

Performance Improvement Framework

Delivering the vision

“Herefordshire will be a place where people, organisations and businesses, working together within an outstanding natural environment, will bring about sustainable prosperity and well-being for all”

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Introduction

The *Herefordshire Partnership* exists to bring about sustainable prosperity and well-being for all. The *Partnership's* vision and outcomes to 2020 are set out in the *Herefordshire Community Strategy*, which was published in 2006 following extensive consultation. This performance improvement framework describes the practical arrangements by which it intends to make these a reality.

Working within the umbrella of the *Herefordshire Partnership*, there are a number of partnerships tackling particular issues. These include the statutory *Children's Trust* and *Community Safety and Drugs Partnership*. All of them play a crucial role in securing the necessary improvements. So too do all the individual organisations that make things happen in Herefordshire.

This framework builds on these enduring foundations. It's about securing better outcomes for people and communities, not bureaucracy. It's about letting the partnerships and individual organisations get on with what they are responsible for delivering and being accountable for it. It's about making sure that the right things are actually happening and that decisive action is taken when they are not. And it's about the *Partnership* as a whole adding value by ensuring that levers to better performance are identified and obstacles removed.

There have been significant developments over the past two years. In 2006 the Government declared its determination to enable communities to be stronger, safer and more prosperous through a new settlement between central government, local government and communities. At the core is the Council's role as democratically elected strategic leader and overall accountable body for the *Partnership*.

New legislation requires public bodies to work together in an area to develop and implement a sustainable community strategy and local area agreement. It also places a duty on public bodies, including councils and primary care trusts, to involve representatives of local people. It involves a big reduction in the number of national indicators and a concentration on an even smaller number of key priorities, negotiated in the *Local Area Agreement* between the *Partnership* and Government. These changes are linked to a new inspection system for local authorities and their partners from 2009 – *Comprehensive Area Assessment* – which is intended to be much lighter touch and to provide far greater opportunities for local partnerships to innovate.

The *Partnership's* governance arrangements are being strengthened to meet these new challenges and opportunities. Its performance management arrangements need similar strengthening. This performance improvement framework is the first stage in doing that. It will be kept up-to-date, taking into account national decisions about how the new system of *Comprehensive Area Assessment* will work. The *Herefordshire Community Strategy* itself will be reviewed and rolled forward in 2009.

Councillor Roger Phillips
Chair of the Herefordshire Partnership Board

Section 1 – Principles

- 1.1 This framework is about achieving the *Partnership's* shared vision and desired outcomes, as set out in the *Herefordshire Community Strategy* and the *Local Area Agreement*. It is therefore about having clear arrangements for identifying how this will be done and measured; monitoring and reporting regularly whether the desired impact, especially in terms of outcomes for people, is happening; and, where things aren't going to plan, what's being done to get them back on track.
- 1.2 To these ends, the framework establishes a performance improvement cycle that integrates the *Partnership's* setting of priorities, objectives, targets and key actions with its financial planning, the planning of its constituent members, including the statutory and other functional partnerships, and the management of overall *Partnership* performance.
- 1.3 It makes clear the responsibilities and accountabilities of the different *Partnership* bodies, of the statutory and non-statutory partnerships that exist to tackle particular issues, of individual organisations and of specified individual post-holders.
- 1.4 At the heart of these is the principle that the Council is required to exercise strong and accountable leadership of the *Partnership*, but that it will exercise this having regard to the individual statutory powers and duties, and the associated responsibilities and accountabilities, of the functional partnerships and individual partner organisations. In particular, it recognises that detailed planning and delivery will be carried out by the functional partnerships and individual organisations, and that the role of the *Partnership* as a whole and of the Council in its leadership role is to add value, not to duplicate what they do.
- 1.5 This principle lies behind the role of individual Council directors exercising, in addition to their direct responsibility for Council-led indicators, *strategic oversight and accountability* in respect of specified *Partnership* indicators that are led by other organisations (see section 10 below).
- 1.6 The framework ensures that actual performance against agreed priorities, desired outcomes, targets, actions and budgets is reviewed by means of regular integrated performance and financial reporting to the relevant *Partnership* bodies, to the Council in its community leadership role and to the public.
- 1.7 It requires the development and maintenance of improved systems to ensure accurate, valid, timely and secure data and intelligence across the *Partnership*.
- 1.8 It ensures that the identification and management of risk is an integral part of the *Partnership's* planning and performance monitoring and management, at all levels.
- 1.9 It requires of all partner organisations, and of those who work in them, a commitment to continuous performance improvement. This includes the use of

comparative and benchmarking data, and the outcomes of peer review and external inspection.

