

HSP LCCG Action Plan

Requirement	evidenced by	Actions to address identified gaps in assurance or evidence	Completion / Implementation date	responsible officer
Core Principle 1 – Focussing on the purpose of the Haringey Strategic Partnership, outcomes for the Community and creating and implementing a vision for the area				
(a) To exercise strategic leadership by developing and communicating clearly the Haringey Strategic Partnership’s purpose and vision, and its intended outcomes for citizens and users, we will:				
Develop and promote the Haringey Strategic Partnership’s purpose and vision	HSP Community Strategy - vision and values. HSP Code of Corporate Governance adopted	achieved / on track to achieve	n/a	
Review on a regular basis the Haringey Strategic Partnership’s vision for its area and its implications for the Haringey Strategic Partnership’s governance arrangements	HSP Community Strategy - vision and values. HSP Code of Corporate Governance adopted	achieved / on track to achieve	n/a	
Ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all partners	HSP Community Strategy - vision and values	achieved	n/a	Partnerships Manager
Publish an annual report on a timely basis to communicate the Haringey Strategic Partnership’s activities and achievements and its financial position and performance.	HSP Performance management Framework linked to reporting against LAA targets. Quarterly reports to HSP and Theme Boards.	achieved	n/a	Head of Policy & Performance
(b) To ensure that users receive a high quality of service whether directly, or in partnership, or by commissioning, we will:				
Decide how the quality of service for users is to be measured and make sure that the necessary information is available to review service quality effectively and regularly	HSP Complaints Procedure and Protocol	Procedure currently being developed	to be advised	Head of Policy & Performance / Complaints Manager
Put in place effective arrangements to identify and deal with failure in service delivery.	HSP Complaints Procedure and Protocol	Procedure currently being developed	to be advised	Head of Policy & Performance / Complaints Manager
(c) To ensure that the Haringey Strategic Partnership makes the best use of resources and that tax payers and service users receive excellent value for money, we will:				
Decide how value for money is to be measured and make sure that the Haringey Strategic Partnership has the information needed to review value for money and performance effectively.	HSP Performance management Framework linked to reporting against LAA targets. HSP Commissioning Framework being about how VFM will be measured	Performance Framework agreed in 2007/8. Commissioning Framework being developed	to be advised	Partnerships Manager / Head of Policy & Performance
Measure the sustainability impact of policies, plans and decisions.	clear links between LDF and community strategy i.e. Sustainability of plans		to be advised	Partnerships Manager

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Core Principle 2 – Haringey Strategic Partnership members working together to achieve a common purpose with clearly defined functions and roles				
(a) To ensure effective leadership throughout the Haringey Strategic Partnership and to be clear about the role and functions of the Haringey Strategic Partnership & Theme Board Haringey Strategic Partnership Performance Management Group and engagement with Haringey’s scrutiny processes we will:				
Set out a clear statement of the respective roles and responsibilities of the Haringey Strategic Partnership, Theme Boards, Haringey Strategic Partnership Performance Management Group and individual members of these bodies including the Haringey Strategic Partnership’s approach towards putting this into practice	Terms of reference for HSP, Theme Boards and HSP PMG	To review Terms of reference to ensure roles are clear	30-Jun-08	Head of Local Democracy / Partnerships Mgr / Legal Services
Set out a clear statement of the respective roles and responsibilities of HSP and Theme Board Members generally and the role of the senior officers assigned to each Theme Board	Terms of reference for HSP, Theme Boards and HSP PMG. Role profiles for HSP members and senior officers	To review Terms of reference to ensure roles are clear; to draft role profiles clearly stating roles and responsibilities	30-Jun-08	Head of Local Democracy / Partnerships Mgr / Legal Services
(b) To ensure that a constructive working relationship exists between Haringey Strategic Partnership Members and officers and that their respective responsibilities are carried out to a high standard, we will:				
Determine clear terms of reference for the HSP, Theme Boards and HSP PMG and update this as required	Terms of reference for HSP, Theme Boards and HSP PMG	To review Terms of reference to ensure roles are clear or each body and what powers / responsibilities each forum has	30-Jun-08	Head of Local Democracy / Partnerships Mgr / Legal Services
That a lead officer is identified as being responsible and accountable to the Haringey Strategic Partnership for all aspects of operational management	Lead officer for operational management of HSP identified	to advise whether this would be the responsibility of Haringey’s Chief Executive or the ACE - PPPC as Haringey Council is the lead authority	n/a	Chief Executive / Assistant Chief Executive - PPPC
Develop Protocols to ensure that HSP & Theme Board Chairs and Haringey Strategic Partnership Performance Management Group members have a shared understanding of their respective roles and objectives	Terms of reference for HSP, Theme Boards and HSP PMG. Role profiles for HSP members and senior officers	To review Terms of reference to ensure roles are clear; to draft role profiles clearly stating roles and responsibilities	30-Jun-08	Head of Local Democracy / Partnerships Mgr / Legal Services

