



**Working
Neighbourhoods
Great Yarmouth
(2009 – 2011)**

**Performance Management
Handbook
Year 1
October 2009 – March 2010**



GREAT YARMOUTH
BOROUGH COUNCIL

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Introduction

What do we mean by performance management?

Performance management is a joint approach undertaken by Great Yarmouth Borough Council and service providers to ensure that Working Neighbourhoods Funding delivers the best possible outcomes for local residents. We are committed to using performance management as a tool to support organisations to deliver to the highest possible standard, and to create a supportive framework which allows the Working Neighbourhoods Fund to respond to local needs, emerging trends and gaps in service delivery.

Five key outcomes

The success of the Working Neighbourhoods Fund Pre-Employment Support Programme will be measured by the contribution made towards achieving five key outcomes.

Outcome 1: Increase in the number of people who feel empowered and able to play a part in meeting their community's needs.

Outcome 2: Reduction in the number of adults with no or low level qualifications.

Outcome 3: Reduction in the number of people claiming out of work benefits.

Outcome 4: Reduction in the number of young people not in employment, education and training.

Outcome 5: A greater match between the skills needed by local employers and those available in the community.

We believe that an effective performance management framework is one that enables providers to have the space to deliver whilst at the same time, promotes best practice quality standards and partnership working.

Planning for the future

Our approach to performance management is at the heart of our plans for supporting providers to sustain and further develop their services. That is why we will be providing training about impact demonstration techniques such as Social Return on Investment, and encouraging, wherever practicable, their use within performance monitoring systems.

*Rachael, Sandra, Paul
Working Neighbourhoods Team
November 2009*

Section 1: Key Areas

1a: Self Assessment

We would encourage all organisations to self-assess their performance on a regular basis. This helps to create an environment of continuous improvement as well as to identify and respond to new and emerging trends.

Self assessments can be carried out by a named person in the organisation, but you may also want to consider the potential for developing assessment arrangements with peer organisations, other WNF providers and service-users.

As part of the Working Neighbourhoods Fund performance management framework, you will be asked to show evidence of a completed self assessment every six months – beginning Quarter 3 i.e. 01 October to 31 December 2009.

Your Self Assessment Form will be sent to you via email, in advance of the relevant quarter end. To help you identify this form it has been given the reference number '**PFMC1**'.

1b: Outputs Monitoring

Working Neighbourhoods Funds have been awarded to organisations to deliver positive change (outcomes) for local residents through the delivery of key activities (**outputs**).

Every project will be asked to submit an outputs monitoring form every 6 months (starting Quarter 4 01 January to 31 March 2010), but we would strongly recommend that you try to update this form on a more regular basis. It is also important that you keep appropriate forms of evidence, which demonstrates how you have achieved your claimed outputs.

Your Outputs Monitoring Form will be sent to you via email, in advance of the relevant quarter end. To help you identify this form it has been given the reference number '**PFMD1**'.

1c: Outcomes Monitoring

Working Neighbourhoods Funds have been awarded to organisations to deliver positive change (**outcomes**) for local residents through the delivery of key activities (outputs).

Every project will be asked to submit an outcomes monitoring form every 6 months (starting Quarter 4 01 January to 31 March 2010), but we would strongly recommend that you try to update this form on a more regular basis. It is also important that you keep appropriate forms of evidence, which demonstrates how you have measured change.

Your Outcomes Monitoring Form will be sent to you via email, in advance of the relevant quarter end. To help you identify this form it has been given the reference number '**PFME1**'.

Outcomes monitoring forms will include some or all of the following key terms:

Total reach: The number of people that your project will engage with.

Key Aim: This refers to one of 5 key aims which are included in Great Yarmouth's Sustainable Community Strategy.

Activity (or output): What are you going to do?

Change (or outcome): Why are you doing it?

Indicator: What do you expect to see when it has happened?

Source: How are you going to show it?

Quantity: How many people have experienced the change?

Impact: How much of the change is your project responsible for?