- 1.10 It requires the engagement of all those who work in partner organisations, so that they understand relevant Partnership desired outcomes and targets, and can contribute to their achievement.
- 1.11 It depends upon fostering across the *Partnership* a culture of mutual learning rather than blame, in which all involved feel free to challenge and be challenged constructively and to learn from both successful and less successful initiatives.
- 1.12 It will be implemented having regard to the five guiding principles of the *Community Strategy*, which are to:
 - realise the potential of Herefordshire, its people and communities;
 - integrate sustainability into all the Partnership's actions;
 - ensure an equal and inclusive society;
 - build on the achievements of partnership working and ensure continual improvement; and
 - protect and improve Herefordshire's distinctive environment.
- 1.13 Having regard to the importance to the *Partnership* of an effective contribution from the diverse third sector of voluntary and community bodies, it will be implemented in accordance with the requirements of the Herefordshire Compact and Codes of Good Practice.

Section 2 - How the *Partnership* is organised

2.1 The *Herefordshire Partnership* brings together:

- the key statutory public sector bodies: the Council, the Primary Care Trust, the West Mercia Constabulary, the Learning and Skills Council, the Fire and Rescue Service, the Hereford Hospital Trust, and the Ambulance Trust;
- third (voluntary and community) sector organisations, by means of the Herefordshire Association of Local Councils, the Alliance, the Voluntary Sector Assembly and the Herefordshire Infrastructure Consortium;
- the private sector, by means of the Chamber of Commerce and Business Link; and
- the statutory partnerships – the Children's Trust and the Community Safety and Drugs Partnership – and other partnerships and groups, such as in respect of economic development and the environment, and representatives from the community sector, including young people (see the list at 2.3 below).

2.2 The structures of the Partnership are set out in **Appendix 1**. These structures were reviewed and refreshed in 2008 and implemented with effect from January 2009.

2.3 The following statutory and non-statutory partnerships are currently members of the Partnership and are represented through the six Policy and Delivery Groups:

Children's Trust	Rural Access Partnership
Community Safety and Drugs Partnership	Housing and Homelessness Partnerships
Health and Well-being Partnership	Lifelong Learning Partnership
Environment Partnership	Cultural Consortium
Economic Development Partnership	Herefordshire Activity Network
Community Development Partnership	South Wye Partnership
Herefordshire Equalities Partnership	

2.4 Partnership/Performance Support, including the joint Council and Partnership Research Team and the joint (HC/PCT) Community Involvement Team provides a range of research, analytical, developmental and administrative services that enable the Partnership to function.

Section 3 – Plans

- 3.1 The hierarchy of *Partnership* plans is set out in **Appendix 2**.
- 3.2 The fountain-head of the *Partnership's* planning is the *Community Strategy*. This sets out the long-term vision, guiding principles, desired outcomes and performance indicators that are used to set targets against which progress is monitored and performance managed. The *Community Strategy* was last reviewed and updated in 2006. It will be reviewed again in 2009.
- 3.3 The *Community Strategy* provides the context for the *Local Area Agreement (LAA)*. The LAA sets out the highest priorities and related performance indicators and targets agreed by the *Partnership*. In the case of up to 35 indicators from the mandatory National Indicator Set and the 16 statutory early years and education indicators, these are also agreed with the Government.
- 3.4 In some cases, the indicators and targets in the LAA may change or supplement those in the *Community Strategy*. The LAA lasts for three years. It is reviewed and, where necessary, adjusted each year. Government has to consent to any proposed changes to the LAA indicators or targets it has previously agreed. In the light of a fundamental review in year three, a fresh LAA is drawn up and agreed.
- 3.5 Some *Community Strategy* indicators enable the Partnership to monitor and manage performance over a longer-period. In the case of a number of these, in relation to such issues as the health of the county's economy or climate change, no targets are set but performance is tracked to give a broad overall sense of whether the desired long-term improvements are likely to be achieved. This provides a basis for informed collective consideration of what further action needs to be taken.
- 3.6 The selection of indicators and the setting of targets has regard to:
 - Herefordshire's performance measured against comparable areas and benchmarking groups; and
 - tests of statistical significance (i.e. to ensure that targets are set in such a way that there can be reasonable confidence as to whether the desired degree of change has been achieved).
- 3.7 The delivery of the *Community Strategy* and the LAA is secured by the functional partnerships and individual organisations getting on with the elements assigned to them, either on their own or by working together with others. To ensure that the crucial actions have been identified, and to provide a basis for effective in-year performance management (not least because performance against many indicators is only measurable once a year), a *Partnership* action plan is produced. This is constructed on the basis of a template completed by the designated lead organisation or functional partnership. The action plan is reviewed and updated annually.

- 3.8 Partners, including the functional partnerships, have agreed that their individual plans will reflect the *Partnership's* priorities and desired outcomes, as well as including the *Community Strategy* and LAA targets and actions they are assigned to lead or contribute towards.
- 3.9 The development of the *Community Strategy*, the LAA and the *Partnership* action plan will always be undertaken in an open and inclusive manner. In particular, the maximum possible opportunities will be provided for the general public, including minority and disadvantaged groups, and voluntary and community organisations, including parish councils, to make their views known and for these to be taken into account.

