

Haringey Strategic Partnership – 22 March 2007

Subject: Implementation of the Haringey Strategic Partnership Review

1. Purpose

- 1.1 To agree the implementation of the findings of the HSP Review in the form of the following Action Plan.

2. Summary

- 2.1 The findings of the HSP review were agreed at the last meeting of the HSP and an action plan has now been drawn up to implement the findings of the review.

- 2.2 As well as the review which was undertaken by consultants that specialise in the area of Strategic Partnerships there are various other factors that have influenced the shape of the action plan including:

- HSP Review
- The Local Government White Paper (Strong and Prosperous Communities)
- Reshaping: The Council has recently undertaken a reshaping exercise in order to make itself more fit for purpose in relation to current public service provision needs.
- Audit report: An internal audit of Partnership Arrangements was undertaken in October 2006.
- HSP observations: The HSP itself has also recognised the need to move forward and to strengthen and develop partnership working.

- 2.3 A series of next steps were recommended for the Partnership to take to allow the HSP to move forward. These steps can be summarised as follows:

1. Clarify the scope and role of the HSP
2. Strengthen the strategic vision of the HSP
3. Develop stronger links between the HSP, Haringey's Sustainable Community Strategy and Local Area Agreement
4. Develop a clearer partnership framework
5. Improve the Partnership's membership and meetings
6. Tighten HSP support and organisation.

3. Recommendations

- 3.1 The HSP endorse the proposed Action Plan
- 3.1 The HSP agree to receive regular reports on the implementation of this Action Plan
- 3.2 The HSP sets up a Steering Group to guide the implementation of the Action Plan.

4. The HSP in context

- 4.0 Haringey Strategic Partnership (HSP) was formally set up in April 2002, and it was responsible for producing the Haringey Community Strategy 2003-07. It also developed the Haringey Strategic Partnership Action Plan 2005-06, which incorporated actions to deliver the Community Strategy, Neighbourhood Renewal Strategy and Performance Management Framework.
- 4.1 This is a challenging time for HSP. It has recently developed both a new Community Strategy (2007-2016) and a third round Local Area Agreement (LAA), due to begin in April 2007. As a result, the Council, as the accountable body for the LAA, is keen to have a benchmark from which to improve the LSP, so that it can best meet these new challenges.

5 The HSP Review and Action Plan

5.1 Aims of the HSP Review

- 5.1.1 The principal objectives of the HSP review were:
 - To review the progress and achievements of Haringey LSP to date;
 - To assess the capacity of the LSP to meet new challenges and opportunities and, in particular, the development and strategic delivery of the Community Strategy and LAA;
 - To provide a benchmark from which to improve the LSP; and
 - To propose how the LSP can best meet new challenges and opportunities, including through improvements to its governance structures, partnership relationships, and planning processes.
- 5.1.2 The findings of the review were agreed at the last meeting of the HSP and an action plan has now been drawn up to implement the findings of the review.

5.2 Context of the Action Plan

- 5.2.1 As well as the review which was undertaken by consultants that specialise in the area of Strategic Partnerships there are various other factors that have influenced the shape of the action plan.

5.2.2 These are:

1) HSP Review- The findings of the review were reported to the last meeting of the HSP and it was agreed that these should be adopted and a work plan put in place to introduce any necessary changes or improvements. The summary of those findings, for reference, is attached as appendix A.

The review identified four main areas for improvement:

- The Partnership needs to be clearer about its role and where it is seeking to have impact. It needs to ensure that there is a strong shared knowledge and ownership of its priorities. To support delivery the HSP needs to put in place and resource an appropriate performance monitoring and management framework.
- The Partnership needs to refresh and review its membership, in particular to ensure that an effective link is made with the business community. This does not necessarily need to be through direct membership of the HSP, but a way needs to be found to enable the perspective of local businesses to be represented. The HSP should also look at its overall size – a review of Theme Groups may enable more streamlined links to be made with them. The HSP should be satisfied that where an organisation is represented by more than one person that this adds value to the HSP and in these cases be very clear about the different roles people are playing.
- The Partnership needs to be strategic about its focus, identifying areas where it adds value and can have impact because of the nature of the HSP and the range of partners involved. As far as possible it should look to delegate to theme groups, retaining its focus on genuinely cross cutting issues or key areas where the Theme Groups and other approaches have failed to make a difference.
- The Partnership needs to review its structures and in particular it needs to review the overall partnership framework within the borough, focussing on the role of theme groups, their sub-groups and how both vertical and horizontal communication works between them. This should be done with the view of creating a more streamlined and accessible partnership structure that clearly links service specific delivery plans and priorities up through to the HSP, the Sustainable Community Strategy and the LAA. The HSP also needs to review some of

its basic systems, such as the information provided to members about the partnership.

2) The Local Government White Paper (Strong and Prosperous Communities) - The emphasis the White Paper puts on the key role of LSPs in a 'place shaping' agenda fits well with the aim of moving the HSP to a more focussed and strategic agenda. The White Paper's identification of the LAA as the Partnership's delivery plan for the Community Strategy should also help in better linking action and delivery to agreed priorities.