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That a lead officer is identified as being responsible and accountable to the Haringey Strategic Partnership for ensuring that appropriate financial advice is given and for maintaining proper records and an effective system of internal financial control	lead officer for financial management for HSP identified	proposed this is Haringey Council's Section 151 Officer - The Chief Financial Officer as Haringey Council is the lead agency for the HSP	n/a	Chief Financial Officer
That a lead officer is identified as being responsible to the Haringey Strategic Partnership for ensuring that agreed procedures are followed and that all legislation is complied with	lead officer for compliance with legislative requirements identified	To advise whether this role should be allocated to the Assistant Chief Executive - PPPC or the Monitoring Officer - as Haringey Council is the lead agency for the HSP	n/a	Monitoring Officer / Assistant Chief Executive - PPPC
(c) To ensure relationships between the Haringey Strategic Partnership, its members and the public are clear so that each knows what to expect of the other, we will:				
Develop Protocols to ensure effective communication between Haringey Strategic Partnership Members and officers in their respective roles	Terms of reference for HSP, Theme Boards and HSP PMG. Role profiles for HSP members and senior officers	To review Terms of reference to ensure roles are clear; to draft role profiles clearly stating roles and responsibilities	30-Jun-08	Head of Local Democracy / Partnerships Mgr / Legal Services
Set out the terms and conditions for remuneration of HSP members and an effective structure for managing the process	Agreed policy and supporting processes in place for remunerating HSP members	paper to be drafted for discussion at HSP PMG. If agreed, budget will also need to be allocated.	to be advised	Head of Local Democracy / Partnerships Mgr / Legal Services
Ensure that effective mechanisms exist to monitor service delivery	HSP Performance Management Framework	achieved	n/a	Head of Policy & Performance
Ensure that the Haringey Strategic Partnership's vision, strategic plans, priorities and targets are developed robustly in consultation with the local communities and key stakeholders and that they are clearly expressed and publicised	Communication and Consultation Strategy for Community plan and LAA	revised HSP Communications plan in process of being drafted		Head of Communications and Consultation
Ensure that Members working in partnership are clear about their roles and responsibilities, individually and collectively, both to the partnership and to the Haringey Strategic Partnership	Terms of reference for HSP, Theme Boards and HSP PMG. Role profiles for HSP members and senior officers	To review Terms of reference to ensure roles are clear; to draft role profiles clearly stating roles and responsibilities	30-Jun-08	Head of Local Democracy / Partnerships Mgr / Legal Services

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Ensure that all those working in partnership understand clearly the legal basis of the partnership and the extent of each representative's authority to commit their parent organisation to partnership decisions	Terms of Reference for HSP, Theme Boards and HSP PMG. Ratification annually at HSP AGM	To review Terms of reference to ensure roles are clear; content of HSP AGM Agenda	30-Jun-08	Head of Local Democracy / Partnerships Mgr / Legal Services
Core Principle 3 – Promoting Values for the Haringey Strategic Partnership and demonstrating the values of Good Governance through upholding high standards of conduct and beha				
(a) To ensure Members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance, we will:				
Ensure that the Haringey Strategic Partnership's leadership sets a tone for the organisation by creating a climate of openness, support and respect	Terms of Reference; Minutes and actions of HSP PMG	To review Terms of Reference for HSP PMG	30-Jun-08	Head of Local Democracy / Partnerships Mgr / Legal Services
Define and publicise the standards expected in the conduct of Haringey Strategic Partnership and Theme Board Members in the work of the Haringey Strategic Partnership including work with external agencies and the local communities	Code of Conduct for the HSP and Theme Boards. Code easily accessible publicly on the HSP web site	Legal Services to advise whether the HSP can sign up to the Council's code of conduct or whether a separate code will need to be drafted	to be advised	Head of Local Democracy / Monitoring Officer
Put in place and maintain in operation arrangements to ensure that Haringey Strategic Partnership and Theme Board Members and officers are not influenced by prejudice, bias or conflicts of interest when dealing with different stakeholders	Code of Conduct for the HSP and Theme Boards in place. Declaration of interests at all HSP meetings and subordinate bodies. Register of Interests for the HSP?	Legal Services to advise whether the HSP can sign up to the Council's code of conduct or whether a separate code will need to be drafted. Also whether a register of interests needs to be maintained for the HSP	to be advised	Head of Local Democracy / Monitoring Officer