Section 4 – Performance monitoring and management

4.1 The fundamentals of effective performance monitoring and management are:

- robust arrangements for the measurement of all the things the *Partnership* has agreed it wants to achieve;
- a balance of short-term, medium – term and long-term stretching but achievable targets and key actions to achieve them, measurable in terms of desired outputs and of the improved outcomes these are expected to deliver to improve the quality of people's lives;
- awareness of the key factors that will affect performance, including those outside the direct control of the *Partnership* or its constituent member organisations;
- reliable, timely data;
- absolute clarity regarding the responsibilities and accountabilities of individual organisations and designated managers within them;
- transparent arrangements for the reporting of performance; and
- effective mechanisms for securing remedial action when it is not on track.

4.2 Section 9 below deals in detail with data, while responsibilities and accountabilities are spelt out in Section 10. This section is about the arrangements for performance reporting and ensuring that effective action is taken promptly to address actual or potential under-performance.

4.3 In respect of all the *Partnership's* chosen performance indicators for the LAA - and more generally for the *Community Strategy* - there must be a sound basis for setting targets and for assessing measurable progress against them. The key questions that have to be answered are:

- are there reliable baseline data?;
- are there effective arrangements for the collection, analysis and presentation of data that will provide meaningful intelligence about actual performance?; and
- if the answer to either of the first two questions is "no", is there a clear and realistic timescale for these deficiencies to be made good?

4.4 In the case of some indicators, for instance those that depend on an annual survey of customer satisfaction or public perceptions, data will not be available regularly

throughout the year. This means that they will not provide a sound basis for in-year performance management.

4.5 In such cases, the following must be identified:

- proxy indicators in respect of which regular in-year data are available; and/or
- measurable in-year milestones or key actions that are directly material to achieving the agreed target

This information must be included in a template provided by Partnership/Performance Support and returned to them.

4.6 These requirements do not apply to long-term tracker indicators (for an explanation of these, see paragraph 3.5 above).

4.7 Some data about performance against indicators comes from national data-bases. Wherever possible, the *Partnership* maintains its own parallel data to provide a check on the reliability of the national data and a basis for dialogue with the Government and inspectors about targets and performance.

4.8 *Partnership* performance against all agreed indicators, and associated targets, milestones and key actions, is reported in accordance with the agreed frequency for each item to Partnership/Performance Support by designated improvement managers, working in support of Council directors (see paragraph 1.5 above and section 10 below).

4.9 Thereafter, Partnership/Performance Support provides reports that highlight good performance, as well as actual or potential under-performance, as follows:

- to the Herefordshire Partnership Board and Management Group
- to the Council's Cabinet, as part of the Council's corporate performance report (CPR)
- to each meeting of the Council's Strategic Monitoring Committee, as part of the latest available CPR

4.10 These reports identify what is being done to tackle actual or potential under-performance, drawing particular attention to any major obstacles or potential spurs to achievement that need to be addressed. This is done as part of the management of *Partnership* risks (see section 6 below).

4.11 The reports also include the latest financial position in respect of Area Based Grant and, during 2008-09 and 2009-2010, the reward grant associated with the final Local Public Service Agreement.

- 4.12 These reports are notified to partner organisations and the functional partnerships so that they can be shared with their non-executive members and managers.
- 4.13 Mid-year and end-of-year reports on progress in delivering the LAA are made to the Government Office of the West Midlands. The end-of-year report is associated with a formal review, which may result in adjustments to the LAA.
- 4.14 Reflecting the Council's community leadership role and its accountable body responsibility for the *Community Strategy* and the LAA, the *Partnership* and the Council work to a common performance management system. They therefore use the same sources of information, analysis and intelligence, including the same templates. They also use the same red/amber/green (RAG) traffic-light system to identify what's going well, as well as areas of concern.
- 4.15 The *Partnership* is determined that these performance monitoring and reporting arrangements should not become - or be perceived to be - a substitute for the effective routine management of performance. The responsibility for that lies with the functional partnerships and, to an even greater extent, the individual organisations and, within them, the designated managers identified in section 10 below. It is of particular importance that they secure prompt and effective action to address areas of actual or potential under-performance. The Council's improvement managers have the lead role in supporting their directors to ensure that this is happening.
- 4.16 If, nonetheless, under-performance – or the risk of serious under-performance - persists and remedial action does not appear to be being taken, or proves ineffective, Partnership/Performance Support will ask the relevant Council improvement manager to pursue the matter and report back urgently. If, despite this, the matter is still not being addressed adequately, the designated manager will be required to produce a plan of remedial action within a specified timescale; or, in exceptional cases, where the matter is still not resolved or lies beyond the capacity of the designated manager to do so, it will be referred by Partnership/Performance Support to the Deputy Chief Executive. Unless the matter can be addressed rapidly and effectively, attention should be drawn to it in the relevant formal performance reports as a major obstacle that needs to be removed.

