Launch of good practice guide
"Performance management for outcomes"

Kieran Donnelly
Comptroller and Auditor General

NIAO
Northern Ireland Audit Office

cef CHIEF EXECUTIVES' FORUM

Background and context

- OECD Report – Implementing Joined-Up Governance

- Carnegie Roundtable

- Draft Programme for Government

- Outcomes Delivery Plan 2018-19

Our Aims and Objectives

- To demonstrate importance of having robust performance management regime to ensure delivery of the outcomes presented in the PFG

- To showcase early examples of exemplary practice

- To provide a practical framework on how to do performance management for outcomes

- The self-assessment tool-kit

NIAO
Northern Ireland Audit Office

cef
CHIEF EXECUTIVES' FORUM

Making outcomes based accountability work

1. Collaboration
2. Engagement
3. Alignment of budgets to outcomes
4. Importance of good data (both quantitative and qualitative
5. Keeping things simple

Future guidance

- Partnership working

- Innovation in Government

https://www.niauditoffice.gov.uk/publications/type/goodpractice

Launch of NIAO Guide
Performance Reporting for Outcomes
**Outcomes Based Accountability –
how have we got here?**

Celine McStravick – *Director, NCB*
15 June 2018

ncb

National Children's
Bureau

About NCB

Using evidence to improve outcomes for children, families and communities

National Children's Bureau

What is OBA?

…a disciplined way of thinking, taking action and demonstrating impact
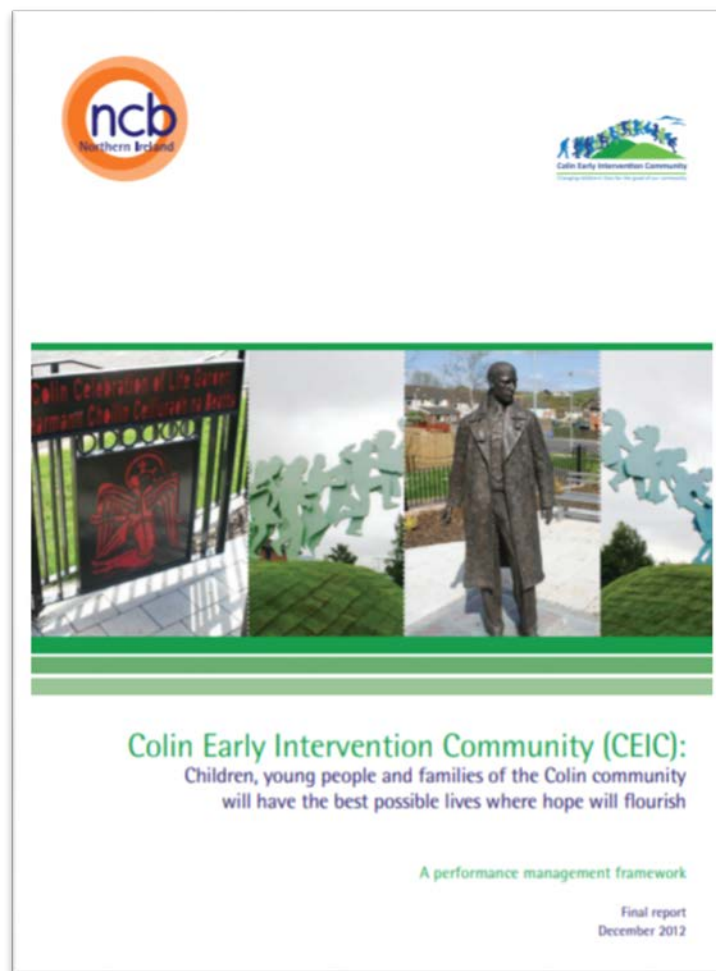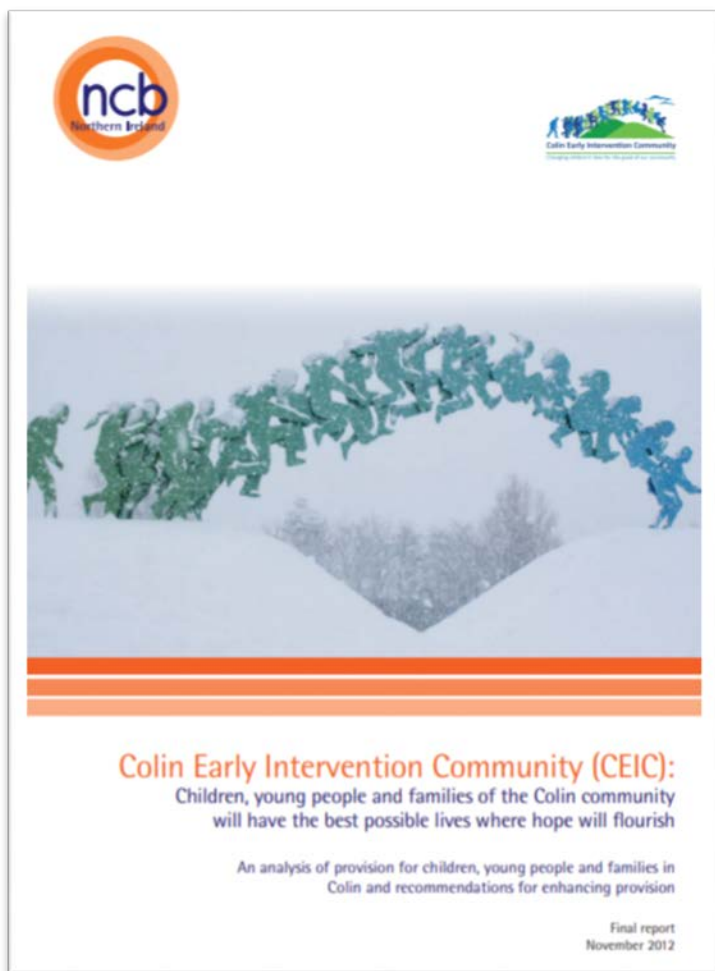
What is OBA?
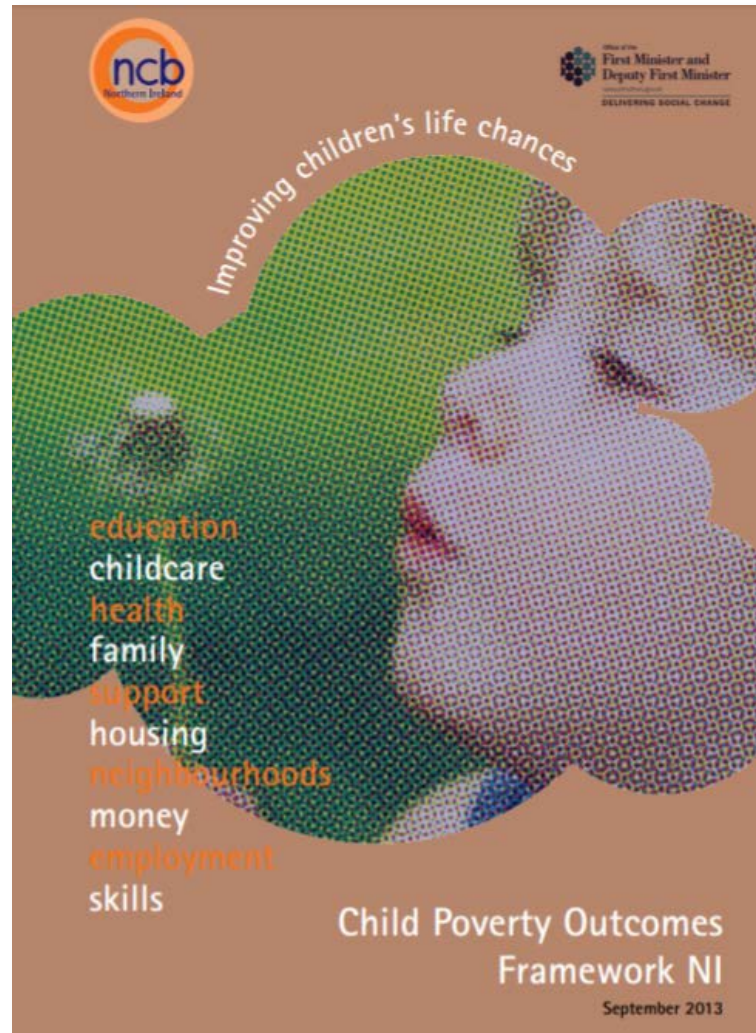