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(b) To ensure that the Haringey Strategic Partnership's values are put into practice and remain effective, we will:				
Develop and maintain shared values, including leadership values, for both the Haringey Strategic Partnership and its staff which reflect public expectations and communicate these to Members, staff, the community and partners	discussion as to what would be appropriate evidence i.e. Terms of reference which would contain guiding principles; community strategy	discussion / steer required	to be advised	to be confirmed
Put in place arrangements to ensure that systems and processes reflect appropriate ethical standards and to monitor their continuing effectiveness in practice	Code of Conduct for HSP and Theme Boards. Regular reports on ethical issues to HSP PMG	Legal Services to advise whether the HSP can sign up to the Council's code of conduct or whether a separate code will need to be drafted. Also whether a register of interests needs to be maintained for the HSP	to be advised	Head of Local Democracy / Monitoring Officer
Use the Haringey Strategic Partnership's shared values as a guide for decision-making and a basis for developing positive and trusting relationships within the Haringey Strategic Partnership	HSP Community Strategy - vision and values; Terms of reference for HSP, HSP PMG and Theme Boards	To review Terms of reference to ensure roles are clear; to draft role profiles clearly stating roles and responsibilities	30-Jun-08	Head of Local Democracy / Partnerships Mgr / Legal Services
Pursue a partnership vision with an agreed set of values for assessing decision-making and actions which must be demonstrated by the partners' individual and collective behaviour	HSP Community Strategy - vision and values; LAA Priorities; HSP Performance Management Framework; Action Plans for each Theme Board. Code of Conduct for HSP and Theme Boards. Regular reports on ethical issues to HSP PMG	To review Terms of reference to ensure roles are clear; to draft role profiles clearly stating roles and responsibilities. Legal Services to advise whether the HSP can sign up to the Council's code of conduct or whether a separate code will need to be drafted. Also whether a register of interests needs to be maintained for the HSP	30-Jun-08	Head of Local Democracy / Partnerships Mgr / Legal Services

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Core Principle 4 – Taking informed and transparent decisions which are subject to effective Overview & Scrutiny and Risk Management				
(a) To be rigorous and transparent about how decisions are taken and to listen and act on the outcomes of constructive scrutiny, we will:				
Develop and maintain an effective relationship with Haringey's Overview & Scrutiny function which encourages effective challenge and which enhances the Haringey Strategic Partnership's performance overall including delivery of LAA Targets	Regular reports to OSC on LAA Stretch Targets. Process for formal engagement between the HSP and OSC to ensure Partnership issues are taken account of in OSC Annual Work Programme.	Briefings / training for HSP and OSC members on LGPIH Act requirements. Review of OSC Work Programme and with to agree timelines for with relevant HSP Forums	to be advised	Head of Policy & Performance; Head of Local Democracy; Partnerships Manager
Develop and maintain open and effective mechanisms for documenting the evidence for decisions and for recording the criteria, rationale and considerations behind decisions	Terms of Reference; report writing guidelines for HSP subordinate bodies; publication of all agendas and minutes for HSP, Theme Boards and PMG meetings - also available on HSP web site; work programme / agenda plans for all HSP Bodies published and made available on web site	achieved. Lead officers for each theme board to be reminded of their responsibilities regarding compliance of all reports with Council report writing guidelines and agenda clearance processes (to be taken account of in role profiles)	30-Jun-08	Partnerships Manager / Head of Local Democracy
Put in place arrangements to safeguard Haringey Strategic Partnership and Theme Board Members and staff against conflicts of interest together with appropriate processes to maintain them in practice	Code of Conduct for the HSP and Theme Boards in place. Declaration of interests at all HSP meetings and subordinate bodies. Register of Interests for the HSP?	Legal Services to advise whether the HSP can sign up to the Council's code of conduct or whether a separate code will need to be drafted. Also whether a register of interests needs to be maintained for the HSP	to be advised	Head of Local Democracy / Monitoring Officer
That an HSP Forum separate of the HSP and Theme Boards maintains an effective overview of audit and governance issues	role to be clearly stated in terms of reference / functions of HSP PMG	HSP PMG Terms of Reference to be reviewed and Audit & Risk consulted as appropriate	30-Jun-08	Head of Local Democracy / Partnerships Mgr / Head of Audit and Risk / Legal Services
Make sure that effective, transparent and accessible arrangements are in place for dealing with complaints	HSP Complaints Procedure and Protocol. Performance reports to HSP PMG as appropriate	Procedure currently being developed	to be advised	Head of Policy & Performance / Complaints Manager