Section 5 – Performance improvement cycle

- 5.1 The *Partnership's* performance improvement cycle binds together operationally all the individual elements of this framework. Through a process of constructive challenge between the partners and, in respect of the LAA, with the Government, it enables the Partnership to:
- 5.1.1 – review whether it continues to have the right priorities, objectives and targets
 - 5.1.2 – assess regularly progress in delivering its priorities, objectives, targets and key actions
 - 5.1.3 - assure itself that it has identified correctly the risks to their achievement and that these are being managed effectively
 - 5.1.4 - make informed choices about the trade-offs between different priorities and targets, linking directly, at all stages of planning and performance management, the allocation of resources with the delivery of its priorities, in terms of measurable improved outputs and outcomes for people
 - 5.1.5 – pursue savings for investment in securing better services and outcomes for people, and the best possible value for money, particularly by seeking opportunities for more effective and efficient ways of working across current organisational boundaries (see section 8 below)
 - 5.1.6 – ensure that it is taking proper account of its guiding principles (see paragraph 1.9 on page 4 above)
 - 5.1.7 – drive continuous improvement that secures better services and outcomes for people
- 5.2 To these ends, the processes for strategy formulation, LAA development, the development of partners' plans and financial planning are integrated in the cycle.

Section 6 – Managing risk

- 6.1 The basis for the *Partnership* identifying its priorities and objectives, and achieving better outcomes for people, is a sound understanding of the needs and wishes of people and communities across the county. This has a particular focus on improving the life-chances of vulnerable and disadvantaged groups.
- 6.2 Taking the view that all matters affecting the quality of people's lives contribute to their health and well-being, the *Partnership* achieves this by means of Joint Strategic Needs Assessment, which is led by the Council and the Primary Care Trust.
- 6.3 The results of this annually refreshed assessment of people's needs and wishes provide the basis for assessing the effectiveness of the current measures being taken by the *Partnership*. In turn, this enables the *Partnership*, through its constituent organisations, to secure the commissioning of measures and services to meet the needs and wishes to which it accords priority. These are essential stages in the performance improvement cycle, as set out in section 5.
- 6.4 On their own, however, these steps won't deliver the desired improvements. That depends on identifying the main risks to success and then managing them effectively. These include the risks of failing to innovate and be creative. Conscious, controlled risk-taking is therefore at the heart of the *Partnership's* approach to performance improvement.
- 6.5 The identification and management of most risks is routinely a matter for the functional partnerships and individual organisations and their managers. Drawing on this, the *Partnership* as a whole concentrates on satisfying itself that the most serious risks to the achievement of its vision and objectives, including in respect of the LAA, have been identified and are being managed successfully.
- 6.6 To this end, the *Partnership* is developing, as part of the Regional Improvement and Efficiency Programme, a formal system for identifying and managing risks. This will include:
 - the main risks to achieving its priorities and objectives;
 - the likelihood of their coming to pass;
 - the impact were they to do so;
 - on the basis of this assessment, the nature and extent of the mitigating actions that are to be taken; and
 - in the light of those mitigating actions, the residual likelihood of risks not being avoided and the impact this would have.

- 6.7 The *Partnership* focuses its attention on the management of risks that are likely to happen and expected to have a serious impact, unless effective mitigating action is taken.
- 6.8 To ensure that that the need for remedial action is identified promptly and addressed, the *Partnership's* performance monitoring and reporting arrangements will routinely include consideration of risks and their mitigation (see paragraph 4.10 above).

Section 7 – Area-Based Grant

- 7.1 For England as a whole, the Government has moved over £4billion from specific grants to local authorities into the new area-based grant (ABG). In common with the rest of its 2007 financial settlement, it has made three-year allocations. The allocation for years two and three are indicative and may, in exceptional circumstances, be subject to change. The non-ring-fenced ABG can be used by local authorities as they see fit to support the delivery of local, regional and national priorities in their areas. This can include the achievement of LAA targets.
- 7.2 In Herefordshire, it has been agreed that, in financial year 2008-09, the £8.8m ABG allocation will continue to support those areas that the previous specific grants funded. This makes it possible to meet continuing commitments, such as individual care packages.
- 7.3 From 2009 the ABG will be allocated through the six Policy and Delivery Groups who will be responsible, through the Management Group to the Board, for the effective and targeted allocation of resources against identified priorities.

Section 8 – Driving greater efficiency and better value for money

- 8.1 The *Partnership's* success depends on the partners working together to secure continued major improvements in the productivity of all their collective resources: people, land, property, ICT and money.
- 8.2 All the public service partners face a big challenge in meeting the Government's requirements for 3% a year cumulative efficiency savings. At least this level of cash-releasing savings must be made if the *Partnership* is to deliver the improvements in outcomes for people aspired to in the *Community Strategy* and the LAA. This will not be possible if the individual partners act alone; working together they can achieve them.
- 8.3 Better value for money will also be secured by increasing customer satisfaction and increasing outputs and outcomes within existing levels of investment.
- 8.4 Achieving better value for money is a key test in the external inspection of the public service partners, a number of which are subject to the same Use of Resources assessment by the Audit Commission. This will continue, and is expected to grow even more demanding, under the new system of *Comprehensive Area Assessment*. Good practice will therefore be shared by the partners.
- 8.4 Efficient and effective use of the non-ring-fenced ABG (see section 7 above) to achieve the *Partnership's* objectives forms a relatively small but important part of this drive.
- 8.5 The Council and the Primary Care Trust have already embarked on a wide-ranging programme of public service arrangements that will reduce management overheads and so maximise the resources that can be spent on front-line services. This includes rationalising their structures, staffing, systems and accommodation. Functions that have already been brought together include communications and risk management. In the case of the joint emergency planning unit, the partnership extends to the Herefordshire Hospitals Trust.
- 8.6 The potential for doing more is substantial and will be examined by the *Partnership*.
- 8.7 As regards the third sector, greater efficiency and better value for money will be secured within the framework of the Funding and Procurement Compact Code.

