



# haringey strategic partnership

Haringey's Local Strategic Partnership Board

## AGENDA ITEM

**MEETING**                      **Haringey Strategic Partnership**  
**27 November 2006**

**Title: A Performance Management Framework for Haringey's Strategic Partnership**

### **1. Purpose:**

1.1 To present a proposed performance management framework for the Haringey Strategic Partnership.

### **2. Summary**

2.1 A robust performance management framework is a requirement for the assessment of the HSP and the delivery of the Local Area Agreement (LAA).

2.2 The LAA guidance clearly states that the HSP will be responsible for the delivery of the LAA with lead partners accountable for the achievement of individual targets. The Local Authority is the accountable body for the financial and performance management of the LAA

2.3 This report sets out a proposed framework that will both meet the requirements of the LAA and enable partners to measure progress against agreed priorities. The following are its key elements:

- Bringing together all existing partnership targets under one framework
- Accountability and ownership of performance
- Regular reporting and review
- Links to partner agencies' planning and performance frameworks
- A tiered approach with different indicators monitored at each level of the partnership with the HSP board looking only at key strategic indicators measuring the health of the Borough.
- Minimal bureaucracy around data collection
- A delivery plan that will set out how targets are to be achieved.
- Clear links between priorities, outcomes and outputs

2.4 The development and maintenance of the HSP Performance Framework will require a dedicated resource.

2.5 Local area reporting is a key feature of the proposed framework and a GIS system will be a tool to support this.

### **3. Recommendation**

3.1 That the Board agree the development of the HSP performance management framework in line with the proposed model, in time for the start of the LAA.

3.2 That the Board consider resourcing for the performance management function of the HSP.

### **Lead Officer(s)**

Eve Pelekanos, Head of Improvement & Performance, Haringey Council

## 4. Performance Management for the Haringey Strategic Partnership

- 4.1 The Haringey Strategic Partnership (HSP) needs to put in place a robust performance management framework to ensure that its priorities and objectives are delivered. It is both a requirement for the assessment of the partnership by the Government Office for London and essential in the delivery of the Local Area Agreement (LAA).
- 4.2 The LAA guidance clearly states that Local Strategic Partnerships will be responsible for the delivery of the LAA with lead partners accountable for the achievement of individual targets. The Local Authority is the accountable body for the financial and performance management of the LAA

## 5. The key elements of the framework

- 5.1 This report proposes a framework that will enable the HSP to measure progress against agreed priorities and joint partnership targets. The key elements of the framework are:

### 5.2 Priorities, objectives and outcomes

The HSP is about to agree its priorities for the new Community Strategy. From these will flow objectives and outcomes that partners have agreed for the borough. The agreed priorities and outcomes will be the key drivers of the HSP Performance framework

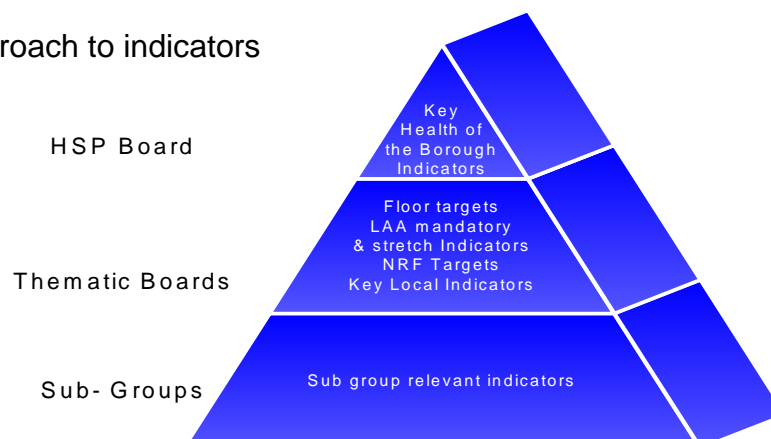
### 5.3 Indicators and targets

These are the measures that will tell partners how they are performing against their agreed priorities. There is already a plethora of indicators and targets: the floor targets, the SSCF targets, the NRF targets, the Joint Best Value indicators, the Local Area Agreement targets as well as targets included in joint strategic plans such as the Children & Young People plan, Experience Counts etc. All these will need to be brought together within one framework.

- 5.3.1 Many of the agreed outcomes will be long term, for example improving life expectancy. For these outcomes clear planned trajectories need to be agreed and progress monitored against these. Local proxy indicators could be developed to ensure that progress in achieving outcomes is made.

- 5.3.2 It is not possible for the HSP board to maintain an overview of all indicators. It is proposed that a hierarchy of indicators is created to enable partners to monitor relevant indicators but at different levels of the partnership. Diagram 1 shows how this could be done. The HSP's main board will only look at a basket of key indicators which will measure the health of the Borough.

