Getting performance management right: a journey not a destination

Intensive Family Support Service

Gemma Donnelly, Liz Greer (Extern)
Deirdre McAliskey, Richard Nugent (NCB)
EITP and our role in embedding OBA

Richard Nugent, Senior Research Analyst
A partnership between government departments and private philanthropy

• The Early Intervention Transformation Programme (EITP) is a £30m Delivering Social Change (DSC)/Atlantic Philanthropies Signature Programme.

• The programme aims to improve outcomes for children and young people across Northern Ireland through embedding early intervention approaches.

• The Programme is jointly funded by five government Departments, DSC (TEO) and the Atlantic Philanthropies.
NCB’s role in EITP

- Technical assistance across the programme
  - Evidence reviews of ‘what works’ to improve outcomes.
  - Measuring the impact of projects using Outcomes Based Accountability.
  - Support with project implementation.
• Introductory OBA training/capacity building workshops

• Establishment of working group to (a) agree final performance measures and (b) identify information sources

• Development of a performance management support plan (what? when? Who?)

• Implementation of performance management support plan
IFSS – the challenges, the learning, the rewards

Gemma Donnelly, Programme Manager
Liz Greer, Team Leader
Belfast Intensive Family Support Service

Who is it for? Belfast IFSS works with families who are known to several statutory agencies, have long standing and entrenched issues and who have been assessed as having complex or most complex needs.

Five key aims:
1. Get children who are out of school back into school
2. Reduce youth crime and anti-social behaviour
3. Reduce the need for children and young people to become or remain looked after children
4. Put parents on the path back to work
5. Reduce the high costs these families place on the public sector each year.
What is the delivery model?

- **Short and Long term** intervention (3 – 18 months or longer if required)
- **Whole family approach** regardless of the make-up of that family.
- Uses a **blended model** of evidence based and evidence informed practice (e.g. MST and IY)

What is the scale of delivery?

- Belfast IFSS currently works with upwards of **235 families each year**.
OBA Implementation challenges

• Simple concept - not so easy to implement
• Introducing OBA to staff – cultural change within the organisation
• Helping staff to understand “Turning the Curve”
• Re-assuring staff that OBA isn’t micro management
• We all had to learn as we go – for all parties.
• Developing fit for purpose databases

“To implement this as a new concept in any organisation you need a great administrator to work alongside your commissioners each step along the way!”
Learning

- **Clarity** about what outcomes are important to funders, commissioners and partner agencies i.e. what we need to measure

- **Fully explore** and assess the range of existing data collection tools available

- **More lead in time** to implement OBA
  - Decide which tools are beneficial **from the outset**
  - Develop data collection processes (if none exist) to gather the information you need **from the outset**
  - Gather **detailed** baseline information from referrers **from the outset** and ensure it is aligned to the outcomes you want to measure.
Rewards

For the Extern Organisation

- Enables the organisation to demonstrate outcomes for commissioners
- provides evidence when tendering for new services.
- dissemination of learning across all Extern’s services
- clearly shows what we are doing well and not so well
- quarterly report motivates staff
Is anyone better off?

- **56%** of CYP have improved school attendance
- **30%** of CYP on CPR removed since engagement
- **67%** reduction in numbers of CYP offending / ASB
- **71%** increase in number of CYP involved in pro-social activities
- **32.93%** of jobless 25-64 yr olds into work / training

Get children who are out of school back into school

Reduce youth crime and ASB

Reduce the need for CYP to become / remain LAC

Put parents on the path back to work

extern

Changing lives every day
Is anyone better off? (Continued)

![Family Functioning Chart](chart.png)

<table>
<thead>
<tr>
<th></th>
<th>Score (out of 5)</th>
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<tbody>
<tr>
<td>Family interaction</td>
<td>3.68</td>
</tr>
<tr>
<td>Parenting skills</td>
<td>3.74</td>
</tr>
<tr>
<td>Emotional wellbeing</td>
<td>2.53</td>
</tr>
<tr>
<td>Physical wellbeing</td>
<td>3.45</td>
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</tbody>
</table>
Reflections on OBA Implementation

Deirdre McAliskey, Assistant Director
<table>
<thead>
<tr>
<th>Reflections on OBA implementation</th>
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</thead>
<tbody>
<tr>
<td>WE SHOULD DO THIS…</td>
</tr>
<tr>
<td>Explore &amp; Adopt</td>
</tr>
<tr>
<td>• Find out more and plan for impact</td>
</tr>
<tr>
<td>• Consider data/information match</td>
</tr>
<tr>
<td>• Assess needs, readiness and commitment</td>
</tr>
<tr>
<td>WE CAN DO THIS…</td>
</tr>
<tr>
<td>Install</td>
</tr>
<tr>
<td>• Choose your tools</td>
</tr>
<tr>
<td>• Acquire or repurpose resources</td>
</tr>
<tr>
<td>• Don’t be afraid of systems change</td>
</tr>
<tr>
<td>WE ARE DOING THIS…</td>
</tr>
<tr>
<td>Implement</td>
</tr>
<tr>
<td>• Get started and learn as you go!</td>
</tr>
<tr>
<td>• Communicate, support, reassure.</td>
</tr>
<tr>
<td>WE ARE DOING THIS …</td>
</tr>
<tr>
<td>Elaborate</td>
</tr>
<tr>
<td>• Thinking of changing/adding measures? One in – One out!</td>
</tr>
<tr>
<td>• Internal and external reporting</td>
</tr>
<tr>
<td>...BETTER THAN BEFORE!</td>
</tr>
<tr>
<td>Improve</td>
</tr>
<tr>
<td>• Increase efficiency and effectiveness</td>
</tr>
<tr>
<td>• Balance service delivery / data collection</td>
</tr>
<tr>
<td>• USE data… turn curves…improve…repeat!</td>
</tr>
</tbody>
</table>
OBA as methodology of choice

• Organising…

• Including…

• Acknowledging, respecting & valuing…

• Reporting…

• Learning from…

• Improving on…

OUR COLLECTIVE EFFORTS

AND

THE DIFFERENCE WE ARE MAKING
Be brave! Be disciplined!

- Start where you are and build on what you’ve got.
- Think differently, do differently, achieve differently.
- Remember why you’re doing this...to change and improve lives (and because it works!)

“If opportunity doesn’t knock, build a door.”
MILTON BERLE
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