

## **Monitoring, action planning and evaluation**

### **Areas to include**

This section should cover the following main areas:

1. Ongoing monitoring as a means of managing the strategy.
2. Develop action plans for each priority area. These should include:
  - The priority aim, objective and any associated target.
  - The interventions through which the objective will be achieved.
  - Inputs/Outputs and Outcomes
  - Baselines
  - The performance measures that will be used.
  - A lead agency/officer.
  - A timetable for action.
3. Monitoring and evaluation processes.

Some suggestions for information that could be included under each heading follow below. This section includes some suggestions to assist partnerships to monitor and evaluate their performance effectively.

Note that on drugs, the processes for setting targets and milestones against key performance indicators and local priorities is a key element of the Performance Management Framework for the National Drug Strategy. This framework should therefore be used to monitor progress. It also contains detailed guidance on developing local plans and a checklist as to what the local planning process should address. References to the framework and how it applies in the areas set out in this chapter are explained in each section. It is this advice and not the more general advice about ongoing monitoring and developing action plans provided for setting and agreeing crime targets which applies to monitoring, action planning and evaluating in relation to drugs.

### **1. Ongoing monitoring**

- Ongoing monitoring is crucial as a means of managing the strategy, ensuring that it becomes a living and dynamic process rather than a stable and stagnant document.
- The strategy should be marketed as a key document for all those involved in community safety and reduction of harm through drugs within the area. It should be referred to and used as the basis for performance monitoring by partners during its life span.
- Processes for ensuring this approach should be reflected in the strategy.

- Setting targets and milestones against national drugs key performance indicators and local priorities is a key element of the Performance Management Framework for the National Drug Strategy and this framework should be used to monitor progress. It puts responsibility for delivery at local level and embeds the key performance indicators in the performance management frameworks, inspectorates and rating systems of relevant government departments.
- Government Office staff in the English Regions will receive data on progress against the key performance indicators by local partnership area, on a quarterly basis and this process will ensure ongoing monitoring of the progress of regions and local partnerships.

## **2. Develop action plans**

- The development of action plans is encouraged and these can be included within the strategy document if desired.
- Developing action plans is essential in order to ensure a realistic approach to implementation and provide a basis for ongoing monitoring and evaluation.
- Action plans can help to break work down into manageable chunks with interim targets and milestones. The ongoing monitoring of these plans is crucial in translating your strategy into action. It allows key players to track progress and make any necessary changes to their approach if interim targets and milestones are not being achieved.
- The Performance Management Framework for the National Drug Strategy emphasises that local planning is essential but that partnerships will be held to account for what their plans deliver, not on the planning process itself.
- Detailed guidance on developing local plans and a checklist as to what the local planning process should address is available in the Performance Management Framework at [www.drugs.gov.uk/ReportsandPublicatoins/NationalStrategy/1075717576](http://www.drugs.gov.uk/ReportsandPublicatoins/NationalStrategy/1075717576)
- Action plans should include:

### **The priority aim, objective and any associated target.**

- Objectives and targets should be clear and mean something to those who are being asked to work towards achieving them, as discussed in the previous section.
- For misuse of drugs objectives, define the problem, including performance management information needed locally

### **The interventions/actions through which the objective will be achieved.**

- The analysis techniques used within the audit should help in the design of appropriate Interventions. Examples of some approaches can be

found at in Box 3.16 in the Home Office's "Guidance on Statutory Crime and Disorder Partnerships".