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(b) To have good quality information, advice and support which ensure that the services wanted and needed by the community are delivered effectively, we will:				
Ensure that decision-makers in the Haringey Strategic Partnership have information that is fit for purpose i.e. relevant, timely and with clear explanations of the technical issues	Report writing guidelines for HSP; Data Quality policy / procedures for HSP	achieved. Lead officers for each theme board to be reminded of their responsibilities regarding compliance with Council report writing guidelines / data quality procedures and agenda clearance processes (to be taken account of in role profiles)	30-Jun-08	Partnerships Manager / Head of Local Democracy
Ensure that proper professional advice, on matters with financial or legal implications, is available, recorded well in advance of decision-making and used appropriately	report writing guidelines and agenda clearance timetables for HSP and all subordinate bodies; Data Quality policy / procedures for HSP	achieved. Lead officers for each theme board to be reminded of their responsibilities regarding compliance with Council report writing guidelines / data quality procedures and agenda clearance processes (to be taken account of in role profiles)	30-Jun-08	Partnerships Manager / Head of Local Democracy
(c) To ensure that an effective risk management system is in place, we will:				
Ensure that risk management is embedded into the culture of the Haringey Strategic Partnership with Members recognising this is part of their respective roles	Terms of Reference for HSP and subordinate bodies; Terms of Reference for HSP PMG; HSP Risk Management Framework agreed by HSP PMG; HSP and Theme Board Risk Registers	on track to achieve	Jun-08	Head of Audit & Risk / Head of Policy & Performance
Ensure that effective arrangements for whistle-blowing are in place with access for Members, staff and those contracting with, or appointed by, the Haringey Strategic Partnership.	adoption of Haringey's whistle blowing policy by the HSP	Head of Audit & Risk to advise whether this is appropriate way forward	to be advised	Head of Audit & Risk
(d) To use the Haringey Strategic Partnership's legal powers for the full benefit of citizens and communities in the Borough, we will:				
Recognise the limits of lawful action while striving to use Haringey Strategic Partnership powers for the full benefit of the community	see actions column	Legal to give steer whether this action is appropriate for inclusion in HSP LCCG	to be advised	Legal Services