The WNF Team will arrange to visit your monitoring team during the course of your project delivery period, and ask to see your supporting evidence for a specific quarter. All organisations will receive at least 4 weeks notice prior to a financial and outcomes monitoring visit taking place (support visits).

1d: Risk Management

As part of the initial confirmation of funding, organisations were asked to submit a risk management form. This provides an overview of how projects will safeguard against a variety of risks, including those which directly relate to the management of the project and the quality of services that are provided to local residents. As part of regular self assessments, we would recommend that organisations review their risk management forms so that they remain up-to-date and relevant to your current situation.

1e: Financial Monitoring

At the end of each quarter, organisations will be asked to submit financial claim form showing how much the project has spent against key budget headings. This form will calculate variations in spend and enable you to review your forecast for the following quarter. In order to provide space for organisations to get up and

running and to manage their budgets, the Working Neighbourhoods Fund allows for a 20% variance on spend for the period October – December 2009 reducing to 10% thereafter.

As the Working Neighbourhoods Fund is committed to paying in advance to organisations, and to make sure that we pay on time, we will not be asking you to attach lots of supporting evidence with each of your quarterly financial claim forms. Instead, we will arrange to visit your finance team during the course of your project delivery period, and ask to see your accounts for a specific quarter. All organisations will receive at least 4 weeks notice prior to a financial and outcomes monitoring visit taking place (support visits).

Your Financial Monitoring Forms will be sent to you via email, in advance of each quarter end. To help you identify these forms they have been given the reference numbers '**PFMA1 & PFMB1**'.

1f: Neighbourhood Management

When deciding what type of pre-employment support services were needed in Great Yarmouth, we actively involved local residents so that we could build services around them, rather than squeezing local residents into existing services. For us, making sure that services are responsive to the needs of local residents is a key part of our performance management arrangements, and with this in mind, we would strongly recommend that organisations participate in neighbourhood management working groups and events. In fact, we have made this one of the central tenants in our performance management framework, as we believe that it will result in better connectivity between services, local residents and other commissioning bodies.

1g: Support sessions and visits

Every quarter, the Working Neighbourhoods Team will provide organisations with a support visit. This will provide projects with an opportunity to showcase their work, and to ask questions about any aspect of the performance management arrangements. During these visits, the team will ask to see a copy of your most recently completed self assessment form, as well as some evidence which shows the progress that is being made towards achieving agreed outcomes.

As well as this visit, the team will also coordinate a quarterly support session which will provide organisations with an opportunity to meet other Working Neighbourhoods Fund providers and to share best practice. Support sessions will also cover at least one key development theme, and it is here that we will begin to explore how partners can all work together to demonstrate the collective impact of the programme using a Social Return on Investment analysis.

1h: Partnership working

Every project outcomes form includes the activity; 'Supporting the development and implementation of a comprehensive, inter-agency approach to engaging with local communities and building their capacity to have a say in the design and delivery of services'. The words are taken from Great Yarmouth's Sustainable Communities Strategy and within the context of the Working Neighbourhoods Fund it can be demonstrated through the gateway assessment model.

The gateway assessment model aims to ensure that local residents receive timely and appropriate referrals as well as providing one point of entry for basic data monitoring. This will help the programme to monitor its reach amongst target client groups and geographic areas whilst promoting an environment for partnership working amongst provider organisations.

The model is currently being devised with outreach workers and is based upon the recommendations that were made by partners during our initial support sessions which were held in September 2009.

Section 2: Implementation

2a: PFM ^(performance) Timeline

Within this handbook is a timeline (see page 12), which provides you with a chronological guide of key action points and support sessions that relate to performance management. *Please refer to this timeline on a regular basis.*

2b: Assessing our performance

Great Yarmouth Borough Council is working in partnership with the Norfolk Compact to ensure that our performance management arrangements for Working Neighbourhoods Funding are Compact compliant, proportionate to the size of the contract and responsive to the needs of local residents and partner organisations. As such, we will be canvassing opinion from provider organisations to find out how we are doing, and conducting our own self-assessments to identify areas of good practice and improvement.