- Utilise problem solving approaches such as SARA and the Problem Analysis triangle. The "[Passport to Crime Reduction](#)" gives an introduction to these concepts. The 5 Is framework is designed to capture knowledge of good practice in a form that facilitates replication and innovation. More information can be found on the [Crime Reduction Website](#). The Performance Management Framework for the National Drugs Strategy at [www.drugs.go.uk](http://www.drugs.go.uk)
- Utilise available evidence of what works. It can be challenging to find suitable extensive evidence on what works, however this is a growing area and there are some useful sources of information:
  - ✓ Crime Reduction Centre:  
<http://www.crimereduction.gov.uk/cpindex.htm>
  - ✓ National Drug Strategy:  
<http://www.drugs.gov.uk/NationalStrategy>
  - ✓ JDI (Jill Dando Institute of Crime Science):  
<http://www.jdi.ucl.ac.uk/>
  - ✓ U.S. Department of Justice, Office of Community Oriented Policing Services  
<http://www.cops.usdoj.gov>
  - ✓ Cabinet Office:  
<http://www.cabinet-office.gov.uk/>
  - ✓ ODPM:  
<http://www.odpm.gov.uk/>
  - ✓ EPPI Centre (The Evidence for Policy and Practice Information):  
<http://eppi.ioe.ac.uk/EPPIWeb/home.aspx>
  - ✓ The Campbell Collaboration:  
<http://campbellcollaboration.org>
  - ✓ The Cochrane Collaboration:  
<http://cochrane.org>
  - ✓ Centre for Reviews and Dissemination, University of York:  
<http://www.york.ac.uk/inst/crd/>
  - ✓ ARIF (Aggressive Research Intelligence Facility):  
<http://www.bham.ac.uk/arif/>

### Inputs/outputs and outcomes

- Each intervention will need the project inputs, outputs and outcome to be specified.

*INPUTS* - The resources that need to be dedicated to the project in order to achieve the desired outcomes. E.g. staff time, printing costs.

*OUTPUTS* - The tasks that are done in order to achieve the outcome. E.g. Establish a baseline, produce

strategy, quarterly reports, distribute 100 crime prevention packs to residents per quarter.

*OUTCOMES* - What you hope the intervention will achieve. E.g. Decrease in ASB. Should relate to overall aim.

- The Performance Management Framework for the National Drug Strategy is a results/outcomes based framework. Each aim of the National Drug Strategy has a high level outcome with a number of key performance indicators/measures. In addition local partnerships can set their own local priorities and will still need to:
  - ✓ Identify available resources
  - ✓ Identify risks to delivery
  - ✓ Address diversity issues, and
  - ✓ Consider communication/engagement with the local community

### **Baselines**

- The baseline is the situation at the start of an intervention, before any work has been carried out.
- It is an important part of monitoring and evaluation as it helps to measure the achievement of any action.
- It will be common for local partnerships to have local or national baselines for the work they are doing in relation to the National Drug Strategy and these should be used when they are available.

### **The performance measures that will be used**

- Performance measures or indicators are used to see whether inputs, outputs and outcomes are being achieved.
- Choose performance measures that support each other in order to provide good evidence of an intervention's success or failure.
- Ensure that your chosen performance measurement information is readily available. If it is not, set up processes to enable its collection.
- Further details about the core key performance indicators for each strand of the National Drug Strategy: reducing supply, communities, young people and treatment, are contained in the Performance Management Framework Resource Pack. The framework should be used to monitor progress.

### **A lead agency/officer**

- A lead agency or officer is essential in order to provide an overview and check progress against the plan.
- Delegate particular areas of work within the project team.

### **A timetable for action**

- Chart the key stages in the intervention.

- Create a critical path for the intervention by highlighting which activities, if completed late, will delay the project as a whole. Gantt charts can help visualise this. The audit and strategy timetable on page 26 of the “What should my audit look like – Methodology” section of this toolkit is a simple example of a Gantt chart.
- Place interventions in a logical order by working out how short, medium and long term work interacts.

## EXAMPLE ACTION PLAN

### Priority 1:

**Aim:** To reduce and sustain the reductions for domestic burglary in Anytown.

**Objective:** To reduce the number of domestic burglaries by 25% by 2008 (in line with local PSA target).

### Interventions:

No	Intervention	Lead agency/officer	Inputs	Outputs	Outcome	Baseline	Performance Measures	Timetable
1.	Target prolific offenders	D.C.I. Smith	Resources from Police and Probation  Staff time  Management time	Identification, arrest and charge of P.O.'s (by pooling of information between the 2 agencies)	Reduction in domestic burglary. Borough wide	35 per 1000 households in 2003	Police burglary statistics	Team established by Sept. 05  First review March 06
2.	Identification of domestic burglary levels in Priority Neighbourhoods	Partnership analyst	Partnership Police  Staff time	Identification of all areas where domestic burglary rate/1000 houses is more than 2X the Borough average  Three monthly reports	More effective targeting of initiatives  Long term reduction domestic burglary in Priority Neighbourhoods	35 per 1000 households in 2003	Reports reduced  Number of times data produced led directly to activity  Police statistics for target areas.	Initial analysis undertaken by August 05  Thereafter updates every 3 months