Section 9 – Verification and quality assurance systems

9.1 Data quality is the fundamental underpinning of everything in this performance improvement framework. Unless it is rigorously maintained at all times, decisions about priorities, objectives and targets will be poorly informed, and performance management will be ineffective.

9.2 To ensure that data quality is of the highest standard, the *Partnership* has adopted five core requirements for the collection, recording, analysis and reporting of its data. They are:

9.2.1 **clear responsibility and accountability** for data quality at all levels of its operations. (Section 10 below spells this out, in terms of the respective responsibilities and accountabilities of the different elements of the *Partnership*, individual organisations and functional partnerships, and designated managers.)

9.2.2 the **overarching principles** that:

- data quality is an integral part of all *Partnership* business;
- data used to inform plans and decision-making, including resource allocation, must be right first-time and fit for purpose;
- data must be consistent across all constituent parts and levels of the *Partnership*; and
- data quality is the responsibility of all who contribute to it, directly or indirectly, whether they are producers of data or users of it.

9.2.3 the **assuring of data** by the following means:

- all staff being aware of the importance of data quality and taking responsibility for securing it;
- up-to-date arrangements and control procedures documented and in operation for the ownership, security, collection, recording, collation, analysis and reporting of data;
- these should include the arrangements and controls governing retrospective adjustment of data, such as may be necessary in response to changes in national sources or to agreed definitions or categories;

- staff equipped with the knowledge, understanding, skills and tools necessary to maximise the quality of data and their appropriate and effective use;
- clear performance management arrangements across the *Partnership* to ensure that data are used consistently and appropriately to inform decision-making, including resource allocation;
- equally clear arrangements for the collection, analysis, management and use of comparative and benchmarking data;
- routine reporting of errors, and performance reviews;
- the periodic audit and review of all out-turn data and collection processes;
- business continuity and security arrangements for all data and information systems;
- agreed protocols between the partners and any relevant third parties to ensure that fit-for-purpose data can be shared in compliance with legal and confidentiality standards; and
- a documented validation process in operation for all data provided by partners or third parties.

9.2.4 securing **a culture of data quality** across the *Partnership* so that:

- all elected and non-executive members, managers and staff act at all times with an awareness of the importance of data quality, and of accuracy and integrity in the use of data;
- they receive the training or development appropriate for their particular roles, responsibilities and accountabilities (including in respect of relevant compacts and codes); and
- that this is reviewed and refreshed regularly to meet changing requirements, needs and circumstances.

9.2.5 **monitoring and review** of progress in giving effect to these requirements; in particular, an annual review and report to the Board and, where necessary, an action plan to secure continuous improvements in data quality.

9.3 The other main verification and quality assurance systems for this framework are as follows:

9.3.1 self-evaluation, leading to an annual improvement plan

- 9.3.2 a pro forma for each *Partnership* performance indicator (PI), requiring the definition, method of calculation, use of comparative and benchmarking data, management and designated responsibility;
 - 9.3.3 the early production of quality-assured PI information at year-end;
 - 9.3.4 internal audit focus on any qualified or new PIs, and support to any managers with concerns or uncertainties in this area;
 - 9.3.5 targeted internal audit work on LAA PIs;
 - 9.3.6 for PIs in respect of which data will not be available regularly throughout the year, a completed and regularly updated template setting out:
 - agreed proxy indicators in respect of which regular in-year data are available, and/or;
 - measurable in-year milestones or key actions that are directly material to achieving the agreed target (see also paragraph 4.4 and 4.5 above);
 - 9.3.7 advice and support from the joint Council and *Partnership* Research Team in respect of the selection and design of all PIs and the setting of appropriate baselines and targets;
 - 9.3.8 targeted training for managers on planning and performance management, including risk management;
 - 9.3.9 commitment by top and senior management across the *Partnership* that work to deliver this framework will be supported and prioritised; and
 - 9.3.10 annual internal audit of the operation of this framework.
- 9.4 Although there is a crucial role for the Board in ensuring that verification and quality assurance systems, including those in respect of data quality, are taken seriously and applied effectively across the *Partnership*, it must be stressed that the primary means of ensuring that this happens lies with the Policy and Delivery Groups and the individual responsible organisations and managers. Again, there is also an important role for the Council's improvement managers, acting in support of their directors.

Section 10 - Roles and responsibilities

10.1 This section describes the roles and responsibilities of the different elements of the *Partnership's* formal governance structures, of designated individual non-executives, and of designated managers.

