

Meeting:	Strengthening Communities Sub Committee
Date:	23 <sup>rd</sup> March
Subject:	HSP Scorecard
Responsible Officer:	Paul Najsarek
Contact Officer:	Tom Whiting
Portfolio Holder:	Cllr Marie-Louise Nolan
Key Decision:	None
Status:	Information Item

## **Section 1: Summary**

### **Decision Required**

None

### **Reason for report**

The purpose of this report is to update the Strengthening Communities Scrutiny Sub Committee on the work currently being undertaken to develop performance management arrangements within the Harrow Strategic Partnership (HSP).

In summary, the Harrow Strategic Partnership (HSP) has agreed to develop a Performance Management Framework. This will be based initially on the Local Area Agreement blocks but later will include other outcomes from Harrow's Community Strategy.

### **Benefits**

Improved performance management arrangements in the HSP will better enable Partners to focus on the key outcomes of the Community Strategy and how the Partners are meeting these outcomes. Initially it will provide performance reporting arrangements for the Local Area Agreement (LAA)

### **Cost of Proposals**

Not Applicable

### **Risks**

The key risks surround the collation of data from Partner organisations.

### **Implications if recommendations rejected**

Not Applicable

## **Section 2: Report**

### **Brief History**

The HSP Board agreed June 2005 to go ahead and develop performance management arrangements for the Partnership. The objectives agreed for this framework were as follows:

- To build a performance management framework to enable the HSP to monitor, evaluate and plan joint work. The framework would specifically seek to identify the benefits of joint working through the partnership rather than single agency working.
- To 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.

It was decided to go ahead and assess performance in three key areas. This model was based on best practice developed by the Office of the Deputy Prime Minister and following advice from the Officer for Public Management (OPM).

- 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 would 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.

An HSP working group was established in September 2005 to develop these. It was agreed that the group should be chaired by Andrew Morgan from the PCT with representatives from the Partner organisations. It was confirmed at around the same time that Harrow would go ahead and negotiate a Local Area Agreement

It was agreed in September that the best approach to managing both streams of work was twofold:

1. The first step in developing a scorecard for the HSP was to use the outcomes and measures developed for the Local Area Agreement. Once the LAA was completed the scorecard would be extended to cover areas of the Community Strategy not included in the LAA. This would bring a number of benefits:
  - a. It would build on the momentum of the development of the Local Area Agreement to develop high priority shared outcomes for the Partnership.
  - b. The LAA would need a performance reporting process in its own right for development and monitoring purposes.
2. To develop a qualitative approach for measuring partnership working and added value based on the development of a questionnaire.

The following arrangements were proposed by the working group in December and were adopted by the HSP Board 9<sup>th</sup> February.

## Options considered

The Harrow Strategic Partnership (HSP) needs to manage its performance to ensure that its strategies and plans are moving in the right direction and make a difference to the lives of local people. After a review of different performance management frameworks, and the needs of the Partnership, the following was proposed:

- That the performance management framework would be based on a 'Balanced Scorecard'. This was consistent with the approach currently adopted by the Council.
- That the implementation of the Balanced Scorecard approach would focus, in the first phase, on the indicators contained within the Local Area Agreement (LAA) blocks. Implementation timescale thus follow LAA development and approval. Following the initial phase, key outcomes from the Community Strategy and from other key documents such as the Children and Young People's Plan, will be added to the scorecard.
- That reporting should take place at three monthly intervals.
- Full scorecards for each Management group and the Board would include key performance indicators and projects need to be prepared for reporting the end of the first quarter 06/07.

## Proposed Balanced Scorecard Approach

### *What it is*

- Performance information is inputted via an electronic system to produce a 'scorecard.' The scorecard provides a snapshot of performance.
- Performance against each key performance area is shown as red, amber or green. Performance areas that are shown as red are areas that are underperforming. Amber shows areas that are off target but where there is a robust plan to address identified risks. Green indicates areas that are exceeding targets.
- More detail on each of the key performance areas is provided in the body of an accompanying performance report. Each area is broken down into outcomes and performance indicators and projects.

### *How the balanced scorecard will be developed*

The balanced scorecard will initially be developed to capture the indicators included in the LAA.