### 3. Monitoring and evaluation processes

Having set objectives and targets and drawn up action plans it is important to set up processes for reviewing them. The Crime Reduction Centre's "Passport to Evaluation" provides an excellent introduction to issues around monitoring and evaluation. Setting targets and milestones against the national key performance indicators and local priorities is a key element of the Performance Management Framework for the National Drug Strategy and this framework should be used to monitor progress for drugs aspects.

- Ensure you know why you are monitoring/evaluating an intervention and have a clear idea of what you want to know as a result of the process.
- Use a model for evaluation to help plan your monitoring and evaluation processes, such as the one described in part three of the ["Passport to Evaluation"](#).
- Describe the monitoring and evaluation processes within the strategy document, include:
  - ✓ How often monitoring/evaluation will take place.
  - ✓ Details of who will be responsible for collecting and analysing the monitoring information.
  - ✓ The format in which the information will be presented.
  - ✓ To whom the information will be presented for comment/action.
  - ✓ How the findings will inform the strategy review process.
- Partnerships need to have systems in place to monitor regularly the progress of their action plans at a strategic level so that mitigating action can be taken to achieve the desired aim and associated target if the chosen intervention is not working. An example of a monitoring and evaluation framework for an intervention is provided on page 85.
- Government Office Staff in the English Regions will receive data on progress against the KPIs and local priorities, by local partnership area, on a quarterly basis and this process will ensure ongoing monitoring of the progress of regions and local partnerships.
- Monitoring progress against key milestones allows partnerships to learn and to do something different if what they are doing is not producing the results they want.
- Monitoring progress against key milestones is an opportunity to consider whether to continue with an intervention, to discontinue the intervention or to choose a new intervention.
- The Drug Strategy Directorate guidance documents give detailed advice on how to evaluate success and many good examples are available on the website at [www.drugs.gov.uk/ReportsandPublications](http://www.drugs.gov.uk/ReportsandPublications). Two examples include guidance on "Tackling Crack Markets" and "Tackling Drugs as part of Neighbourhood Renewal". These can be found in the Communities Section and specify in detail how to evaluate these two types of interventions.

<b>EXAMPLE MONITORING &amp; EVALUATION FRAMEWORK FOR A YOUTH DIVERSIONARY PROJECT</b>	
<b>STAGE</b>	<b>EXAMPLES FOR YOUTH DIVERSIONARY PROJECT</b>
<b>Pre-Implementation</b>	
<p><b>Confirm the objectives/expected outcomes for the project.</b></p> <ul style="list-style-type: none"> <li>– These need to be SMART wherever possible.</li> </ul>	<ul style="list-style-type: none"> <li>– To reduce the percentage of crime committed by young people in the area.</li> <li>– To provide supervised recreational activity for young people in the area.</li> <li>– To provide alternative developmental opportunities for young people.</li> </ul>
<p><b>Establish outputs for the project.</b></p> <ul style="list-style-type: none"> <li>– Outputs are the things that need to be produced/done in order to achieve the desired objectives.</li> </ul>	<ul style="list-style-type: none"> <li>– Project running each Wednesday and Saturday.</li> <li>– Publicity of the youth/football club in local schools.</li> <li>– Organised activities run for young people.</li> <li>– Steering group meetings held.</li> <li>– Training for volunteers.</li> </ul>
<p><b>Establish performance indicators for the project.</b></p> <ul style="list-style-type: none"> <li>– Choose indicators that will show whether the project objectives and outputs are being achieved.</li> <li>– Ensure that the data required is available and easily collected.</li> <li>– State a starting baseline against which performance will be measured.</li> </ul>	<ul style="list-style-type: none"> <li>– Number of young people regularly attending Project.</li> <li>– Number of young people using the leisure centre.</li> <li>– Number of regular volunteers recruited to the project.</li> <li>– Level of police recorded crimes committed by young people in target area.</li> <li>– Number of police incident data related to young people in target area.</li> <li>– Number of young people achieving certificates of achievement as shown in their project records of achievement.</li> <li>– Level of positive feedback from the community and participants.</li> <li>– Number of positive and negative press articles about area.</li> </ul>

