

Harrow Strategic Partnership Board

Thursday 16 June 2005

Harrow Strategic Partnership Scorecard

Purpose of Report

This report informs the Harrow Strategic Partnership (HSP) Board of the performance management framework that will be developed to measure the value added of the partnership and its impact on improving local quality of life.

The HSP Board is requested to:

- Note the proposed framework.
- Note that Andrew Morgan will champion the development of the HSP Scorecard on behalf of the HSP Executive.
- Identify colleagues from within their organisations with a responsibility for performance management who may be part of the team being built to develop the framework.

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Harrow Strategic Partnership Scorecard

The HSP Executive at its 9 May 2005 meeting agreed to the development of a performance management framework for the HSP. It was agreed at this meeting that Andrew Morgan from Harrow PCT, would champion the development of the HSP Scorecard on behalf of the HSP Executive.

Objectives of the performance management framework

- To build a performance management framework to enable the HSP to monitor, evaluate and plan joint work. The framework will specifically seek to identify the benefits of joint working through the partnership rather than single agency working.
- Meet the high priority that Central Government is placing on partnership working and performance management, as seen in:
 - Local area agreements (LAA)
 - Comprehensive performance assessment (CPA)
 - Public Health White Paper
 - Community Safety.
- To build the HSP's understanding of the benefits that partnership working can bring while also identifying the complexities in this style of working.

How the achievements of the HSP will be measured

The proposed performance management framework will measure three areas of achievement of the HSP:

- Measurement of Outcomes – A set of measures which identifies how well the HSP is meeting its stated aims
- Measurement of Partnership Working – Set of measures that are essentially questionnaire based and assess how well the HSP is working as a Partnership. This will include:
 - Leadership – Is there effective leadership for enabling the success of the Partnership?
 - People – Are Partners engaged in a way such that they want to contribute to the success of the Partnership?
 - Policy and Strategy – Is everyone clear and aligned about what the Partnership is trying to achieve?
 - Partnerships and Resources – Does the Partnership make the best use of the resources, people and Partner organisations?
 - Processes – How well does the Partnership do things?

- Measurement of Added Value – A set of outcomes that define how well the HSP is delivering outcomes that the single parties would not achieve on their own.

Work to be completed

The development of the performance management framework will require the following areas of work:

- Clarification of aims and objectives
- Identification of performance indicators
- Definition of performance indicators
- Base lining of performance
- Setting of target and intervention levels
- Development of performance reporting processes
- Development of improvement planning processes
- Setting of change management principles

To develop the performance management framework the following existing resources will be utilised:

- Harrow Vitality Profiles
- Quality of Life Performance Indicators
- Local Public Service Agreement
- Best Value
- Community Cohesion
- Partners' Indicators

The HSP Executive at its 9 May 2005 meeting also agreed to the establishment of a working group comprising performance management experts from each of the partner organisations, and representatives from the Management and Reference Groups. The HSP Board is asked to identify colleagues from within their organisations with a responsibility for performance management to be part of this working group.