2c: Contact Details

For support on your Working Neighbourhoods funded project and performance management please contact:

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If you have any queries, comments or suggestions regarding this handbook please contact the WNF Team.

To find out more about the Norfolk Compact please contact:

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To find out more about Neighbourhood Management please contact:

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Key Priorities

Working Neighbourhoods Team



Local Neighbourhoods

- To support organisations to deliver effective services and positive change (outcomes) for local residents.
- To work in partnership with the Norfolk Compact to design, implement and review performance management frameworks.

Internal Partnerships

- To support WNF services to adopt a neighbourhood management approach to service delivery and review.
- To support connectivity between related agendas; enterprise, job creation, housing & the Stronger Communities Delivery Partnership.

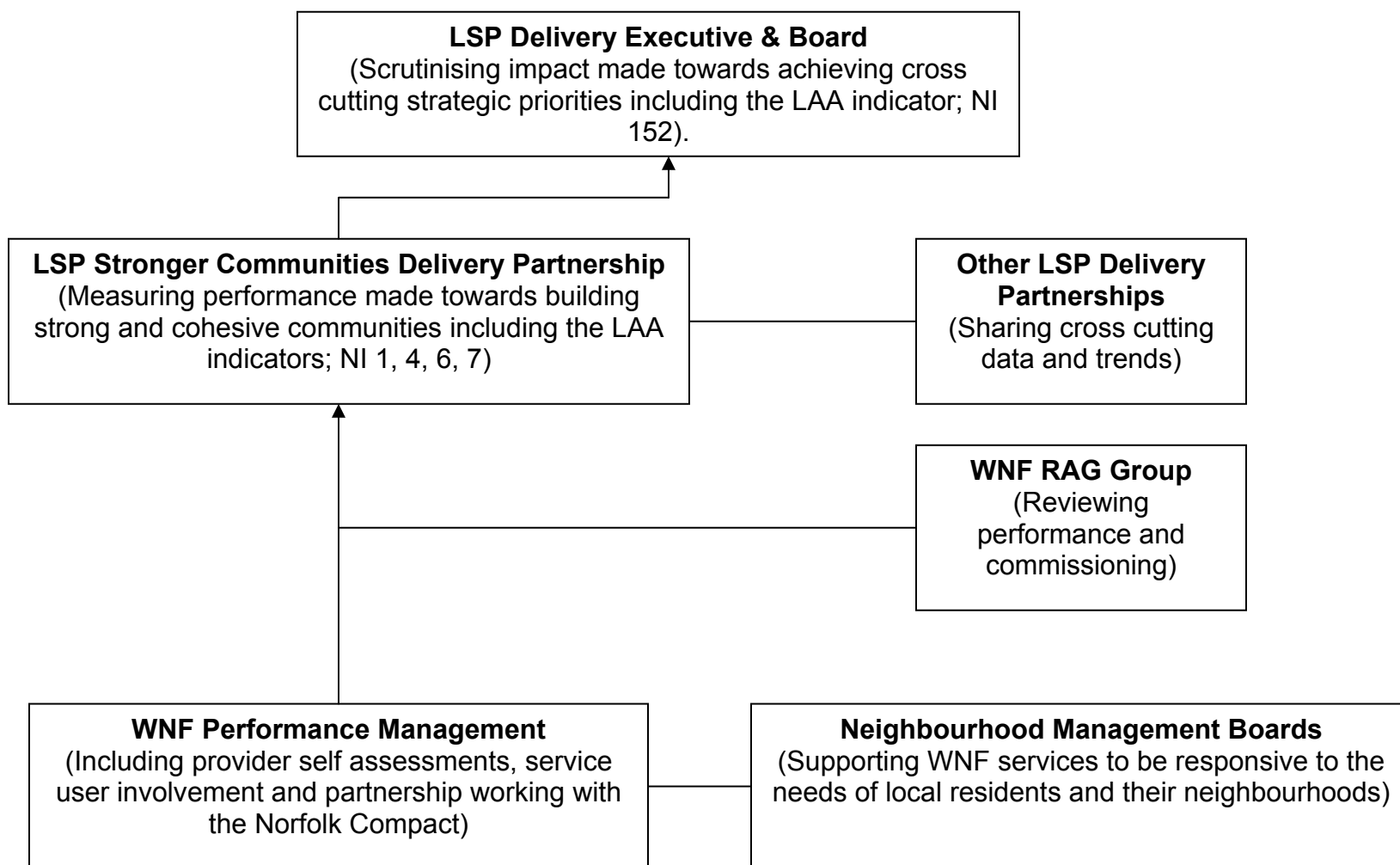
Regional Partnerships

- To identify and support partnership arrangements with other local authorities and funding programmes.
- To promote learning across the region on impact demonstration using Social Return on Investment and related methods.

Working Neighbourhoods Key Outcomes

- 1: Increase in the number of people who feel empowered and able to play a part in meeting their community's needs.
- 2: Reduction in the number of adults with no or low level qualifications.
- 3: Reduction in the number of people claiming out of work benefits.
- 4: Reduction in the number of young people not in employment, education and training.
