

Delivering the LAA - Our performance management framework

Lessons learned from LAA1

- Performance management Develop solid foundations for delivery at an early stage:
 - **Ownership**
 - **Risk management**
 - **Management not monitoring**
 - **Data Quality**
 - **Measurement**

Approach to LAA2

- **Public Service Board** monitors progress against targets quarterly
- **Thematic partnerships** take responsibility for their targets and monitor them regularly at partnership level meetings
 - forum for addressing areas of concern
 - considering risks to delivery
 - holding individuals to account and working towards joined up solutions

Roles and responsibilities

- **Thematic partnerships**
 - Maintain a quarterly record of performance against targets they oversee.
 - Actively discuss areas of poor performance and take appropriate remedial action to get performance back on track
 - Maintain an up to date risk register and demonstrate how risks are mitigated

Roles and responsibilities

- **Target Lead** should oversee:
 - Leadership and governance
 - Data – including data quality
 - Risk management
 - Reporting

Roles and responsibilities

- **Delivery Group** (representatives from the partner organisations actively involved in work that supports the delivery)
 - Identifies actions required to deliver against the target and carry out these actions
 - Ensures that risks are allocated to actions
 - Raises any blockages in carrying out these actions and any new and emerging risks

Roles and responsibilities

- **Target Sponsor** (senior manager with a clear understanding of the strategies that will impact on and be affected by the work to deliver this target and a member of the lead partnership)
 - support the target lead and the other key stakeholders in relation to this target
 - ensure that that PSB are kept informed of progress
 - resolve risks/issues escalated by the target lead
 - consider the strategic context of the target making useful links to other targets

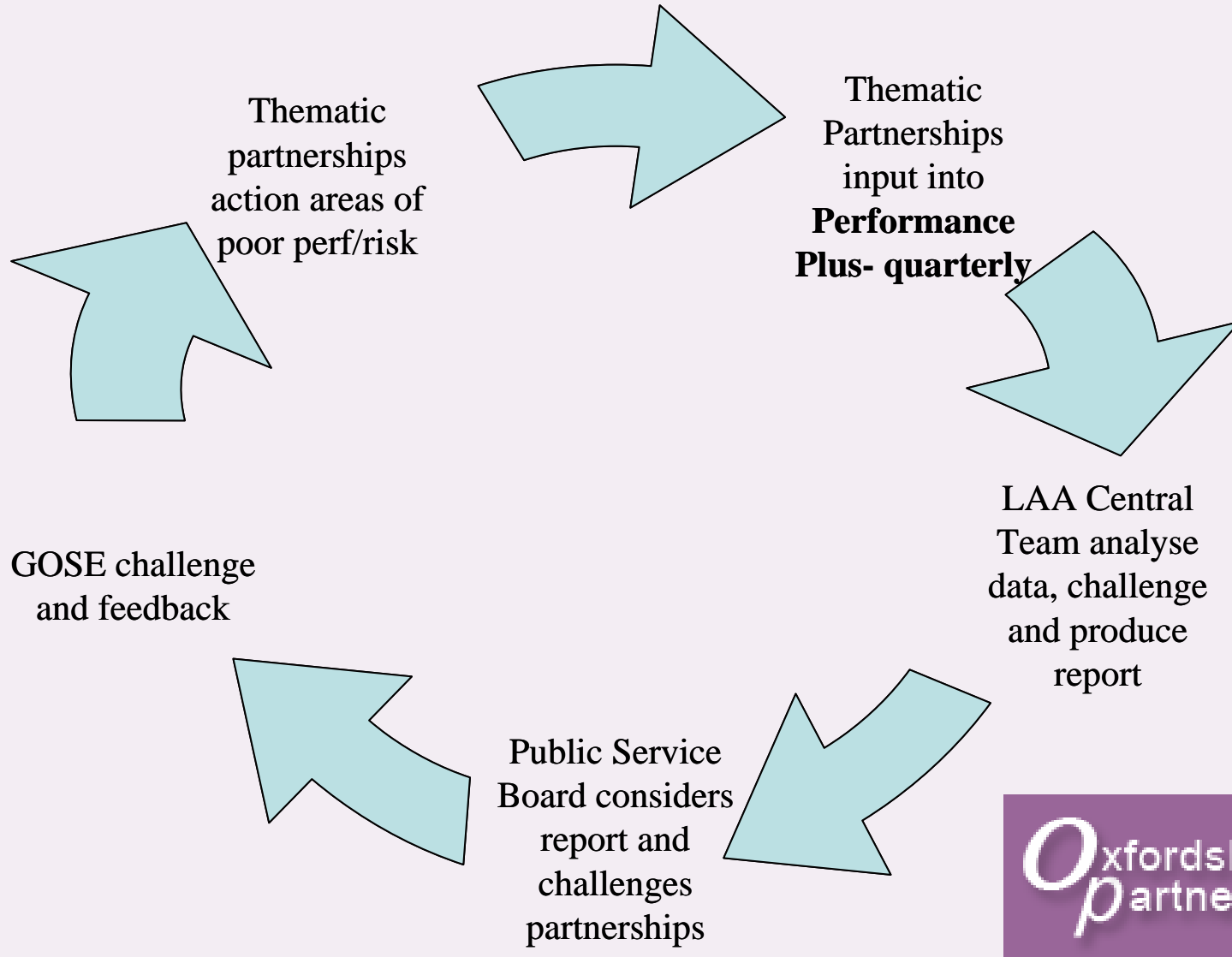
Roles and responsibilities

- **LAA Central Support Team** (County Council performance and partnership unit staff)
 - Oversees the development and delivery of the Local Area Agreement
 - Responsible for collating and analysing performance data centrally and preparing performance reports for the PSB
 - Provides support and development to target leads, thematic partnerships to carry out their roles effectively

Reporting

- Target Leads should ensure quarterly reporting of
 - Performance against target/milestone allocating a RAG status based on objective pre-defined criteria
 - Commentary where performance is red /amber based on around the causes of poor performance and intended action
 - Risks and mitigation arrangements

Performance cycle



5 Principles of LAA Performance Management

1: Effective target setting

- Final and interim targets need to be **SMART**
 - **S**tretching
 - **M**easurable
 - **A**chievable
 - **R**elevant
 - **T**imely

5 Principles of LAA Performance Management

2: Activity planning - keeping track of progress

- all targets need to have clear delivery plans
- progress can be monitored regularly and acts as a proxy indicator where data available infrequently, e.g. GCSE results
- delivery plans will be uploaded and monitored through Performance Plus

5 Principles of LAA Performance Management

3: Taking action, accountability and ownership

- action to tackle poor performance and mitigate risk should be taken by the relevant partnership
- The Target Lead will be accountable to the PSB/ GOSE for performance and action planning

5 Principles of LAA Performance Management

4: Managing your risk - what stands in the way of where you want to be?

- Need to continually ask ‘what will stand in the way of us achieving our target?’- the risks
- Consider what action can be taken to mitigate these risks

5 Principles of LAA Performance Management

- **5: Data Quality**

- It is the responsibility of each partnership to ensure that all performance data they provide follows appropriate data quality standards