

## Performance Management of the Cheshire LAA

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### Introduction

1 Effective performance management arrangements are critical to the success of the Cheshire Local Area Agreement and a clear, robust and ordered performance management framework has been developed in response. The purpose of this report is to remind partners of respective individual partner and partnership roles and responsibilities and to seek approval of the performance reporting process and timetable for 2007/08.

2 Partners and partnerships include: sub outcome owners, block co-ordinators, thematic partnerships, district LSPs, Communities of Cheshire Partnership, Cheshire Governance Board, Cheshire County Council (as the Accountable Body) and Government Office for the North West.

### The Performance Management Process

3 From the outset it was clear that Cheshire's LAA would be supported by more than just the reporting of performance indicators, it required a full performance management process. Having agreed 15 high level outcomes and 54 sub outcomes within the Agreement, work has been ongoing since the Agreement was signed to develop more detailed action plans to underpin the delivery of the agreed outcomes. These action plans have been developed under the guidance of the respective 'sub outcome owner' and loaded onto "Excelsis", a user-friendly web-based system which enables both qualitative and quantitative data to be captured and regularly reviewed. It is intended that, in the longer term, the system will minimise bureaucracy, improve efficiency, and promote information sharing across all partners in Cheshire. Many sub outcome owners have received training and been granted access to the system to enable regular updating which should result in the provision of accurate and up-to-date performance information when needed.

4 Appendix 1 illustrates the performance reporting cycle between the respective components of the Cheshire Partnerships Framework and the County Council as the Accountable Body and their respective roles and responsibilities in relation to performance management. The cycle assumes full performance reporting at mid year and year end, in line with future Government Office expectations, with exception reporting on under-performing sub-outcomes at the three-quarter year stage. Appendix 2 illustrates a suggested simple "scorecard" for sub-outcome reporting to each thematic partnership. It is anticipated that whilst use of "Excelsis" becomes aligned and embedded within partner organisations, this information will need to be supplemented.

5 Following consideration of the performance reports, the thematic partnership should agree any emerging strategic issues to be reported to and considered by the Communities of Cheshire Partnership. These may include under-performing

outcomes requiring a more cross cutting focus to delivery, exploration of data quality or the identification of appropriate performance indicators and targets or specific action to be taken forward across the wider Partnerships Framework. A three-stage formal process for managing under-performance is clearly detailed within the Cheshire LAA.

6 Following consideration by the CCP, it is suggested that progress against geographically targeted actions and sub outcomes will be reported to the particular district LSP by the LSP representative on the Partnership.

7 Reporting to the Cheshire public is to be explored in more detail though, at this stage it is envisaged that all performance reports are immediately accessible through the Cheshire Partnerships Framework website with the possibility of a published Annual Cheshire LAA Performance Report available through local libraries and other community access points.

### **2007/08 LAA Performance Reporting Timetable**

8 In order to meet the requirements of GONW, it is suggested that the following timetable be adopted for 2007/08 mid year reporting of LAA performance across the Cheshire Partnerships Framework and to Cheshire County Council and GONW:

|                         |  |
|-------------------------|--|
| 1 April – mid September | Sub Outcome owners develop and record LAA action plans on Excelsis and update progress |
| Mid – late September    | Block Co-ordinators produce performance reports for thematic partnerships              |
| October                 | Thematic Partnership meetings  |
| 1 November              | Communities of Cheshire Partnership  |
| 19 November             | CCC Performance & Overview Cttee   |
| 22 November             | CCC Executive  |
| Late November           | GONW   |
| 30 November             | Cheshire Governance Board  |

9 Three quarter year exception reports will be presented to the CCP on 9 January. The timetable for outturn reporting is still to be fixed though this is likely to take place in early June. On this basis, thematic partnerships should be scheduling their meetings to consider outturn reports during May.

### **Recommendations**

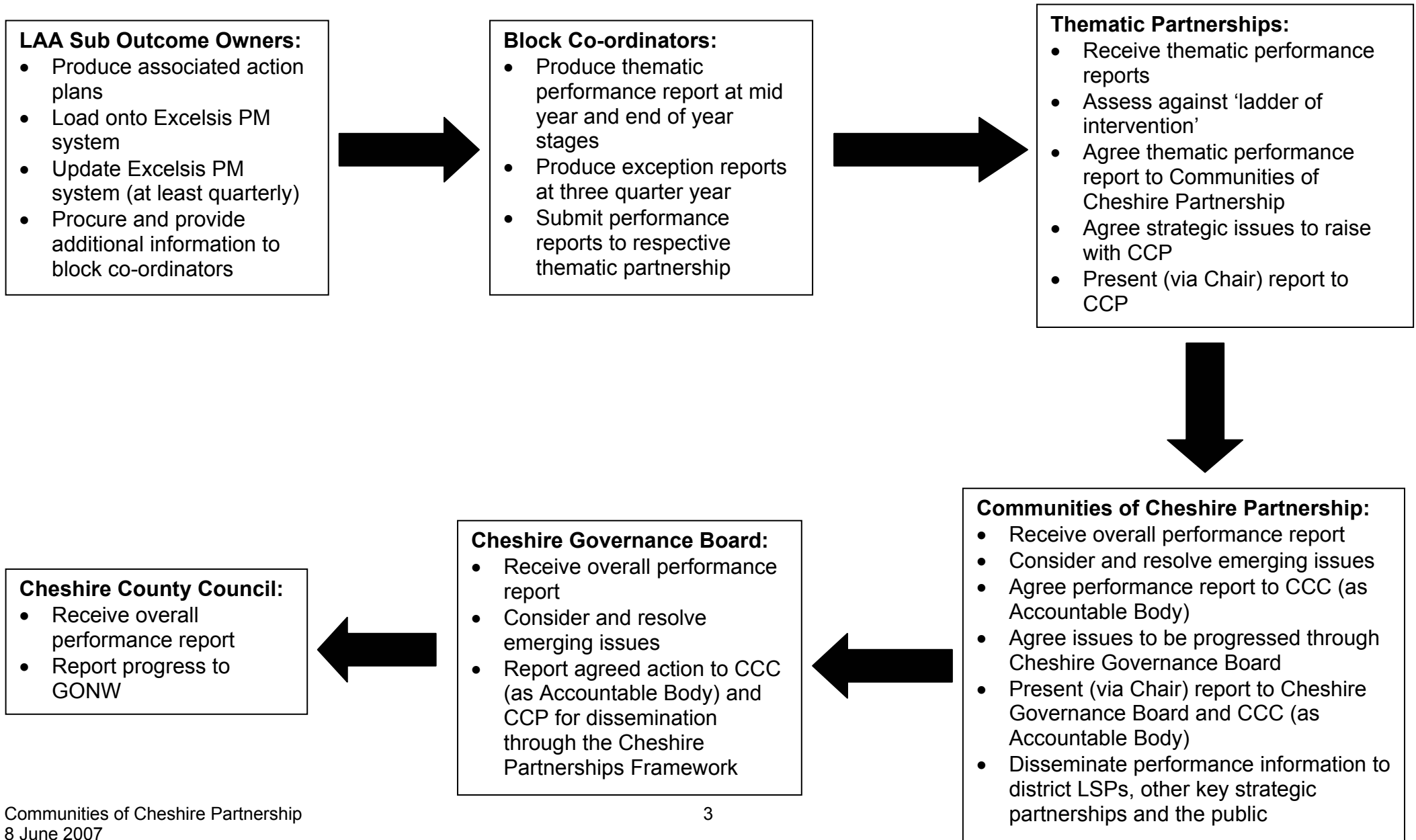
It is recommended:

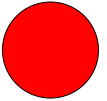

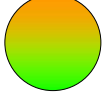
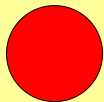
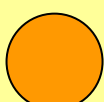
- (1) That the Communities of Cheshire Partnership agree to pilot the detailed performance management process for 2007/08 outlined in Appendix A;
- (2) That the Communities of Cheshire Partnership agree the suggested performance reporting timetable outlined in paragraph 8.

### **Contact:**

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## Cheshire LAA – Performance Management / Reporting Process