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Comply with the specific requirements of legislation and the general duties placed on Haringey Strategic Partnership by public law	Community Strategy and LAA Targets; Theme board work programmes; HSP and Subordinate bodies terms of reference; HSP Report Writing Guidelines; HSP Performance Management Framework and Data Quality Policy; Risk Management Framework;	achieved	n/a	Head of Policy & Performance; Head of Local Democracy; Partnerships Manager; Head of Audit & Risk; Legal Services
Integrate the key principles of administrative law - rationality, legality and natural justice – into the Haringey Strategic Partnership's procedures and decision-making processes	HSP and subordinate bodies Terms of Reference; HSP Report writing guidelines; Agendas and minutes for HSP meetings	achieved	n/a	Head of Local Democracy
(d) To use the Haringey Strategic Partnership's legal powers for the full benefit of citizens and communities in the Borough, we will:				
Recognise the limits of lawful action while striving to use Haringey Strategic Partnership powers for the full benefit of the community	Terms of Reference for HSP and subordinate bodies; Community Strategy; HSP Performance Framework - LAA Stretch targets	achieved	n/a	Head of Local Democracy / Head of Policy & Performance / Partnerships Manager
Comply with the specific requirements of legislation and the general duties placed on Haringey Strategic Partnership by public law	Terms of Reference for HSP and subordinate bodies; Community Strategy; HSP Performance Framework - LAA Stretch targets	achieved	n/a	Head of Local Democracy / Head of Policy & Performance / Partnerships Manager
Integrate the key principles of administrative law - rationality, legality and natural justice – into the Haringey Strategic Partnership's procedures and decision-making processes	Terms of Reference for HSP and subordinate bodies; Community Strategy; HSP Performance Framework - LAA Stretch targets	achieved	n/a	Head of Local Democracy / Head of Policy & Performance / Partnerships Manager
Core Principle 5 – Developing the capacity and capability of Haringey Strategic Partnership Members and Officers to be effective				
(a) To make sure that Haringey Strategic Partnership Members and officers have the skills, knowledge, experience and resources they need to perform well in their roles, we will:				
Provide induction programmes tailored to individual needs and also opportunities for HSP and Theme Board Members and officers to update their knowledge regularly	HSP Development Programme for 2008/9 informed by priorities and Theme board work plans	HSP Development programme for 2008/9 currently being developed	to be advised	Head of Local Democracy / Partnerships Manager

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Ensure that the lead officers have the necessary skills, resources and support to perform effectively	HSP Development Programme for 2008/9 informed by priorities and Theme board work plans; role profiles for lead officers	HSP Development programme for 2008/9 currently being developed	to be advised	Head of Local Democracy / Partnerships Manager
Ensure that the roles of the lead officers are properly understood by all in the Haringey Strategic Partnership	role to be clearly stated in terms of reference / functions of HSP PMG; role profiles	currently being developed / reviewed	30-Jun-08	Head of Local Democracy / Partnerships Manager
(b) To develop the capability of those with governance responsibilities and to evaluate their performance individually and collectively, we will:				
Assess the skills required by Haringey Strategic Partnership Members and officers and develop those skills to enable their roles to be performed effectively	HSP Development Programme for 2008/9 informed by priorities and Theme board work plans	HSP Development programme for 2008/9 currently being developed	to be advised	Head of Local Democracy / Partnerships Manager
Develop skills on a continuing basis to improve performance including the ability to respond to Overview & Scrutiny and challenge and to recognise when outside expert advice is needed	HSP Performance Management Framework; HSP Development Programme for 2008/9 informed by priorities and Theme board work plans; OSC Work Programme	Performance Framework agreed in 2007/8; HSP Development programme for 2008/9 currently being developed. 2008/9 OSC Work Programme currently being developed	to be advised	Head of Policy & Performance / Head of Local Democracy / Partnerships Manager
Ensure that effective arrangements are in place for reviewing the performance of the Haringey Strategic Partnership and Theme Boards and for agreeing action plans to address training or development needs	HSP Performance Management Framework; HSP Development Programme for 2008/9 informed by priorities and Theme board work plans	Performance Framework agreed in 2007/8; HSP Development programme for 2008/9 currently being developed	to be advised	Head of Local Democracy / Partnerships Manager
(c) To encourage new talent for membership of the Haringey Strategic Partnership so best use can be made of individuals' skills and resources in balancing continuity and renewal:				
Ensure that effective arrangements are in place to encourage individuals from all sections of the community to engage with, contribute to, and participate in, the Haringey Strategic Partnership's work	HSP Communications and Consultation Strategy / Plan; LAA Targets; Voluntary Project	Comms Plan being developed;	to be advised	Head of Communications and Consultation