10.2 The **Board** is responsible and accountable for:

Purpose	Activity
Strategic Delivery	<ul style="list-style-type: none"> • Develop a single strategic Vision for the county and a medium term (3-5 year) Sustainable Community Strategy. • Agree initial allocation of resources to the Management Group • Ensure the targeting of resources is consistent with the achievement of the Vision, through the outcomes and targets agreed in the SCS and its Delivery Plan.
Monitoring and Scrutiny	<ul style="list-style-type: none"> • Ensure outcomes of the SCS are achieved through exception reporting and scrutinising performance management processes and procedures • Where a possibility exists that the outcomes will not be achieved, ensure remedial action is instigated. • If actions or activity is deemed to be inappropriate or ineffective ensure appropriate alternative mechanisms are put in place to ensure targets are met.
The Wider Picture	<ul style="list-style-type: none"> • Maintain an understanding of current issues and long-term trends as they affect the county, its regional context and the quality of life for people who live, work or visit Herefordshire. • Develop and use local networks across the county to gauge opinion and attitudes and ensure community cohesion.
The Voice of Herefordshire	<ul style="list-style-type: none"> • Lobby, campaign and champion the issues of importance to the county at regional and national government level and in the media. • Act as an ambassador of the Partnership by communicating the priorities, activities and achievements of the Partnership (and its Policy and Delivery Groups) to the public and across the wider partnership. • Ensure effective communication channels with the Policy and Delivery Groups.
Consultation and data sharing	<ul style="list-style-type: none"> • Identify and address cross cutting issues, gaps and overlaps in county provision. • Promote and encourage multi-agency working • Ensure data and information is shared amongst partners and make certain data sharing protocols are in place. • Ensure compliance with the agreed Data Quality Policy
Accountability	<ul style="list-style-type: none"> • Ensure the Partnership's activities are understood and are relevant and accessible to the public. • Ensure strong governance and partnership agreements are in place and these are reviewed annually. • Ensure that all documents (with the exception of agreed confidential documentation) are readily accessible to the community, either on the Herefordshire Partnership website or in hard copy.

10.3 The *Management Group* is responsible and accountable for:

Purpose	Activity
Policy	<ul style="list-style-type: none"> • Assume responsibility for preparing the SCS Action Plan for approval by the Board • Ensure activity is commissioned by the six Policy and Delivery Groups to deliver action plan priorities • Ensure resources are allocated and used effectively • Identify lead agencies to deliver tasks identified by the Board • Develop plans for delivering key outcomes in response to emerging funding opportunities
Performance Management	<ul style="list-style-type: none"> • Manage performance to ensure agreed outcomes are achieved by partners and Policy and Delivery groups and report progress to the Board at each of its meetings • Allocate resources to the six Policy and Delivery groups in line with the strategic direction set by the Board. • Ensure the outcomes of the Strategy are achieved within designated timescales and budgets. • Promote cross partnership working in order to improve outcomes and add value.
The Wider Picture	<ul style="list-style-type: none"> • Maintain awareness of best practice regionally and nationally
Raising the profile of the County regionally and nationally	<ul style="list-style-type: none"> • Ensure Herefordshire Partnership is networked with other areas facing similar challenges. • Ensure examples of innovation or creative and successful practice are identified and disseminated
Consultation and data sharing	<ul style="list-style-type: none"> • Bring together, where possible, strategic consultation activity by partners. • Ensure data quality policy is followed by all partners • Develop common data collection mechanisms where appropriate • Develop analysis of local trends and data • Ensure compliance with the agreed Data Quality Policy
Relationship management, inclusion and equality	<ul style="list-style-type: none"> • Report back to and consult with key partners (particularly those who are not members) as appropriate. • Report back to and consult with Herefordshire Partnership Board • Ensure the Infrastructure of Herefordshire Partnership is in place and fit for purpose.

10.8 Each ***Policy and Delivery Group*** (representing and made up of functional statutory and non-statutory partnerships) is responsible and accountable for:

Purpose	Activity
Data and Information Management	<ul style="list-style-type: none"> • Collate data and information from each partner on Herefordshire's Needs • Provide information on risks and opportunities for the annual report on 'The State of Herefordshire' • Ensure compliance with the agreed Data Quality Policy
Planning	<ul style="list-style-type: none"> • Prepare an Action Plan for the Management Group which will achieve the relevant outcomes and targets assigned to the group • Circulate draft action plans to other Policy and Delivery Groups to identify opportunities for collaboration • Review the plans of the five other Policy and Delivery Groups to consider best fit with the groups' priorities. • Working collaboratively with other groups on cross cutting themes • Co-ordinate existing resources including mainstream budgets of partners to achieve key outcomes
Delivery and Commissioning	<ul style="list-style-type: none"> • Maintain responsibility to co-ordinate or realign if appropriate the resources of each partner to achieve the outcomes and targets of the Action Plan • Commission work to fill gaps in delivery with any additional funds available • Monitor delivery against the Action Plan and report to the Management Group by exception.
Decision making	<ul style="list-style-type: none"> • Partners should ensure that membership of each Policy and Delivery Group is appropriate, and that the representative attending the Board and Management Group has the responsibility and ability to report on progress and make informed decisions across all areas of activity.
Communication	<ul style="list-style-type: none"> • Develop a Member reference group to ensure the effective engagement of Local Authority Members • Provide information and 'news' for dissemination by the Partnership • When asked provide input and expertise to guide discussion by the Board • Preparation of an annual report detailing activity, progress towards achievement of the targets and impact on the local community.