<b>EXAMPLE MONITORING &amp; EVALUATION FRAMEWORK FOR A YOUTH DIVERSIONARY PROJECT</b>	
<p><b>Formulate a timetable for implementation.</b></p> <ul style="list-style-type: none"> <li>– Include milestones for key activities of the project.</li> <li>– Include milestones for regular review of the inputs and outputs.</li> </ul>	<p>For example:</p> <ul style="list-style-type: none"> <li>– Steering Group meeting to be held by <i>(date)</i></li> <li>– Timetable trip schedule by <i>(date)</i></li> <li>– Young People to be trained as sport coaches by <i>(date)</i></li> </ul>
<p><b>Estimate the costs of planned inputs to the project.</b></p> <ul style="list-style-type: none"> <li>– This will enable analysis of the cost-effectiveness of the project.</li> </ul>	<ul style="list-style-type: none"> <li>– Police time.</li> <li>– Volunteers time.</li> <li>– Use of the leisure centre.</li> <li>– Equipment and transport costs.</li> <li>– Publicity costs.</li> </ul>
<p><b>Calculate the estimated cost of current responses to the problem the project is designed to address.</b></p> <ul style="list-style-type: none"> <li>– This will enable analysis of the cost-effectiveness of the project.</li> </ul>	<ul style="list-style-type: none"> <li>– Calculate the costs of any police/criminal justice agency's responses to crimes/incidents where young people are involved as victims or perpetrators.</li> <li>– Calculate the costs of other local agency responses to youth crime/incidents, e.g. graffiti/vandalism clear ups etc.</li> </ul>
<p><b>Identify a comparable area.</b></p> <ul style="list-style-type: none"> <li>– Comparing changes in the project area with what is happening in another areas is useful in helping to establish whether any changes are as a result of the project or could have happened anyway.</li> <li>– Identify a similar comparison area (in size and characteristics) not covered by the project.</li> <li>– Look at the wider area around the project for comparison.</li> <li>– Consider displacement and diffusion of benefits.</li> </ul>	

**EXAMPLE MONITORING & EVALUATION FRAMEWORK FOR A YOUTH DIVERSIONARY PROJECT**

**During the Project**

**Monitor progress. Make any necessary adjustments to implementation, structures and processes using the pre-implementation steps.**

- Monitor inputs.
  
- Monitor output and outcome data using the performance indicators identified.
- Monitor key milestones.
- Consider whether there is any core tracking data that does not relate directly to the inputs, milestones, outputs or outcomes that it may also be useful to collect and monitor.
  
- Allow the results of the monitoring to dictate any changes to the ongoing implementation of the project.

- Keep a record of the resources used in running the project, e.g. number of staff, who the staff are, how many hours staff work, costs incurred by the project.

For example:

- Names of the young people attending and records of their attendance. (Aliases may be used if a young person is reluctant to give their name).
- Addresses/postcodes of the young people.
- Date of birth/age of the young people.
- Any referrals to the project by other agencies.
- The trips that individuals participate in.
- Records of the individual young person's achievements.
- Record any significant events that occur in each session.

ONCE A FRAMEWORK IS ESTABLISHED THOSE RUNNING THE PROJECT MONITOR THE DATA AND FEEDBACK THE RELEVANT INFORMATION TO THE PARTNERSHIP

### EXAMPLE MONITORING & EVALUATION FRAMEWORK FOR A YOUTH DIVERSIONARY PROJECT

The monitoring framework can lead into an evaluation of the project if required either at set intervals or at the end of the project. The framework below shows how information collected through the monitoring informs project evaluation. Below is a basic framework that can be used with the monitoring framework above to evaluate the impact of a project.

#### Post-Implementation - BASIC EVALUATION

**Compare outcome data with the baseline.**

**Calculate the cost effectiveness of the project.**

- Calculate the costs of the project, including any inputs monitored during the project.
- Compare the cost of the project with the cost of previous responses to the problems and estimate any savings.

**Examine comparable areas.**

- Examine trends in the wider area and any similar comparison area to assess the impact of the project.

