

**Meeting:** Haringey Strategic Partnership

**Date:** 25 March 2010

**Report Title:** Refocusing Performance Management

**Report of:** Eve Pelekanos, Corporate Head of Policy and Performance.

**Purpose**

To set out a revised approach to performance management for the Haringey Strategic Partnership.

**Summary**

This report sets out the new approach in more detail and how this will be achieved. This includes establishing a new Business Group which will handle the routine business including performance and other reports.

In November 2009 the Performance Management Group agreed to a new approach to performance management.

The new arrangements set out clear roles and responsibilities ensuring accountability at all levels of the partnership and will enable the HSP to have a wider and more strategic perspective.

**Legal/Financial Implications**

There are no specific legal or financial implications but the re-focussing of the performance management arrangements should ensure intelligent use of resources with the ability to mobilise resources and activity to deal with under performance.

**Recommendations**

That HSP consider and agree the arrangements proposed to deliver a re-focussed approach to performance management for the Partnership.

That the HSP consider the proposed membership of the Business Group and its role in managing performance.

**For more information contact:**

Name: Eve Pelekanos  
Title: Corporate Head of Policy and Performance.

Tel: 020 8489 2508

Email address: [eve.pelekanos@haringey.gov.uk](mailto:eve.pelekanos@haringey.gov.uk)

## **Background**

### Contribution to Sustainable Community Strategy Outcome (s)

A robust performance management framework will support the achievement of all Sustainable Community Strategy outcomes.

### Key Benefits

There is a 'layered' approach, where detailed performance management occurs at the operational levels of the partnership with oversight at the Executive Board (PMG) and Standing Leadership Conference (HSP Board).

Right level of performance information is discussed at the right level so that strategic discussion is not overwhelmed by too much data.

Partners are enabled to challenge each other on performance and resource information.

### Key Risks

The Executive Board (PMG) and Standing Leadership Conference (HSP Board) lose sight of key performance issues. This will be mitigated by ensuring that these two bodies receive high level overview reports as proposed.

### The Proposed Framework

The Performance Management Group held a development session in November '09 to look at new ways of working and improving the partnerships focus. There was agreement that a different approach to performance management was needed. This report sets out the proposed arrangements to be effective from April 2010.

The key features of the revised framework will be:

- A 'layered' approach to performance management with detailed monitoring at the Thematic Boards and high level overview and challenge at the Executive Board. The Board will provide input to innovative solutions for long-standing issues (diagram 1 provides detail of roles and responsibilities in terms of performance management)
- A new Business Group will be formed which will have a firm grasp of performance across the Partnership, provide peer challenge and make recommendations to the Executive Board.

- Relevant and proportionate reporting to the various HSP Boards enabling them to fulfil their roles and responsibilities (Diagram 2 sets out the frequency and type of reporting to the various Boards)

### The Business Group and Proposed Membership

The Business Group will have overall responsibility for performance and resource management, reviewing commissioning intentions, overseeing the implementation of the Community Engagement Framework and the development of key partnership strategies (eg the Sustainable Community Strategy). The group will also be responsible for overseeing the LAA refresh and reviewing partnership activity.

The Business Group will receive detailed performance reports which focus on areas where targets are not being met and will make recommendations to the Executive Board on areas of risk.

It is proposed that membership is as follows:

- Joint Director of Public Health
- Head of Community Safety/ Partnerships Inspector (Police)
- Assistant Director Frontline Services
- Deputy Director Children Services (Children & Families)
- Assistant Director of Strategic & Community Housing
- HAVCO representative
- Senior Finance Officer and Senior Performance Managers from key partner agencies
- The group to be chaired by the Partnership / Business Manager / Assistant Chief Executive

### Data Quality

Data used for performance managing the Haringey Strategic Partnership will need to conform with the Audit Commission's "Standards for Better Data Quality" i.e. it will be Accurate, Valid, Reliable Timely, Relevant and Complete.

Data will be subject to scrutiny and audit in line with the Council's Data Quality Policy and Strategy.

The Business Group will have responsibility for challenging the robustness of partnership data.

### Community Engagement, Compact & Equality Implications

- Has any form of community engagement been carried out? No
- Has an [Equalities Impact Assessment](#) been carried out? No, not applicable
- Have the [Compact](#) principles been considered? Not applicable

## Standing Leadership Conference

- Steers and shape the vision for the Borough
- Endorse key strategic plans
- Shares information about the borough and local need
- Receives and scrutinises Annual Report on performance, operation and investment.
- Raises topical relevant issues that affect the remit of the Partnership as appropriate

## Executive Board

- Shapes, prioritises and directs resources
- Secures delivery of outcomes in the most cost effective way
- Produce annual report on performance, operation, governance and risk management
- Hold key partners to account for under-performance
- Commissions and approves strategic plans such as the LAA , Sustainable Community Strategy and the Local Development Framework

## Business Group

- Responsible for reviewing performance, resource management, commissioning, implementation of the Community Engagement Framework and development of key partnership strategies
- Oversees the LAA refresh and annual review of partnership activity.
- Receives detailed performance reports focusing on areas where targets are not being met and makes recommendations to the Executive Board on areas of risk.
- Challenges the robustness and quality of partnership data

## Thematic Boards

- Monitor performance of relevant LAA targets and SCS activity
- Negotiate LAA and agree targets within their remit
- Consider exception reports on targets not achieved and propose corrective action to the Executive Board
- Approve activity to meet priority targets
- Drive delivery of plans to achieve outcomes within their remit