets' within each of the five outcomes. At the end of the section, there is a sub-heading 'Our principal partners in delivering this outcome' which lists the partner agencies.

Diagrams illustrate partnership arrangements in half of the plans. The following is an example from a County authority's plan:[2]
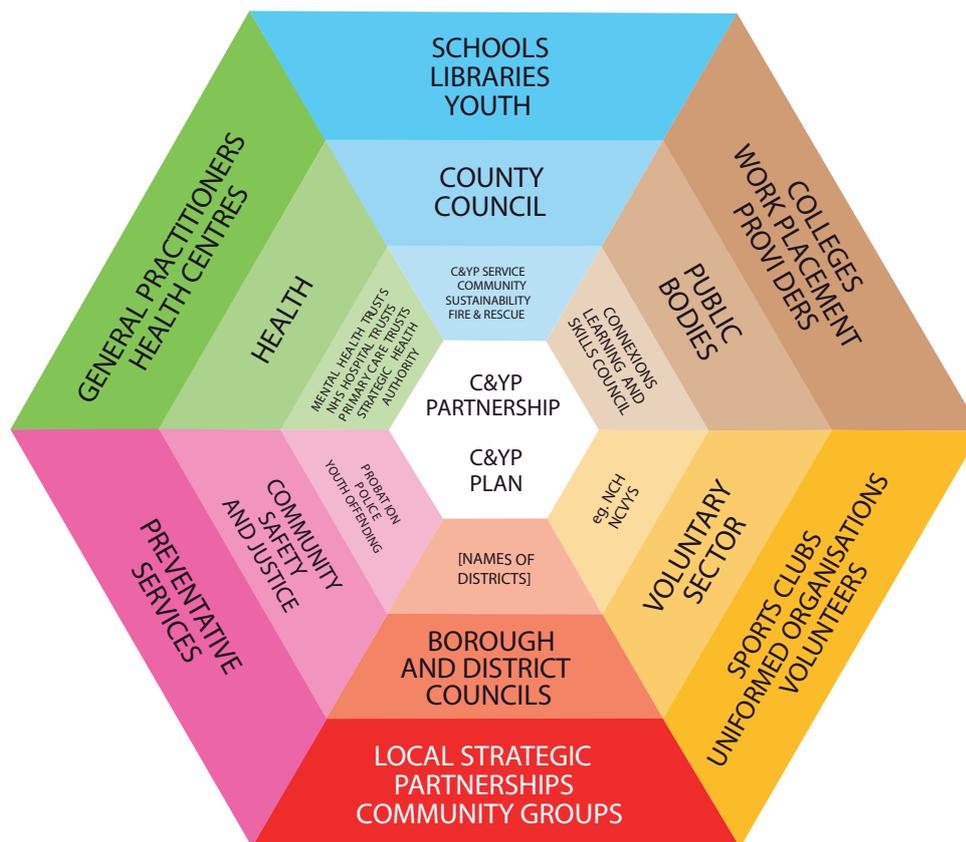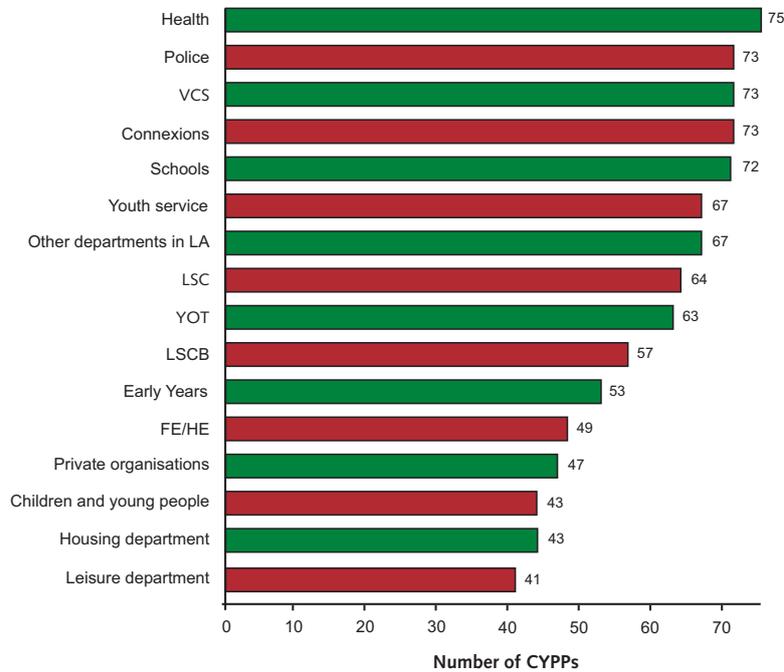
Figure 2 presents the number of plans that demonstrate partnership arrangements with different agencies.

Figure 2 Plans demonstrating partnership arrangements with different agencies

It is common for plans to cite multiple partners:

> *'The Council works with a wide range of partners in the delivery of services to children and families. These include:*
>
> - [Name of authority] *Primary Care Trust commissioning secondary and providing primary and community health care. The other major NHS partners are* [Name] *University Hospital and* [Name] *Mental Health Trust.*
>
> - [Name] *College providing further education and vocational opportunities at Key Stage 4.*
>
> - *London* [area] *Learning and Skills Council, which leads on the provision of education and training 16+.'* (London borough)

This example from a unitary authority shows consistency of strategic planning across partners:

> *'*[Name of authority] *Council, Primary Care Trust, Connexions, Police and all other key agencies and partners have used the 13 Children and Young People Priorities as the basis of their 2006/07–2008/09 Business Plans.'*

An example of reference to children and young people as partners is illustrated in the plan for one Metropolitan authority:

'It is recognised by all sectors that children and young people are key partners in the writing and implementation of the plan. Increased activity to ensure their engagement and participation of children and young people reflects the city's commitment to this area of work. There is a project team leading the work in this area backed up by a wider Participation Network made up of staff from all agencies directly involved in participation activities. The team is led by the Children's Fund and is accountable directly to the Children's Board.'

Where plans refer to partnerships with private organisations, most refer generically to 'private organisations' rather than providing a name. However, one plan explains their partnership arrangements with the business community:

'[Name of partnership] brings together a range of public and private sector organisations, including the Council, health bodies, the largest companies in the city and other major financial and professional service organisations. Its role is to support the economic development of the district and job creation and there are productive business links with schools and other education and training providers, youth services and the Police.' (Metropolitan authority)

Notes

1 When interpreting these findings from analysis of 75 plans, it is necessary to bear in mind that LAs had freedom to draft their CYPPs in order to meet their needs and circumstances best. Therefore, there would be no imperative for every plan to include all the pieces of information and detail discussed in the findings in this paper.

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The full series of papers are available from www.nfer.ac.uk/emie: