

## Performance Management Framework

68. The performance management framework is an integral part of the overall governance arrangements for the LAA. Our aim is the development of a clear, robust and well-structured approach to performance management, shared and owned by all partners.
69. The Public Service Board has agreed a methodology to enable us to achieve that aim, which we are now developing. There are four components to this, with specific activities identified to deliver the overall approach during the three-year timespan of the LAA.

### Ensuring the LAA is embedded in partner organisations

- Obtaining high-level support: the establishment of the PSB with high-level membership from all key partners has been crucial in delivering this.
- Allocating lead roles: at both programme and block level this has been realised although some reallocation of roles and responsibilities will be needed before implementation. In particular it is intended that individual block leads will be replaced by partnership boards for each block, to which outcome leads will report. Responsibility for delivery at the level of each outcome and target is in the process of being established. All roles and responsibilities will be allocated and agreed before the end of March.
- Establishing links to key local plans: It is expected that all partners' corporate or business plans will include those LAA outcomes to which they contribute. Planning timetables may prevent this happening for all organisations in 2006 but will be in place for 2007.
- Sharing intelligence openly and regularly: this is important at all levels from the PSB down to the block level; we are now seeking to build on initial progress in order to embed it during implementation. It is intended that a two-way flow of information will operate both vertically and horizontally. Our longer-term goal is to establish a web-based system that all partners can access.

### Ensuring the outcomes, indicators and targets are high quality

- Utilising performance management expertise within each partner organisation: specific expertise has been drawn on as development of the outcomes has progressed; we now need to ensure this expertise is regularly used to support and provide guidance during implementation. We will establish a group of organisational performance officers who will support outcome leads and partnership boards, and coordinate the collection and collation of performance information. This will be in place before the end of March.
- Seeking external evaluation of outcomes and measures: this has been limited so far, but will be addressed more fully during the coming year through audit and possibly through support from the IDeA or other peer review mechanism.

### Ensuring strong mechanisms are in place for monitoring, reviewing and taking appropriate actions

- Mapping those processes already used within partner organisations: this is a major task which is in its early stages but which we aim to complete by mid-2006. It is important that we seek to align existing performance reporting processes to ensure duplication is avoided as far as possible.
- Putting in place regular high level monitoring: formal monitoring by the partnership boards and the PSB will take place on a quarterly basis using a traffic light system. It is intended that the partnership boards will monitor all targets, and the PSB will monitor the stretch targets plus any other targets requiring it on an exception basis. The PSB will also monitor progress against the nine identified priorities.
- Identifying mechanisms and information flows for reporting against the LAA: it is important to reduce rather than increase the amount of reporting, and this will form part of the mapping work to ensure alignment as far as possible.
- Establishing a co-ordination mechanism for managing reporting: work is underway to ensure this is ready for implementation. We are aiming to establish a mechanism that draws on information obtained by the organisational performance officers and feeds

this in to the County Corporate Performance team in a streamlined and timely manner.

### **Ensuring information underpinning the LAA is robust**

- Mapping data sources: this will form part of the work to map processes.
- Seeking to establish a shared mechanism for collecting and distributing data: a cross partnership steering group is developing plans to hold shared strategic data in a single system for use by all agencies, to be known as the Oxfordshire Data Observatory. It is intended that the Observatory will hold data that is both strategic and shared between two or more groups within the LAA partnership.
- Planning for the development of an integrated performance management system for use by all partner organisations: this is a longer term plan, which we are aiming to have in place within the three year time frame of the LAA.

70. We are currently consulting with all partners on the most appropriate allocation of roles and responsibilities within the governance structure in relation to performance management. The PSB will agree the allocation of roles and responsibilities by mid-March, which will include both monitoring (establishing those who provide the information, those who monitor it and how frequently) and management (establishing who takes action in the event of under-performance and the chain of escalation if this is required).

### **Risk Management**

71. Risk management arrangements establishing how risk will be handled at each level (from individual targets up to the Public Service Board) have been put in place. This includes an escalation route for those risks that cannot be dealt with at a lower level.

### **Funding Streams**

72. The LAA will begin implementation with partners aligning rather than pooling funding (with the exception of the Children's Fund and the Safer & Stronger Communities Fund). As the LAA progresses and partnership working strengthens we may move towards the pooling of budgets, where that offers the potential for greater efficiency and more effective service delivery.

73. Funding streams to be aligned are shown in each block's section and in Annex 5.

### **Enabling Measures**

74. Enabling measures have been identified in those blocks where there are particular obstacles to delivery of outcomes, and these are summarised in each block's section where requested. A separate business case has been prepared for each enabling measure being requested.

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