Trying Hard Is Not Good Enough

How to Produce Measurable Improvements for Customers and Communities

Mark Friedman

Colin Early Intervention Community (CEIC)

Child Poverty Outcomes Framework Northern Ireland

Outcomes & Impact 2016

Took place in the Waterfront Hall with…
480 Delegates
38 international and local speakers
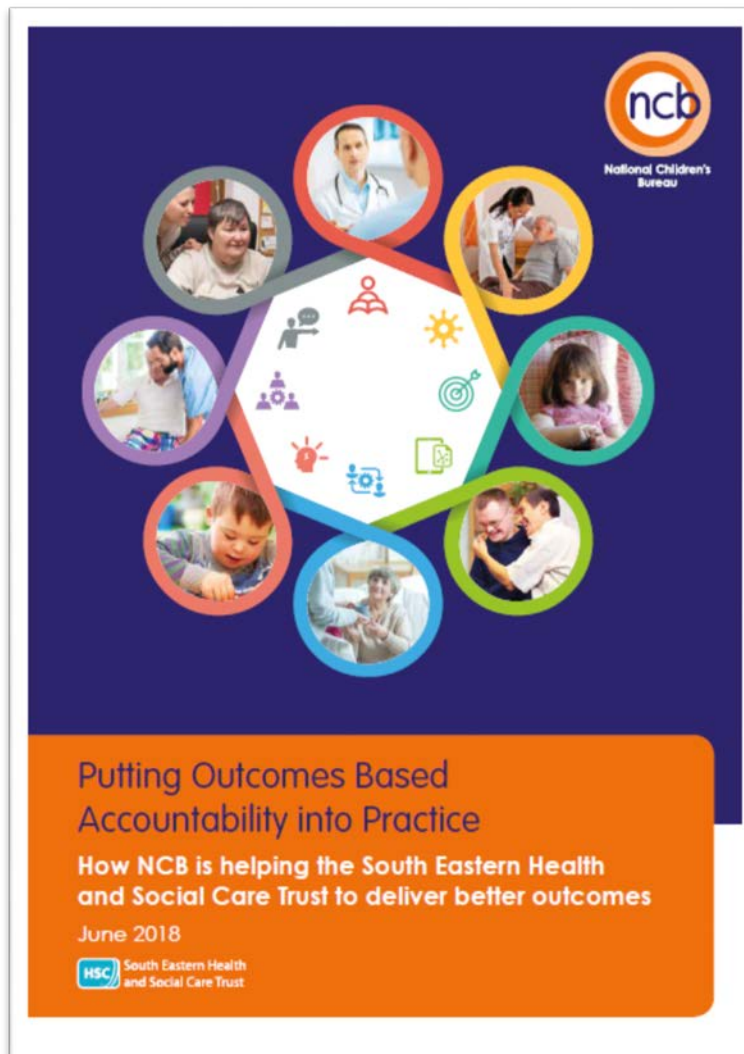
Outcomes & Impact 2016

Outcomes & Impact 2016

SEHSCT case study:
Putting OBA into Practice

"OBA helps to simplify our language so it is a better platform for intra governmental and interagency working"

"NCB was excellent at adapting it to our circumstances and trying to simplify the process"

"OBA is simple but it is not simple to do as it is about cultural change and organisational change"

Putting Outcomes Based Accountability into Practice

How NCB is helping the South Eastern Health and Social Care Trust to deliver better outcomes

June 2018

HSC South Eastern Health and Social Care Trust

ncb National Children's Bureau

Final thoughts…

o **Outcomes thinking**

o Embedding the approach

o **A culture of collaboration with the needs of the child/family/community at the centre**

o Transparent reporting

o **Is anyone better off?**

Thank You!

For more information…

Celine McStravick
National Children's Bureau
The NICVA Building
61 Duncairn Gardens
Belfast
BT15 2GB

cmcstravick@ncb.org.uk
Tel: 028 9087 5006
www.ncb.org.uk/northernireland
@ncb_ni_tweets

Impact Practice

Performance Management

Mind-set

How do we know?

What did we find?
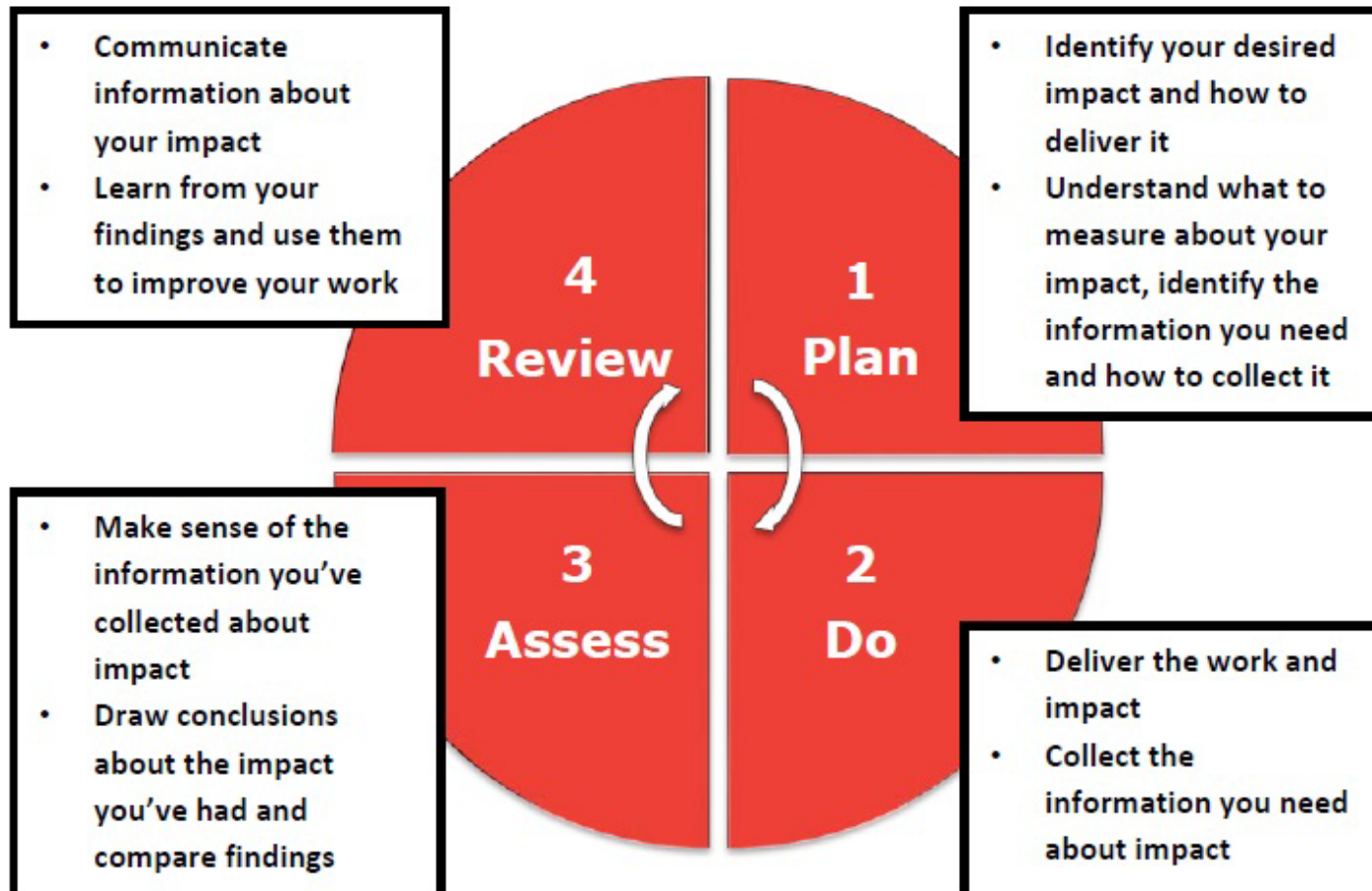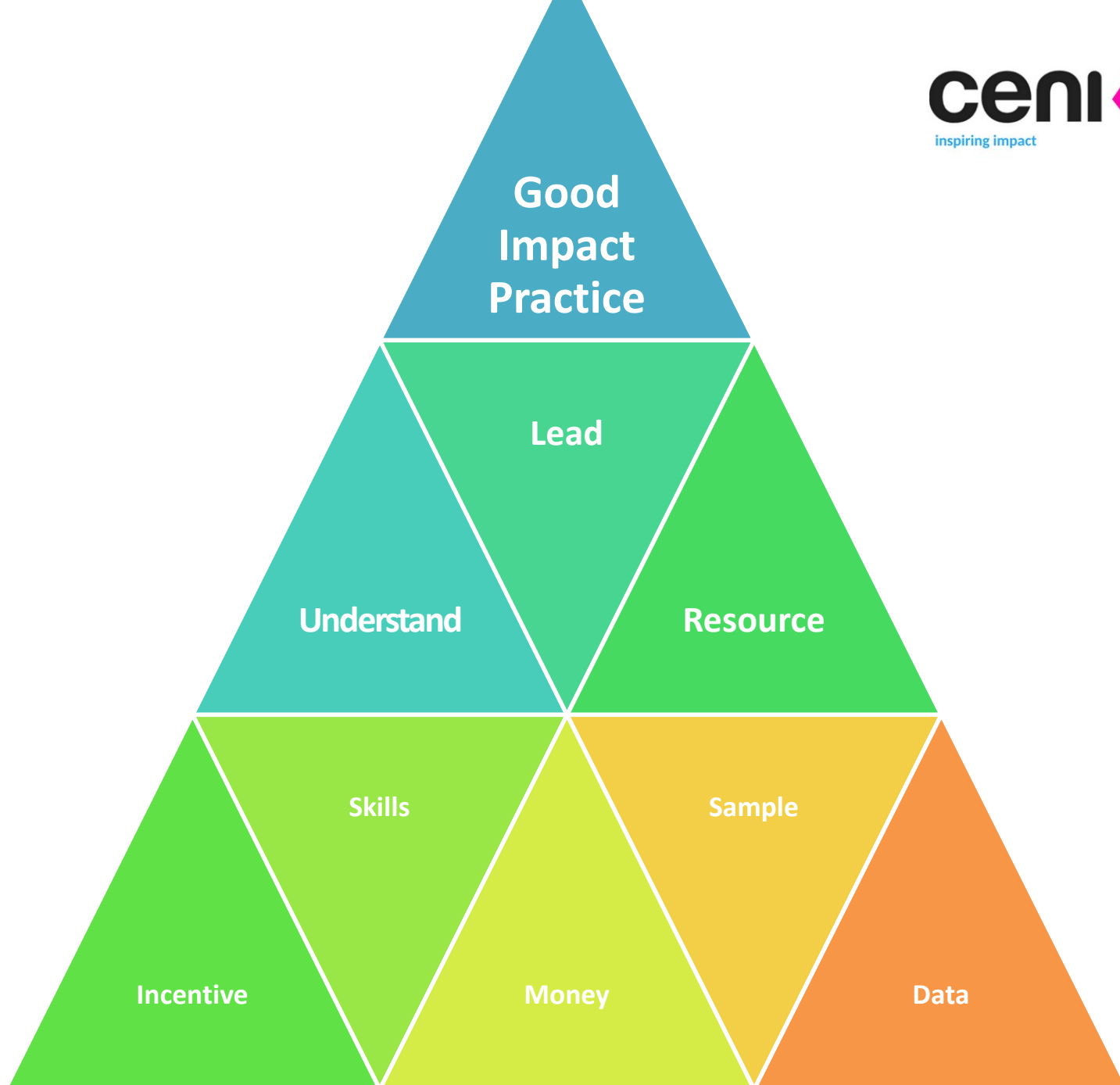
Improve

Prove

Worry

What works for worry?
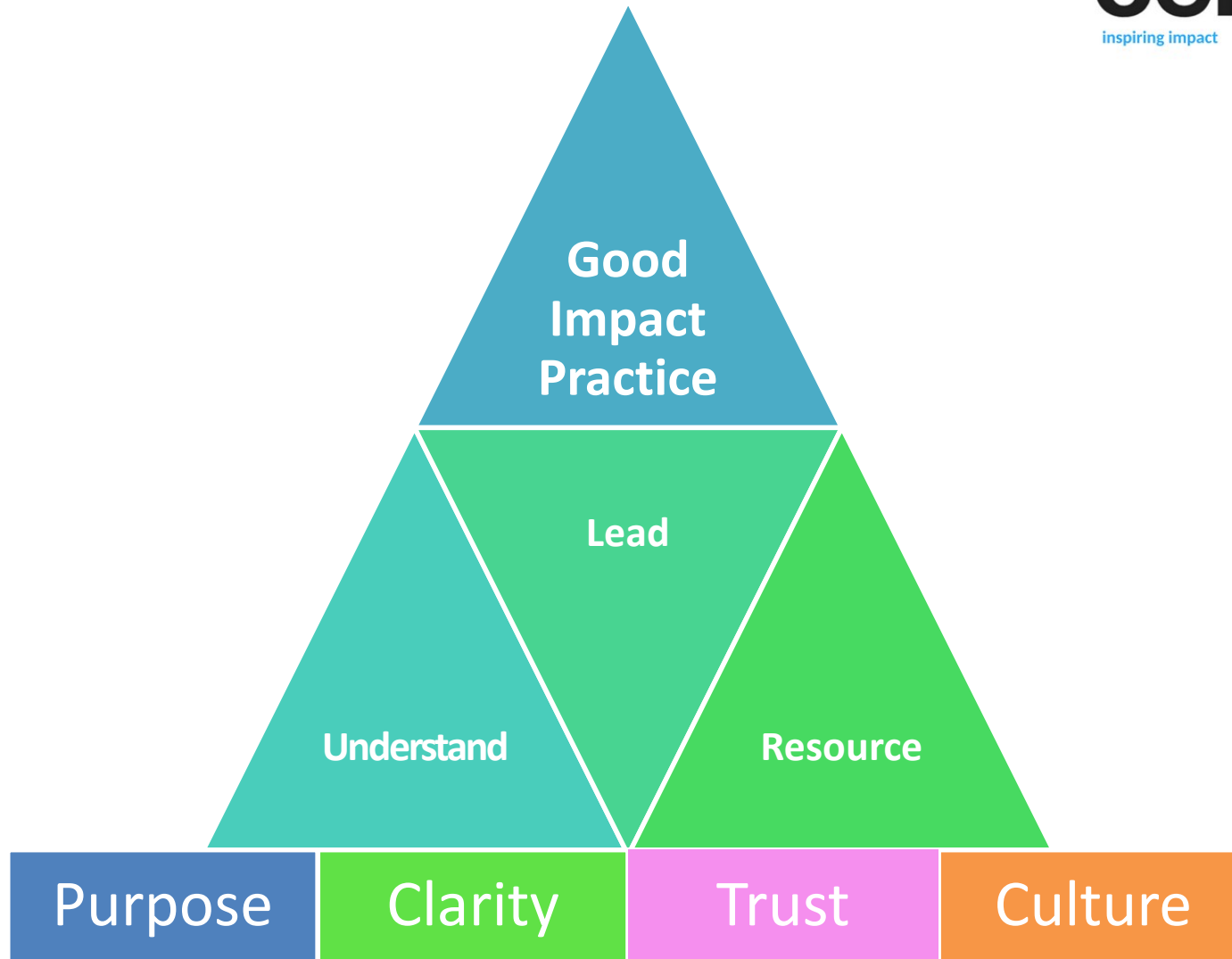
What's that mean for performance management?

Meaning
- Agreed meaningful targets and measures

Common purpose
- Shared understanding

Co-design
- Outcomes to measures means ownership

Carrot
- Celebrate better not busier

Improving
- Processes, structures and wellbeing

ceni
inspiring impact

Give us an example……

Brendan@ceni.org

BrendaKent@ceni.org

Outcomes Based Accountability
– the journey so far for Policing & Community Safety Partnerships (PCSPs)

Presentation to the
Chief Executive Forum
15 June 2018

Department of **Justice**
www.justice-ni.gov.uk

PCSPs - How did we get here?

- Justice Act (Northern Ireland) 2011

    - **Part 3 para 20.-(1) Each district council shall establish for its district a body to be known as a policing and community safety partnership (a "PCSP").**

    - **(2) The district council for Belfast shall establish for each police district established under section 20(2) of the Police (Northern Ireland) Act 2000 (c.32) a body to be known as a district policing and community safety partnership (a "DPCSP").**

PCSPs - Structure

- PCSPs in each of 11 Council Areas

- Funded and governed by Joint Committee

    (Department of Justice

    & NI Policing Board)

- Each PCSP consists of Elected members, Independent members & Reps from 7 'Designated Organisations'

PCSPs – 7 Designated Organisations

- Education Authority
- Health & Social Care Trusts
- Northern Ireland Fire & Rescue Service
- Northern Ireland Housing Executive
- Police Service of Northern Ireland
- Probation Board for Northern Ireland
- Youth Justice Agency of Northern Ireland

PCSPs – Strategic Priorities

1. To form and successfully deliver the functions of the PCSP for the area.

2. To improve community safety by tackling crime and anti-social behaviour.

3. To support community confidence in policing.

PCSPs – Strategic Priorities into Action

2018/19 Annual PCSP Action Plans informed by:

- 2016 - 2019 PCSP Strategy;
- Review of 2017/18 Action Plan;
- PfG, NI Policing Plan, Local Policing Plan, TBUC, FSA, Community Planning, CJINI, CS Strategy + Other Statutory Plans and Strategies

Schematic overview of the OBA PCSP Planning and Delivery Process

	NI outcome	We have a safe community where we respect the law, and each other			
Joint Committee	NI population indicators	1. Crime rate	2. ASB rate	3. % of public with confidence in policing	4. Fear of crime
	PCSP area prioritised indicators	????	????	????	????

Application of turning-the-curve via. 7 population accountability questions

Yearly action plans for turning-the-curve

Key actions:	Key actions:	Key actions:	Key actions:
1._____	1._____	1._____	1._____
2._____	2._____	2._____	2._____
3._____	3._____	3._____	3._____
4._____	4._____	4._____	4._____
5._____	5._____	5._____	5._____

Population accountability

Performance accountability

Performance report cards for actions relating to each indicator demonstrating impact on beneficiaries

How much did we do?	How well did we do it?
Is anyone better off?	

CONTRIBUTORY RELATIONSHIP

PCSP ACTION PLAN TEMPLATE

Strategic Priority 1: To successfully deliver the functions of the Policing & Community Safety Partnership for the area								
Indicators			% of public awareness of PCSP (Omnibus Survey)					
			% public confidence that PCSPs are doing a good job					
Theme	**Aims & description**	**Key Activities**	**Start Date**	**End Date**	**Resource or cost**	**Performance measures**		**Reporting Quarter**
PCSP Delivery	Organising the work of the PCSP through the PCSP Members and appropriate structures and mechanisms	List key Activities (ensure activities reflect the theme aims & description) 1 2 3	4/17	3/18	£??,000	**e.g.** **How much did we do?** # meetings of PCSP **How well did we do it?** % attendance at meetings (general, planning and monitoring, any support events) **Is anyone better off?** # and % members who feel supported in their role **(A list of agreed OBA Performance measures is can be found at Appendix 6)**		1,2,3,4 Ensure all align with start and end dates.

AGREED GENERIC PERFORMANCE MEASURES

How much did we do?	How well did we do it?
Beneficiaries: • # participants • # partners Activities: • # resources developed/disseminated • # programmes/services commissioned/delivered • # specific activities delivered (chosen from list of common activities) • # funding opportunities identified • # grant applications received/identified	• % activities completed on time • Financial performance e.g. unit cost, value for money, coming in under budget • % participants/partners effectively engaged in activity • % participants/partners receiving necessary training to support delivery of their role • % attendance of relevant partners at activities • % participants/partners reporting satisfaction with activities • % increase in retweets, interactions, new followers (measures of social media presence) • % grant applications received which meet required quality/standard • % funding secured

Is anyone better off?

- #% participants/partners with improved awareness/knowledge/understanding (…of particular topic)
- #% participants with changed attitudes/beliefs/opinions (on/towards particular theme) as a result of the particular activity
- #% participants with changed behaviour &/or circumstances as a result of the activity
- #% partners feeling supported, confident and equipped to deliver their objectives
- #% partners reporting improved partnership working with other key stakeholders (as a result of their involvement with PCSP)
- #% partners reporting increased ability to engage with wider community members

PCSP PROJECT REPORT CARD TEMPLATE

PERFORMANCE ACCOUNTABILITY – Project Level

Project Title:

Service Description:

Defined Service Users:

Headline Performance Measures
- **(2-3 key measures from your score card, usually the Impact and how well sections)**
-

Data Development Agenda
-

How are we doing?

Rational for Project
- Why is this important?
- Story behind the figures?
- What changes have we seen?
- What changes are we looking for?

Partners who can help us:

What are we doing to improve performance?

Performance Measures – Per Project

How much did we do?	How well did we do it?
- # Customers served - # Activities by type	- % Common Measures (workload ratio, staff turnover rate, staff morale, percent of staff fully trained, worker safety, unit cost, customer satisfaction) - % Activity-specified measures (percent of actions timely and correct, percent of customers completing activity, percent of actions meeting standards)

Is anyone better off?

- # and % Skills / Knowledge
- # and % Attitude / Opinion
- # and % Behaviour
- # and % Circumstances

Point in time versus two point comparison

PCSP THEMATIC REPORT CARD

PCSP:

Theme: *(please insert the theme to which this summary relates)*

Policing & Community Safety Partnerships
making our community safer

Indicator

(From your strategic assessment please select a key indicator measure for this theme; you may have also identified this in your business plan. In this section include;
- *one key indicator in the form of a chart that information can be added to as the year(s) progress*
- *commentary about this chart – what it is telling us)*

Story behind the theme
(From your strategic assessment please provide evidence of why this is a theme of importance to your area. Just a few key points highlighting why and the particular direction you are taking)

What are we doing to improve performance? *(List of key projects or activities already commenced)*
-

How are we performing?
(From your project report card provide a few lines on how each of these projects is progressing.)
-

Initiatives Under Development *(List of key projects or activities that have not yet commenced)*
-

Reason why project has not commenced *(please provide information on why this project has not commenced, including problems and likelihood of completion within the current financial year)*
-

Any Additional Comments *(please use this space to provide any additional comments about this theme)*
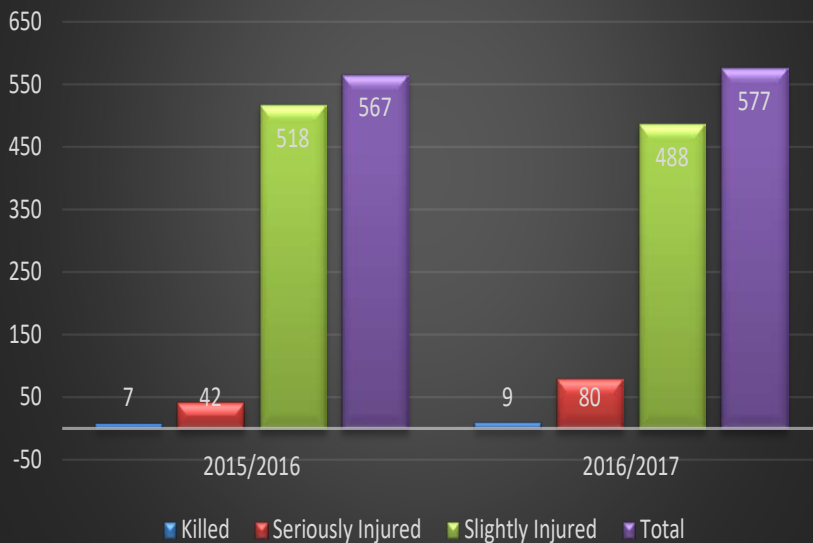
PCSP: Fermanagh and Omagh
Theme: SP2 Road Safety

PCSP Policing & Community Safety Partnerships
making our community safer

Indicator

Casualties in Recorded Injury Road Traffic Collisions in Fermanagh & Omagh District

	2015/2016	2016/2017
Killed	7	9
Seriously Injured	42	80
Slightly Injured	518	488
Total	567	577

■ Killed ■ Seriously Injured ■ Slightly Injured ■ Total

Increase in fatalities over the two year period, number seriously injured increased.

Story behind the theme

Road safety is consistently identified as one of the main concerns in the Fermanagh and Omagh Area.

In addressing road safety, the PCSP has a focus on education/awareness, engagement with young people and collaborative working with others in an interest in road safety.

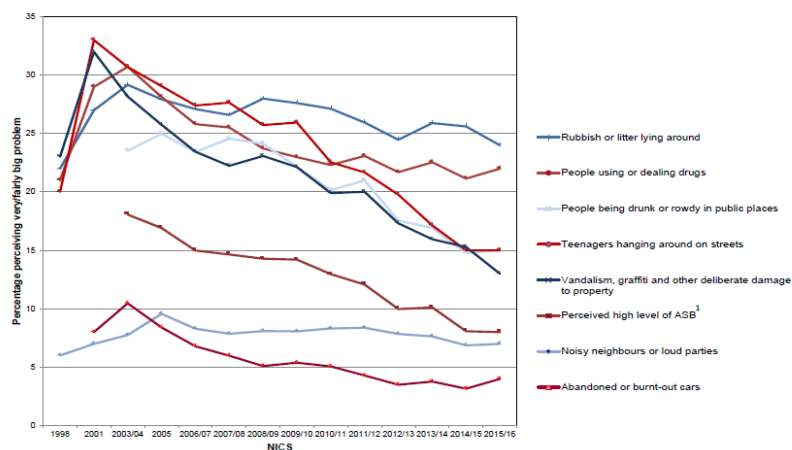| What are we doing to improve performance?	How are we performing?
• Crash Car Simulator • RTC demos • Road Safety Campaigns	• Crash Car Simulator operational across the district – strong emphasis on engagement with young people. 22 events 1021 young people engaged. 95.8% participants satisfied with the experience and 96.7% participants with improved knowledge of road safety issues • Crash Car Simulator showcased as an example of collaborative working at Road Safety Best Practice Workshop 20 March. • 7 RTC demos (1 Lisnaskea, 3 Enniskillen, 3 Omagh) during November. Collaboration with NIFRS, PSNI, and Ambulance Service. 1265 participants. 96% satisfied with the experience and 99% reporting increased knowledge of road safety issues. • Road Safety Campaigns – 2 tyre safety events (1 Enniskillen and 1 Omagh). 96 participants 100% satisfied with the experience and 100% with increased knowledge of road safety issues. Hi viz events at Enniskillen Park Run, Omagh Park Run and Enniskillen Spooktacular – 750 participants in total. 1 schools road safety picture competition completed with 24 participating schools. 2018 calendar produced and distributed throughout the district. Winter driving event Enniskillen 9 December and Omagh 16 December – information to motorist about winter driving. Ongoing posts on facebook about driving conditions when relevant. • Road Safety Quiz 23 January organised in association with Road Safe NI. 15 primary schools participating. • Kids Court 22 March Maguiresbridge two participating schools St. Marys and Maguiresbridge Primary. A total of 12 motorists were stopped in just over a two hour period. Of those 12, 10 motorists faced Kids Court, one motorist choose not to sit in Kids Court, while another was issued with a fixed penalty notice. • Speed Indicator Device purchased to be operational across the district. Training to be delivered and procedures for deployment. • Road Safety Working Group operational active in overseeing implementation of road safety initiatives. • Collaboration ongoing with Road Safe NI to develop road safety initiatives.

PCSP: Armagh Banbridge & Craigavon
Theme: Anti-social Behaviour
Quarter 4

PCSP
Policing & Community
Safety Partnerships
making our community safer

Indicator

Perceptions of ASB - DOJ: Northern Ireland Crime Survey

Figure 2.3: Perceptions of ASB (%) in the local area

Legend:
- Rubbish or litter lying around
- People using or dealing drugs
- People being drunk or rowdy in public places
- Teenagers hanging around on streets
- Vandalism, graffiti and other deliberate damage to property
- Perceived high level of ASB[1]
- Noisy neighbours or loud parties
- Abandoned or burnt-out cars

1. Derived from responses to the seven individual ASB strands.

Anti-Social Behaviour Incidents by policing district - April to September 2017/18 compared with previous year

Please note: Policing district totals will not add to the Northern Ireland total as there will be some incidents not allocated to a polici district (eg incidents occurring on a motorway or those with an unrecognised address).

Numbers and percentages

Policing district	Anti-Social Behaviour Incidents			
	Apr-Sep 16/17	Apr-Sep 17/18	change	% change
Belfast City	9,839	10,409	570	5.8
Lisburn & Castlereagh City	1,679	1,758	79	4.7
Ards & North Down	2,869	2,889	20	0.7
Newry, Mourne & Down	2,608	2,828	220	8.4
Armagh City, Banbridge & Craigavon	3,231	3,505	274	8.5
Mid Ulster	1,417	1,699	282	19.9
Fermanagh & Omagh	1,361	1,414	53	3.9
Derry City & Strabane	2,577	2,750	173	6.7
Causeway Coast & Glens	2,232	2,361	129	5.8
Mid & East Antrim	2,136	2,125	-11	-0.5
Antrim & Newtownabbey	2,105	2,295	190	9.0
No district assigned	0	10	10	-
Service	**32,054**	**34,043**	**1,989**	**6.2**

'-' indicates that a percentage change is not reported because the base number of incidents is less than 50

Perceptions of ASB have been steadily dropping in Northern Ireland, with the exception of a small upturn in people using or dealing drugs and abandoned or burnt out cars and noisy neighbours. However, we have seen an above NI average increase in the Borough of 8.5% in reporting of ASB when comparing April-Sept 16/17 to the same period 17/18.

Story behind the theme

All sections of the community have expressed concern about this issue in the consultation which informed our Strategic Plan 2016-19, ASB was the number one issue in the community consultation and crime figures also highlighted it an ongoing issue. PCSP continues to work in partnership with partners in addition to using its own skills and contacts to deliver locally based initiatives especially in hot spot areas in the district.

In the 2017 Community Consultation survey ASB was the second highest concerning issue (66%) and 39% saying reducing the impact of ASB was one of the most important things PCSP and it's partners should concentrate on.

What are we doing to improve performance?	How are we performing?
- Diversionary activities with North Lurgan Youth Club - Diversionary activities with young people in Rectory in Portadown who have been causing annoyance - Support Meadowbrook Community Day which was an event to showcase the work of the community especially with diversionary activities with young people - Cuchullian Hurling Club Diversionary Summer Scheme - ASB Forums - Rhythm Diversionary Programme - ASB Meeting in Churchill Park, Portadown - Graffiti Removal Scheme - Angry Boys Anger Management Programme - Girl Power Positive Influence Programme - Tandragee Graffiti - Dromore Diversionary Programme - Keady Young Men's 12 week Project - Rythym Extra Provision	*(From your project report card provide a few lines on how each of these projects is progressing.)* 14 diversionary programmes supported 99% of 354 completed the programme 100% of 354 reported their participation as positive / beneficial 86% of 354 participants less likely to engage in risky behaviour 95% of stakeholders saw an improvement in their area 758 sqm removed 94.5% of 16 complainants satisfied with graffiti removal service 94.5% of 16 complainants feel the removal of graffiti benefitted their area

PCSPs – Challenges for 2018 and Beyond

- Sharing Best Practice

PCSPs – Challenges for 2018 and Beyond

- Outcome-Based Accountability

PROGRAMME FOR GOVERNMENT CONSULTATION DOCUMENT

Northern Ireland Executive

www.northernireland.gov.uk

PCSPs - Conclusion

A 'Work in Progress'.

Thank you

Lesley McCombe
Community Safety Division
Department of Justice

Lesley.McCombe@justice-ni.x.gsi.gov.uk
Tel: 028 9052 3779