



Halton Strategic Partnership Board

Performance management framework

April 2004

Section 1: reviewing delivery

The Halton Strategic Partnership Board (HSPB) has a structured strategic planning and performance management framework in place, with strong linkages between the two processes.

The following diagram illustrates the Partnership's strategic planning process.



The following diagram illustrates the Partnership's performance management process for Halton's Neighbourhood Renewal Fund (NRF).



The annual performance review is used to monitor progress against the Community Strategy's improvement targets and national floor targets. Partners are provided with a review of progress against the Community Strategy improvement targets and the national floor targets.

Each target is placed in one of the following categories:

- achievement likely (green)
- achievement difficult (amber)
- achievement unlikely (red)

A presentation is given to partners analysing the targets categorised as red and amber in more detail. Partners identify gaps in current service provision that need to be addressed to improve performance against these targets. Action points are drawn up following the discussion and agreed by the Halton Strategic Partnership Board at their next meeting. All the agreed action points are SMART and have clear lead individuals/agencies. Progress is reported to the Halton Strategic Partnership Board throughout the year.

The annual review of the SSPs strategies and action plans is used to challenge the plausibility of the actions aiming to deliver the targets. As part of the process for allocating NRF, clear links are established between the NRF funded initiatives and the Community Strategy improvement targets and key objectives. The criteria for NRF funded initiatives (attached) states that to receive NRF initiatives should be based on evidence of what works and existing good practice in circumstances relevant to Halton.

When reviewing their strategies and action plans, the SSPs are required to use information from the performance review and from the monitoring of NRF funded initiatives to revise their plans to ensure they remain focused on what works in the achievement of the Community Strategy improvement targets and national floor targets.

The performance review and the SSPs updated strategies and action plans inform the updating of the State of the Borough report and the Community Strategy.

The information collected from each initiative through the monitoring process also includes the following in addition to the information outlined in the above diagram:

- progress towards sustainability, including mainstreaming where appropriate
- partnership working and development
- community engagement activities

The financial monitoring collects information on the use of NRF and on investment from other sources, including:

- cash match funding
- in-kind match funding
- leverage/complementary funding

Section 2: reviewing partnership working

The Halton Strategic Partnership Board's review of partnership working is based on the accreditation criteria used in 2003. It is proposed to carry out the next full review in 2006.

The performance review awayday is used to report on progress against the actions and for partners to raise any issues of concern and identify weaknesses that need action taking to address them. The 2003 awayday resulted in no further areas for action other than the actions arising from accreditation.

The February 2003 accreditation was the last full review of partnership working and work has been ongoing since to address the actions arising from it. Progress against the action plan is monitored as part of the Halton Borough Council performance management systems, the Halton Partnership Team being based with Halton Borough Council. Progress is reported to the Halton Strategic Partnership Board on specific actions as appropriate during the year.

The vast majority of actions have been achieved during 2003/04. The outstanding actions will continue to be monitored until achieved. New timescales have been set where appropriate. A number of other areas in the accreditation require ongoing monitoring to ensure the Partnership works effectively. These actions are detailed in Section 3: improvement plan.

The actions from the Partnership's Learning Plan have been completed and ongoing learning activities through conferences, presentations, awaydays, and training continues.

Section 3: improvement plan

Halton's improvement plan has three elements:

- Action points agreed at the performance review awayday
- Actions from Halton's floor target action plan
- Continuing actions from Halton's 2002/03 accreditation process

This document summarises the elements as they are contained within existing plans and documents.

Awayday action points

The action points agreed at the 2003 performance review awayday are detailed in the attached extract from the report produced following the awayday. Progress on the action points has been reported to the Halton Strategic Partnership Board – an example of the report format is attached. A new set of action points will be agreed at the 2004 performance review awayday in May 2004.

Floor target action plan

Halton's floor target action plan identified a number of current and planned key interventions that would tackle the areas of greatest concern – employment rates, life expectancy, teenage pregnancy, and vehicle crime.

A further set of initiatives were agreed to tackle these areas using the additional £1.11 million NRF allocated to Halton for 2004/05. Each of these initiatives will be subject to the Partnership's performance management process for NRF outlined in Section 1: reviewing delivery. The list of initiatives is attached.

The key interventions and new initiatives addressing the floor targets of greatest concern will be closely monitored and reviewed by the Halton Strategic Partnership Board and the appropriate Specialist Strategic Partnerships during 2004/05.

Accreditation actions

The Halton Strategic Partnership Board has successfully tackled the majority of actions arising from its 2003/04 accreditation. A number of the identified actions require further work or continuous review. These are listed below under the six headings used for accreditation.

Strategic

Task	Action
Review the membership of the LSP as appropriate.	Membership will be reviewed at least every two years to ensure it remains appropriate. The next scheduled review is in the autumn of 2004 and will form part of the awayday in November 2004.
Equal opportunities promotion and compliance.	Partners compliance with their equal opportunities policies and legislation is checked as part of the annual performance review.
Engagement of BME and sexual orientation groups.	The Community Empowerment Network (CEN) is the lead organisation for this task and has been supported with £280,000 NRF in 2002/03 and 2003/04 in addition to their £394,470 funding from the NRU up to 2003/4. A further £50,000 NRF has been allocated to the CEN in 2004/05 to match their £131,490 Community Empowerment Fund.

Inclusive

Task	Action
Development of the CEN.	The CEN has been supported with £280,000 NRF in 2002/03 and 2003/04 and a further £50,000 NRF been allocated to the CEN in 2004/05.
Information sharing.	The actions from the 2002/03 accreditation are behind schedule. A Communications Officer was appointed in August 2003 and the development of a partnership website and other communications activities will be progressed during 2004.
Review membership of SSPs.	A mapping exercise is currently being conducted. This will provide the SSPs with information on the skills and knowledge of their members and the links with other partnerships operating in Halton.
Links with business.	In addition to the Chamber of Commerce and Greater Merseyside Enterprise's representation on the Halton Strategic Partnership Board, wider forums for the involvement of and partnership with the business sector are being developed, particularly through the Urban Renewal SSP.

Action focused

Task	Action
Facilitate awaydays to progress significant strategic items.	The Partnership has two awaydays scheduled during 2004. The first is for performance review and the second for other, as yet to be confirmed, strategic items.

Learning and development

Task	Action
Ensure LSP and member organisations have the skills to do the job.	The results of the SSP membership mapping exercise will show if there are any gaps in the skills and knowledge of SSP members.

Key documents

The documents listed below form the core of Halton's performance management framework.

- Community strategy: key priorities 2002/03 – 2005/06
- Floor target action plan – progress against floor targets in Halton
- Halton Borough Council Strategic Policy and Partnership Divisional Plan
- Halton Partnership funding criteria
- Halton Partnership monitoring form
- Halton Partnership NRF report
- Halton Partnership service agreement
- Halton Strategic Partnership Board awayday report June 2003
- Priority baseline reports
- Specialist Strategic Partnerships' strategies and action plans
- SSP progress report
- State of the Borough report