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Ensure that structures are in place for Haringey Strategic Partnership Members to encourage participation and development	HSP Communications and Consultation Strategy / Plan; HSP development plan for HSP Members and Theme Boards informed by priorities and Theme Board work plans; Civic Engagement Event (July 2008); Voluntary Project	Comms Plan being developed; HSP Development programme currently being developed; series of Civic Engagement events agreed for July 2008; Voluntary Project agreed by HSP PMG in April 2008.	to be advised	Head of Communications and Consultation/ Head of Local Democracy & Member Services; Partnerships Manager
Core Principle 6 – engaging with local people and other stakeholders to ensure robust public accountability				
(a) To exercise leadership through engagement with Haringey’s Overview & Scrutiny function, local people and all local stakeholders and partnerships and which develops const accountable relationships, we will:				
Make clear to all Haringey Strategic Partnership Members and the community that we are democratically accountable body and that structures are in place to support this	LAA Stretch Targets and Outcomes; Place Survey and Residents Survey; HSP Communications and Consultation Plan; HSP and Theme Boards Terms of Reference; Publication of HSP and Subordinate bodies agendas and minutes; OSC Work Programme	Comms Plan being developed; 2008/9 OSC Scrutiny work programme currently being developed	to be advised	Head of Communications and Consultation/ Head of Local Democracy & Member Services / Head of Policy and Performance / Partnerships Manager
Consider those institutional stakeholders to whom the Haringey Strategic Partnership is accountable and assess the effectiveness of the relationships and any changes required	Community Strategy and LAA Targets; Theme board work programmes; HSP and Subordinate bodies terms of reference; HSP Performance Management Framework; HSP Communications and Consultation Plan; OSC Work Programme	Comms Plan being developed; 2008/9 OSC Scrutiny work programme currently being developed	to be advised	Head of Communications and Consultation/ Head of Local Democracy & Member Services / Head of Policy and Performance / Partnerships Manager
Produce an annual report on the activities and performance of the HSP and its Theme Boards	HSP Performance Management Framework	achieved	n/a	Head of Policy and Performance

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(b) To take an effective and planned approach to dialogue with, and accountability to, the public to ensure effective and appropriate service delivery whether directly by the Haringey Strategic Partnership, in partnership or by commissioning, we will:				
Ensure that clear channels of communication are in place with all sections of the community and other stakeholders and put in place monitoring arrangements to ensure that they operate effectively	HSP Communication and Consultation Strategy including public consultation framework	Comms Plan being developed	to be advised	Head of Communications and Consultation
Hold meetings in public unless there are good reasons for confidentiality	publication of HSP agendas and minutes; HSP and HSP Theme Board Terms of Reference	achieved	n/a	Head of Local Democracy
Ensure that arrangements are in place to enable the Haringey Strategic Partnership to engage with all sections of the community effectively.	HSP Communication and Consultation Strategy including public consultation framework	Comms Plan being developed	to be advised	Head of Communications and Consultation
The above arrangements will recognise that different sections of the community have different priorities and will establish processes for dealing with these competing demands	HSP Communication and Consultation Strategy including public consultation framework; LAA Stretch Targets	Comms Plan being developed	to be advised	Head of Communications and Consultation
Establish a clear policy on the types of issues where we will consult, or engage the public and service users, including a feedback mechanism to demonstrate to consultees what has changed as a result of consultation	HSP Communication and Consultation Strategy including public consultation framework	Comms Plan being developed	to be advised	Head of Communications and Consultation
Publish an annual performance plan with information on the Haringey Strategic Partnership's vision, strategy, plans and financial statements as well as information about its outcomes, achievements and service user satisfaction in the previous year	HSP Performance Management Framework; Annual report to GoL regarding LAA Targets	achieved - actions in place to support	n/a	Head of Policy & Performance

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Ensure that the Haringey Strategic Partnership is open and accessible to the community, service users and its own staff and committed to openness and transparency in its dealings including partnerships subject to the protection of confidentiality where necessary and appropriate	HSP Communication and Consultation Strategy including public consultation framework	Comms Plan being developed	to be advised	Head of Communications and Consultation
(c) To make the best use of human resources by taking an active and planned approach to meet the Haringey Strategic Partnership's responsibility to its staff, we will:				
Develop and maintain a clear policy on the means for consulting and involving staff and their representatives in decision-making as appropriate.	HSP Communication and Consultation Strategy including public consultation framework	Comms Plan being developed	to be advised	Head of Communications and Consultation

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