| SUB OUTCOME DELIVERY PLAN SUMMARY   |  |   |                                      |                     |  |                                     |             |             |  |  |  |  |  |  |  |  |  |                           |          |        |  |  |  |  |  |  |  |  |  |
|---|--|---|--------------------------------------|---------------------|--|-------------------------------------|-------------|-------------|--|--|--|--|--|--|--|--|--|---------------------------|----------|--------|--|--|--|--|--|--|--|--|--|
| <b>SUB OUTCOME:</b>   |  | <b>Reporting Period:</b>  | <b>From:</b> 01/04/07                | <b>To:</b> 30/09/07 |  |                                     |             |             |  |  |  |  |  |  |  |  |  |                           |          |        |  |  |  |  |  |  |  |  |  |
| <b>BLOCK COORDINATOR:</b>   |  | <b>Report to:</b>   | (Thematic Group)                     |                     |  |                                     |             |             |  |  |  |  |  |  |  |  |  |                           |          |        |  |  |  |  |  |  |  |  |  |
| <p><b>Performance Indicator - Status:</b><br/>(Right click shape and 'clear fill')</p> <div style="border: 1px solid black; padding: 5px;">  Red<br/>  Red/Amber<br/>  Amber/Green<br/>  Green                 </div> | <p><b>Overall Sub Outcome Delivery Plan Status:</b></p> <div style="border: 1px solid black; padding: 5px; background-color: #ffffcc;">  Red<br/>  Amber<br/>  Green                 </div> | <p><b>Overview (Headlines):</b></p> <table border="1" style="width:100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 80%;">Performance Indicator - Description</th> <th style="width: 10%;">Target - Q2</th> <th style="width: 10%;">Actual - Q2</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> </tbody> </table><br><table border="1" style="width:100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 80%;">Action Plan - Description</th> <th style="width: 10%;">Due date</th> <th style="width: 10%;">Status</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> </tbody> </table> <p><i>To highlight key issues</i></p> <p>➤</p> |                                      |                     |  | Performance Indicator - Description | Target - Q2 | Actual - Q2 |  |  |  |  |  |  |  |  |  | Action Plan - Description | Due date | Status |  |  |  |  |  |  |  |  |  |
| Performance Indicator - Description   | Target - Q2  | Actual - Q2   |                                      |                     |  |                                     |             |             |  |  |  |  |  |  |  |  |  |                           |          |        |  |  |  |  |  |  |  |  |  |
|   |  |   |                                      |                     |  |                                     |             |             |  |  |  |  |  |  |  |  |  |                           |          |        |  |  |  |  |  |  |  |  |  |
|   |  |   |                                      |                     |  |                                     |             |             |  |  |  |  |  |  |  |  |  |                           |          |        |  |  |  |  |  |  |  |  |  |
|   |  |   |                                      |                     |  |                                     |             |             |  |  |  |  |  |  |  |  |  |                           |          |        |  |  |  |  |  |  |  |  |  |
| Action Plan - Description   | Due date   | Status  |                                      |                     |  |                                     |             |             |  |  |  |  |  |  |  |  |  |                           |          |        |  |  |  |  |  |  |  |  |  |
|   |  |   |                                      |                     |  |                                     |             |             |  |  |  |  |  |  |  |  |  |                           |          |        |  |  |  |  |  |  |  |  |  |
|   |  |   |                                      |                     |  |                                     |             |             |  |  |  |  |  |  |  |  |  |                           |          |        |  |  |  |  |  |  |  |  |  |
|   |  |   |                                      |                     |  |                                     |             |             |  |  |  |  |  |  |  |  |  |                           |          |        |  |  |  |  |  |  |  |  |  |
| <b>Main Achievements against Local Area Agreement:</b>  |  |   |                                      |                     |  |                                     |             |             |  |  |  |  |  |  |  |  |  |                           |          |        |  |  |  |  |  |  |  |  |  |
| ➤   |  |   |                                      |                     |  |                                     |             |             |  |  |  |  |  |  |  |  |  |                           |          |        |  |  |  |  |  |  |  |  |  |
| <b>Emerging under performance:</b>  |  |   |                                      |                     |  |                                     |             |             |  |  |  |  |  |  |  |  |  |                           |          |        |  |  |  |  |  |  |  |  |  |
| ➤   |  |   |                                      |                     |  |                                     |             |             |  |  |  |  |  |  |  |  |  |                           |          |        |  |  |  |  |  |  |  |  |  |
| <b>Risks &amp; Issues</b>   |  |   | <b>Persistent under performance:</b> |                     |  |                                     |             |             |  |  |  |  |  |  |  |  |  |                           |          |        |  |  |  |  |  |  |  |  |  |
| ➤   |  |   | ➤                                    |                     |  |                                     |             |             |  |  |  |  |  |  |  |  |  |                           |          |        |  |  |  |  |  |  |  |  |  |
| <b>Sustained under performance (Not Applicable Q2 2007-08)</b>  |  |   |                                      |                     |  |                                     |             |             |  |  |  |  |  |  |  |  |  |                           |          |        |  |  |  |  |  |  |  |  |  |
| ➤   |  |   |                                      |                     |  |                                     |             |             |  |  |  |  |  |  |  |  |  |                           |          |        |  |  |  |  |  |  |  |  |  |

**PLEASE RETURN COMPLETED SCORECARD TO: Robbie Taylor**  
**([robbie.taylor@cheshire.gov.uk](mailto:robbie.taylor@cheshire.gov.uk)) by Friday 26 October**