The White Paper clearly emphasises the local leadership role of the Council within a local strategic partnership, but is also clear that this should be achieved without control or dominance and this will be something that it is important to maintain in Haringey. There is also a greater onus on other local partners to cooperate and the new duty on named partners should enable partners to hold each other to account for joint action agreed through the Partnership.

The HSP's record to date in relation to VCS involvement places it well to respond to the increased emphasis in the White Paper on community and citizen empowerment. Thinking about how to improve active representation from all sectors and communities should enable further progress in this respect.

3) Reshaping – The Council has recently undertaken a reshaping exercise in order to make itself more fit for purpose in relation to current public service provision needs. One of the planks of this reshaping is enabling the council to work more effectively in partnership. The importance of partnerships to public services in the borough is now recognised by the establishment of the Partnerships Division in the Chief Executive's Department. This in turn means that more focus can be placed on ensuring appropriate and effective support to the HSP and its thematic partnerships.

4) Audit report - An internal audit of Partnership Arrangements was undertaken in October 2006 to provide management with assurance that internal controls designed and placed into operation over Partnership Arrangements entered into by the Council are adequate and effective in order to manage financial and non-financial risks. Recommendations that were made by this audit report include:

- There should be a Council Wide Partnership's policy. This would ensure a consistency of approach to partnerships and this in turn would help enforce appropriate activity with regard to managing partnership working.
- There should be a Council-wide register of partnerships again to help ensure consistency of approach and management and that this can be monitored and controlled

- A documented strategy should be approved and circulated for each partnership arrangement.

5) HSP observations – Finally, the HSP itself has also recognised the need to move forward and to strengthen and develop partnership working. It was with this in mind that the review of its workings was commissioned. Also work has already been undertaken on behalf of the HSP to produce a Handbook which documents its terms of reference, membership and protocols amongst other aspects of the efficient management of the HSP. A draft of this Handbook was presented and agreed at an HSP meeting earlier in the year.

5.3 Implementing the HSP Review

5.3.1 A series of next steps were recommended for the Partnership to take to allow the HSP to move forward. These steps can be summarised as follows:

1. Clarify the scope and role of the HSP
2. Strengthen the strategic vision of the HSP
3. Develop stronger links between the HSP, Haringey's Sustainable Community Strategy and Local Area Agreement
4. Develop a clearer partnership framework
5. Improve the Partnership's membership and meetings
6. Tighten HSP support and organisation.

5.3.2 An implementation plan which outlines how the work involved in taking these next steps is attached as Appendix A. The implementation plan lays out how the work should be approached, who has responsibility for ensuring that the work is carried out and a time frame within which the work should be completed.

5.3.3 It is recommended that progress on the implementation of this plan is reported back to the HSP on a regular basis and that the work is overseen by a steering group of members of the HSP as recommended in the original review and agreed at the last meeting of the HSP.

6 Conclusions

6.1 Implementation of the HSP Review will place the Partnership in a stronger position to meet the challenges of the Local Government White Paper especially with regard to stronger community leadership.

Appendix A: Implementation Plan

The action plan falls mainly into 3 /4 work areas.

- Work to complete the draft handbook which will provide a solid framework to support the HSP in its development.
- Strategic Developmental work for the HSP and its theme boards
- Operational developmental work
- Longer term strategic developments

These four work streams are identified and specific tasks / actions outlined below

Completion of Draft handbook		
Terms of reference reviewed	In draft Handbook	To be discussed with Partners / Theme board chairs and then agreed / adopted at AGM
Develop clear procedures including a consultation strategy	In draft Handbook	
Review partnership protocols	In draft Handbook	
HSP handbook produced	Handbook nearly complete	
Strategic Development work for HSP		
Consider entering into a formal partnership agreement including T&Cs, Objectives, Performance management arrangements, Shared resources.	A recommendation of a recent internal audit report	Needs consultation with and review by HSP itself Put a proposal to HSP at its AGM

Partnership framework developed		
Establish a co-ordinating management board (exec)	Agreed in principle but the detail is still to be agreed	
Revisit the membership of the HSP and identify appropriate membership	Need to consider these in the light of the new Community Strategy and the LAA	
Agree the overall number of Theme Groups to best reflect priorities of HSP		
Draw up clear terms of reference for theme groups		
Ask each Theme Group to carry out a review of its own structures	Theme groups are aware that this may be required but some guiding principles need to be produced.	
Generate a clear diagram showing the different Theme Groups and how they feed into the LSP	This follows on from a review of the theme group structures	
Agree priorities for HSP as a collective body and review annually	Need to consider these in the light of the new Community Strategy and the LAA	
Operational development, work of the HSP to deliver via a support unit		
Secretariat, support team to be established	To be established as a result of the Council's reshaping exercise	Proposal to AGM
Single contact point and source of information		Ongoing work for the HSP

identified		Support Unit over its 1st year
Identity for HSP strengthened	All partners need to participate in this exercise	
Identify strategies or initiatives that are 'owned' by the HSP and plan the HSP's workload		
Identify the nature of each agenda item	The HSP support team should provide this.	
Produce a regular summary of issues dealt with		
Develop an induction programme for partners		
Improve performance management arrangements including development of appropriate outcome measurements		
Identify the data to give an overview of performance and the sources of data		
Establish a culture of accountability for performance		
Future role of HSP		
Develop the role of the business sector	All partners need to participate in this development	Longer term business plan of HSP