## **Issues to consider**

### **“Mini audits”**

- This guidance has emphasised the importance of a “living” audit and strategy process. One way to ensure this is to conduct regular mini audits, reviewing trends and priority areas identified in the strategy. It is also important to regularly monitor progress of the strategy and action plans.

### **The difference between monitoring and evaluation**

- Ensure you are aware of the difference between monitoring and evaluation.
  - ✓ **Monitoring** The process of continually assessing a project’s progress towards its objectives. Has its focus on *inputs ,outputs and targets*.
  - ✓ **Evaluation** Focuses on the effectiveness of a project/policy etc. at a specific point in time. Has its focus on the *“outcomes”* achieved in respect of the objectives.

### **When to monitor and evaluate**

- Monitoring of individual interventions can suffice where evaluation would involve disproportionate costs or where there is existing evidence of a similar intervention’s effect.
- It is not usually practically possible for a partnership to evaluate all of its associated interventions. However:
  - ✓ **Monitoring is key** and **performance management** should be undertaken in **all** cases.
- Consider:
  - ✓ Basic evaluations for projects where limited funds are available.
  - ✓ Full evaluations where the project is innovative, costly or likely to produce robust findings.

### **Self Assessment Framework**

- The Self Assessment Framework (SAF) is also a useful tool to promote continuous improvement in both strategic and operational delivery and further information about the Home Office SAF look on the [Crime Reduction College website](#).

## **Further information**

Ekblom, P. "The 5Is Framework" Available from the [Crime Reduction Website](#)

Ekblom, P. (2002) [Towards a European Knowledge Base](#) p74-123

Home Office (1998). [Guidance on Statutory Crime and Disorder Partnerships](#). London: Home Office.

Home Office Crime Reduction Centre (2003) [Passport to Crime Reduction](#).

Home Office Crime Reduction Centre (2002) [Passport to Evaluation: An introduction to evaluating crime reduction initiatives and projects](#). Home Office

Home Office (2003) [Self-Assessment Framework for Crime and Disorder Reduction Partnerships and Drug Action Teams](#)

National Drugs Strategy - Publications and reports generally concerned with aspects of the drugs strategy related to availability  
[www.drugs.gov.uk/ReportsandPublications/ReducingSupply](http://www.drugs.gov.uk/ReportsandPublications/ReducingSupply)

National Drugs Strategy – Publications and reports generally concerned with community related reports of the drugs strategy  
[www.drugs.gov.uk/ReportsandPublications/Communities](http://www.drugs.gov.uk/ReportsandPublications/Communities)

National Drugs Strategy – Publications and reports generally concerned with aspects of the drugs strategy related to the Criminal Justice Interventions Programme.  
[www.drugs.gov.uk/ReportsandPublications/CriminalJusticeInterventionsProgramme](http://www.drugs.gov.uk/ReportsandPublications/CriminalJusticeInterventionsProgramme)

National Drugs Strategy – Publications and reports specific to individual drug types  
[www.drugs.gov.uk/ReportsandPublications/DrugSpecific](http://www.drugs.gov.uk/ReportsandPublications/DrugSpecific)

National Drugs Strategy – Publications and reports generally at a national or strategic level.  
[www.drugs.gov.uk/ReportsandPublications/NationalStrategy](http://www.drugs.gov.uk/ReportsandPublications/NationalStrategy)

National Drugs Strategy – Publications and reports by the Research Development and Statistics Directorate (RDS) of the Home Office  
[www.drugs.gov.uk/ReportsandPublications/ResearchDevelopmentStatisticsRDS](http://www.drugs.gov.uk/ReportsandPublications/ResearchDevelopmentStatisticsRDS)

National Drugs Strategy – Publications and reports generally concerned with aspects of the drugs strategy related to the treatment of drug users  
[www.drugs.gov.uk/ReportsandPublications/Treatment](http://www.drugs.gov.uk/ReportsandPublications/Treatment)

National Drugs Strategy – Publications and reports concerned with aspects of the drugs strategy related to young people

[www.drugs.gov.uk/ReportsandPublications/YoungPeople](http://www.drugs.gov.uk/ReportsandPublications/YoungPeople)