- 5: A greater match between the skills needed by local employers and those available in the community.

Accountability & Reporting Arrangements Working Neighbourhoods



GT YARMOUTH WORKING NEIGHBOURHOODS FUND - PERFORMANCE MANAGEMENT TIMELINE

Oct-09	10 WNF SUPPLY PROJECTS COMMISSIONED
	GYBC FINANCIAL SYSTEMS SET UP
Nov-09	PERFORMANCE MANAGEMENT SYSTEMS SET UP
	PROJECT SET UP AND PERF. MANAGEMENT MEETINGS BEGUN
TBA	GROUP SUPPORT SESSIONS
TBA	NEIGHBOURHOOD MANAGEMENT MEETINGS
TBA	INDIVIDUAL PROJECT SUPPORT VISIT
14.01.10	DEADLINE FOR PROJECTS' 1ST SELF ASSESSMENT RETURN
	DEADLINE FOR PROJECTS' FINANCIAL CLAIM
TBA	GROUP SUPPORT SESSIONS
TBA	INDIVIDUAL PROJECT SUPPORT VISIT
14.04.10	DEADLINE FOR PROJECTS' 1ST FULL MONITORING RETURN
	DEADLINE FOR PROJECTS' FINANCIAL CLAIM
TBA	GROUP SUPPORT SESSIONS
TBA	NEIGHBOURHOOD MANAGEMENT MEETINGS
TBA	INDIVIDUAL PROJECT SUPPORT VISIT
14.07.10	DEADLINE FOR PROJECTS' 2ND SELF ASSESSMENT RETURN
	DEADLINE FOR PROJECTS' FINANCIAL CLAIM
TBA	GROUP SUPPORT SESSIONS
TBA	INDIVIDUAL PROJECT SUPPORT VISIT
14.10.10	DEADLINE FOR PROJECTS' 2ND FULL MONITORING RETURN
	DEADLINE FOR PROJECTS' FINANCIAL CLAIM
TBA	GROUP SUPPORT SESSIONS
TBA	NEIGHBOURHOOD MANAGEMENT MEETINGS
TBA	INDIVIDUAL PROJECT SUPPORT VISIT
14.01.11	DEADLINE FOR PROJECTS' 3RD SELF ASSESSMENT RETURN
	DEADLINE FOR PROJECTS' FINANCIAL CLAIM
TBA	GROUP SUPPORT SESSIONS
TBA	INDIVIDUAL PROJECT SUPPORT VISIT
14.04.11	DEADLINE FINAL FULL MONITORING & SELF ASSESSMENT RETURN
	DEADLINE FOR PROJECTS' FINANCIAL CLAIM
May-11	WNF EVALUATION
2009	QTR 3 OCT-DEC 2009
	QTR 4 JAN-MAR 2010
	QTR 1 APR-JUN 2010
	QTR 2 JUL-SEP 2010
	QTR 3 OCT-DEC 2010
	QTR 4 JAN-MAR 2011
	2011

24.11.09 MCD/SDD/PC TIMELINE



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