These indicators are grouped under the following themes:

- Children and Young People
- Safer and Stronger Communities
- Healthier Communities and Older People
- Sustainable Development and Enterprise
- Cross Cutting

*Steps required*

- Identified key performance areas (KPAs) for each LAA Block.<sup>1</sup>
  - These will be based on the themes identified under each block
- Outcomes under each KPA.
  - Outcomes will be defined under each KPA, developed under the LAA in draft form by early November 2005 and finalised by February 2006.
- Identified measures and projects to track performance.
  - Indicators and project milestones will also be developed under the LAA and from the Community Strategy and all other partnership plans, will be weighted according to their level of importance or priority.
  - A set of intervention levels will need to be defined and agreed for every LAA performance indicator after the November 2005 submission.
  - Commentary will be provided alongside the performance information reported to explain outcomes achieved in a particular period.
- Frequency of compiling scorecards.
  - It is proposed that the frequency of reporting will be every three months, in line with the council's reporting to its cabinet. Six monthly reports will be sent to the Government Office for London (GOL). The first report is due for submission in July 2006.
- Roles and responsibilities
  - Roles and responsibilities for performance management will need to be clearly outlined and agreed to by all HSP partners, and specific performance roles organised across the partnership. It will be important to identify which agency/agencies will be responsible for producing each scorecard, for delivering performance under each area, for monitoring each measure, and inputting information under each area.

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<sup>1</sup> Ideally there should be no more than 24-25 KPAs reported under the scorecard. However, there are currently 27 LAA themes.

### *Initial set-up of balanced scorecard*

Initial set up of the balanced scorecard will be via a simple Excel spreadsheet at Harrow Council contributing to diagrammatic summaries.

In the longer term this would be migrated across to Harrow's SAP CPM system when this goes live. The key headings will be (subject to change after the migration to SAP):

LAA block	Outcome	Performance Indicator	Actual Performance	Target Performance	Colour Red/Amber Green	Lead responsibility
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Each HSP management group will develop its own scorecard, contributing to the overall picture of performance. Because all balanced scorecards look the same and are set up in the same way, data will be able to be transferred between scorecards.

Scorecards at LAA management group level will inform the overall HSP balanced scorecard which will be reported to the HSP Executive and Board quarterly. The LAA measures specifically will be reported to GoL bi-annually.

The Council has identified resources from its Business Transformation Partnership to work with each Management Group to develop the contents of the Scorecard and map the business process through which reporting will take place. This work will need to be completed to report performance at the end of quarter one for 06/07.

### Proposed Questionnaire

It is intended that the following self-assessment Questionnaire relating to partnership and value-add is sent out in Spring 2006 to act as a benchmark of current perceptions of the HSP.

It will be sent to the HSP Board, HSP Executive, Senior Management Teams of Agencies, and the Management and Reference Groups only. Following the results of this initial questionnaire, consideration can then be given to subjects for a wider survey.

## Questionnaire

To be completed by: Members of HSP Strategic Board, HSP Executive, Councillors, senior management teams in partner organisations

Please read the following statements. By placing a tick in one of the columns to the right you can express the extent of your **agreement** or **disagreement** with the statement. If you don't know, select the far right hand column.

I am a respondent from the following sector – please tick one only

Local Government (Members and Officers)	
Voluntary	
Health	
Police	
Business	
Education	

<b>Subject area/Statement</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly agree</b>	<b>Don't Know</b>
<b>Strategic</b>					
1. The HSP has a clear vision and strategy.					
2. The HSP's vision and strategy are ambitious.					
3. The HSP's vision and strategy are achievable.					
4. All the HSP partner organizations have agreed the vision					
5. The HSP's vision is regularly reviewed and the strategy updated accordingly.					
6. The HSP provides an effective steer to partner organizations' strategies					
<b>Operations</b>					
7. I understand how the HSP is organized.					
8. The HSP Board is effective, with members having the authority to speak for their organizations.					
9. I understand how the HSP operates.					
10. My organization receives feedback on monitoring and evaluation of local strategies					
11. HSP membership has committed organizations to improving their services.					
12. HSP's local strategies are monitored and evaluated against agreed criteria.					
13. The HSP's risks are well assessed					

14.	Operational planning takes account of feedback.					
15.	The HSP is working to streamline links with all partners.					
16.	HSP strategies are based on accurate information about the nature of specific problems					

<b>Subject area/Statement</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly agree</b>	<b>Don't Know</b>
<b>Operations (cont'd)</b>					
17. HSP strategies are based on evidence of what works.					
18. The HSP has developed sound joint financial management systems.					
<b>Inclusive</b>					
19. The HSP plans to actively involve diverse and excluded groups.					
20. The HSP is effectively involving all sections of the community					
21. HSP strategies reflect the views and needs of all sections of the community					
<b>Added Value</b>					
22. The HSP is improving the lives of the community.					

Are there any suggestions for improved performance that you would like to make in relation to the Harrow Strategic Partnership?



### 2.3 Consultation

The Performance Management working group were fully involved in the development of these proposals. The working group included the Council, Policy, PCT and representative from the Voluntary and Community Sector.

### 2.4 Financial Implications

None

### 2.5 Legal Implications

The Scorecard approach to management of the Harrow Strategic Partnership will further enhance the legal, resource and management accountability between the Council and the Partnership.

### 2.6 Equalities Impact

None

### 2.7 Section 17 Crime and Disorder Act 1998 Considerations

None

## **Section 3: Supporting Information/Background Documents**

None.