*Diagram 1. A tiered approach to indicators*



## 5.4 Gathering and analysing data

- 5.4.1 Much of the performance data exists or should exist within partners' performance management frameworks. However, resources need to be identified to bring this information together and provide meaningful analysis and regular, consistent reports to the various boards.
- 5.4.2 There is much value to be added in monitoring performance at a local level i.e ward. This will enable partners to review how the gap is being narrowed and what the impact of joint action is at a local level. A GIS system will be useful in supporting this analysis.

## 5.5 Reporting performance and reviewing progress

- 5.5.1 All HSP Boards will receive quarterly performance reports showing progress against outcomes and spend. Performance will be illustrated using a traffic light system with trend analysis and progress against planned trajectories. Good performance will be highlighted alongside action to address any under-performance.

## 5.6 Accountability for action

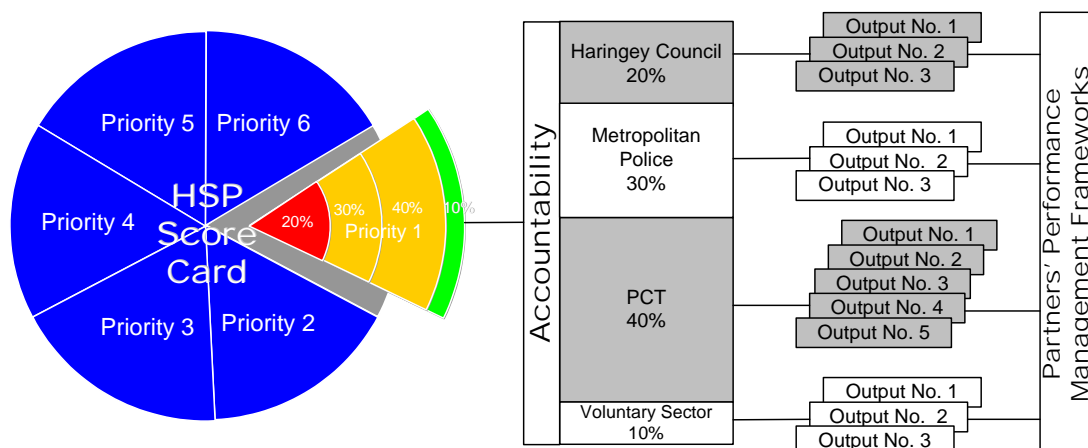
- 5.6.1 It is the responsibility of all partners to provide performance information to the HSP. Named leads need to be identified from within each partner agency that will be responsible for providing the required data.
- 5.6.2 Accountability for performance needs to be allocated to lead partner agencies for each of the key targets. The lead agency will be responsible for providing exception reports for areas where performance is below expected levels.

## 5.7 Planning for improvement

- 5.7.1 Commitments in achieving joint targets need to be reflected in each partner agency's business plan. This will ensure that resource implications are considered. A delivery plan will be produced bringing together projects and action plans aimed at delivering the various targets including, floor targets, LAA mandatory outcomes and stretch targets. This delivery plan will need to be monitored by the HSP boards alongside performance

## 6. How it all fits together

*Diagram 2* shows how the key elements of the proposed framework fit together.



- 6.1 The diagram shows how partners' contribution to each HSP Priority can be measured using a traffic light system. The diagram also shows how the proposed HSP framework will be linked to partners performance frameworks through joint outputs or indicators.
- 6.2 Our performance frameworks already have many common features. We are all assessed annually by our relevant inspecting bodies against national outcomes and targets.
- 6.3 The annual health check considers whether each healthcare organisation is getting the basics right (i.e. meeting core standards, existing national targets and use of resources) and whether it is making and sustaining progress.

The key national targets for Primary Care Trusts are to:

- Substantially reduce mortality rates
- Reduce health inequalities
- Tackle the underlying determinants of ill health and health inequalities
- Improve health outcomes for people with long-term conditions
- Improve access to services
- Improve patient experience and choice
- Improve quality of life and independence of vulnerable older people

- 6.4 Police forces are assessed by the HMIC (Her Majesty's Inspectorate of Constabulary) on seven key performance areas:
- Reducing Crime
  - Investigating Crime
  - Promoting Safety
  - Providing Assistance
  - Citizen Focus
  - Use of Resources
  - Local Policing

As well as these qualitative assessments, force performance is also measured by a series of statutory performance indicators (SPIs) which are determined and monitored each year by the Home Office.

- 6.5 The annual Comprehensive Performance Assessment (CPA), carried out by the Audit Commission, assesses local authorities' performance in seven areas:
- Services for children and young people
  - Social Care for Adults
  - Housing
  - Environment
  - Culture
  - Benefits
  - Use of Resources

The local authority's ability to work with partners to deliver outcomes in terms of sustainability, safer and stronger communities and healthier communities is also assessed. As with police forces, local authorities are measured by a series of statutory performance indicators (BVPIs) which are determined and monitored each year by the Department of Communities and Local Government.

As Appendix 1 shows we are already expected to deliver on a number of joint Public Service Agreement (PSA) targets and other indicators. The Local Area Agreement will bind us all in achieving the stretch targets and mandatory outcomes. It is therefore logical for us to work towards an aligned performance framework.

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