10.9 ***Organisations and Partnerships*** designated by the Board as ***leading on the delivery of specified indicators*** and associated targets and actions are responsible and accountable for:

- ensuring that all indicators and associated targets for which they are responsible take account of comparative and benchmarking information, are soundly based, and have established baselines and robust arrangements that will enable performance against them to be monitored and managed
- securing the delivery of the agreed targets and actions, including the alignment of resources

- working to this end with contributing partnerships and other organisations, ensuring that all those with a potential part to play are given that opportunity
- co-operating with the designated lead Council/PCT director in the discharge of their responsibilities for the active oversight of indicators, targets and actions
- ensuring that information about performance against each target and action for which they have been given designated responsibility is reported to the relevant Council improvement manager in accordance with their requirements
- ensuring that all these requirements are met in accordance with the *Partnership's* requirements in respect of verification and quality assurance, including data quality (see section 9 above)
- in particular, ensuring that in their areas of responsibility there are agreed protocols between the partners and any relevant third parties to ensure that fit-for-purpose data can be shared in compliance with legal and confidentiality standards; and that a documented validation process is in operation for all data provided by partners or third parties
- to ensure that their responsibilities are discharged effectively and efficiently, designating in respect of each indicator for which they are responsible a lead officer of at least director or equivalent level, as well as a responsible operational manager

10.10 **Organisations** designated by the Board as ***contributing to the delivery of specified indicators*** and associated target and actions are responsible and accountable for:

- collaborating fully with the organisations designated by the Board as leading on the delivery of the relevant indicators
- agreeing actions and, where appropriate, targets for its contribution
- reporting progress in achieving its actions and targets to the lead organisation in accordance with its requirements
- ensuring that all these requirements are met in accordance with the *Partnership's* requirements in respect of verification and quality assurance, including data quality (see section 9 above)
- in particular, ensuring that in their areas of responsibility there are agreed protocols between the partners and any relevant third parties to ensure that fit-for-purpose data can be shared in compliance with legal and confidentiality standards; and that a documented validation process is in operation for all data provided by partners or third parties
- to ensure that their responsibilities are discharged effectively and efficiently, designating in respect of each indicator to which they make a contribution a

lead officer of at least director or equivalent level, as well as a responsible operational manager

10.11 **Each Director of the Council/PCT** is responsible and accountable for:

- ensuring that all proposed indicators and associated targets for which they are directly responsible or have active oversight take account of comparative and benchmarking information, are soundly based, and have established baselines and robust arrangements that will enable performance against them to be monitored and managed
- securing the delivery of all targets and actions, including the alignment of resources, in respect of which they have designated lead responsibility
- where they have been designated by the Management Group to carry out this responsibility, active oversight of the achievement of targets and actions in respect of which other partnerships or organisations have the designated lead
- working to these ends with the other partnerships and organisations, ensuring that all those with a potential part to play are given that opportunity
- ensuring that performance against each target and action for which they have been given designated responsibility or active oversight is reported by the relevant improvement manager to Partnership/Performance Support in accordance with its requirements
- ensuring that all these requirements are met in accordance with the *Partnership's* requirements in respect of verification and quality assurance, including data quality (see section 9 above)
- in particular, ensuring that in their areas of responsibility there are agreed protocols between the partners and any relevant third parties to ensure that fit-for-purpose data can be shared in compliance with legal and confidentiality standards; and that a documented validation process is in operation for all data provided by partners or third parties

10.12 Each **Council Improvement Manager** is responsible and accountable for:

- supporting their director or directors to fulfil their responsibilities (see paragraph 10.11 above)
- working to this end with the designated lead partnerships and organisations
- in particular, securing that all proposed indicators and associated targets are soundly based, and have established baselines and robust arrangements that will enable performance against them to be monitored and managed
- ensuring that information about performance against each target and action for which their director or directors have been given designated direct

responsibility or active oversight is reported to Partnership/Performance Support in accordance with its requirements

- o ensuring that all these requirements are met in accordance with the Partnership's requirements in respect of verification and quality assurance, including data quality (see section 9 above)

10.13 **All individual managers** in organisations contributing to the work of the *Partnership* are responsible and accountable for:

- o securing that they and their staff contribute to the achievement of the relevant *Partnership* priorities, objectives, plans, targets and actions
- o to this end, securing that the objectives and targets of their team, and of the individuals in the team, reflect accurately what they are required to do to help achieve these things
- o having regard to achievement in this respect in reviewing the performance of their team and of individual members of staff
- o ensuring that all these requirements are met in accordance with the *Partnership's* requirements in respect of verification and quality assurance, including data quality (see section 9 above)

10.14 **Individual members of staff** are responsible and accountable for:

- o ensuring that they understand their contribution to delivering the *Partnership's* priorities, objectives, plans, targets and actions
- o acting accordingly
- o ensuring that all these requirements are met in accordance with the *Partnership's* requirements in respect of verification and quality assurance, including data quality (see section 9 above)

10.15 The **Council and Partnership Research Team**, working with research colleagues across the *Partnership*, is responsible and accountable for:

- o advising on the selection of indicators
- o advising on the availability and establishment of baselines
- o advising on trends and comparative data
- o advising on target-setting
- o advising on the collection and analysis of performance information
- o planning and undertaking or overseeing needs assessment
- o *State of Herefordshire* reporting

- o ensuring that all these requirements are met in accordance with the *Partnership's* requirements in respect of verification and quality assurance, including data quality (see section 9 above)

10.16 **Internal Audit** is responsible and accountable for:

- o assuring that this performance improvement framework as a whole is operating effectively

10.17 The Council's **Strategic Monitoring Committee** is responsible and accountable for:

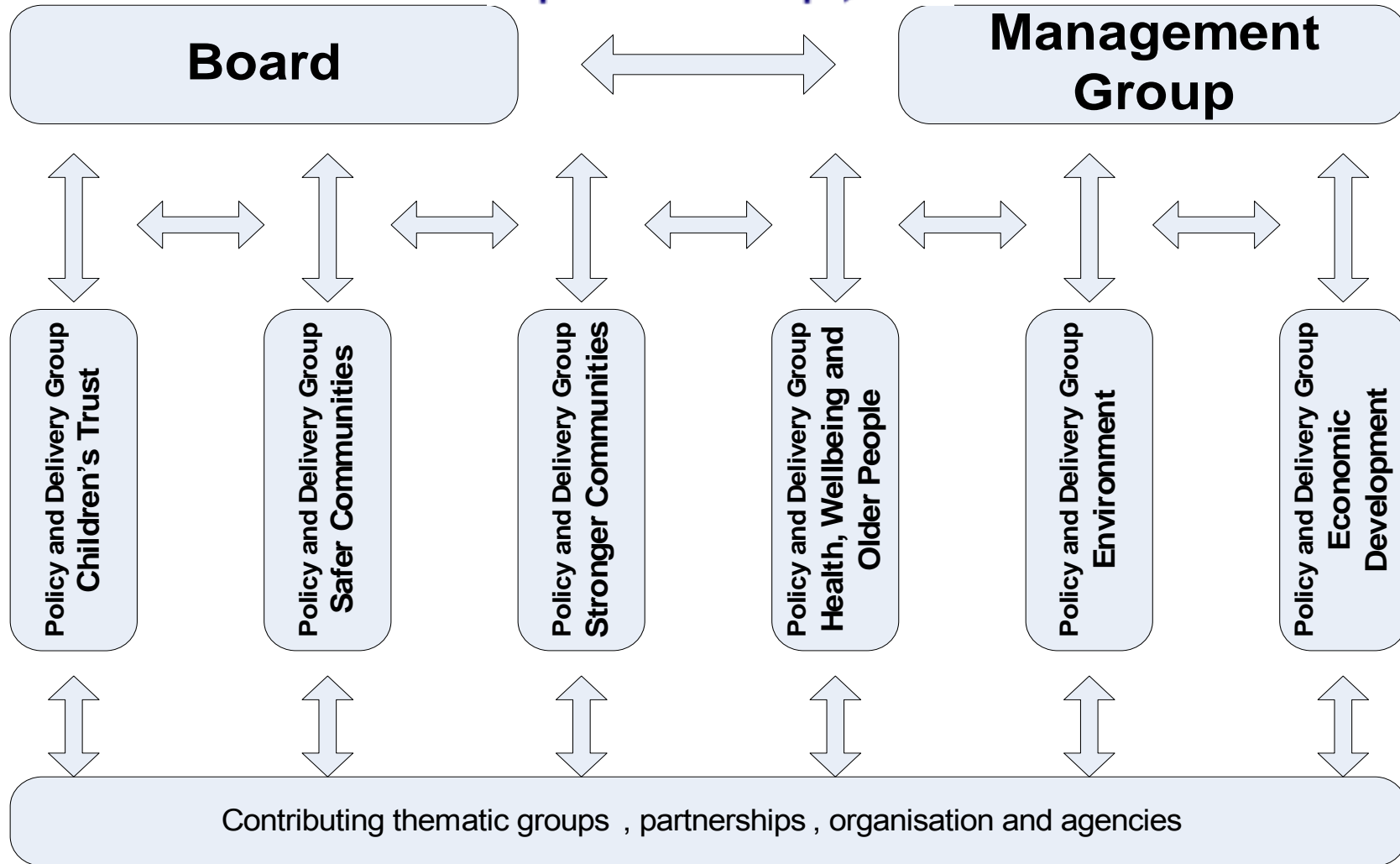
- o testing the robustness of the *Partnership's* strategy and plans, and the effectiveness of its performance management to deliver its vision, priorities, objectives and targets

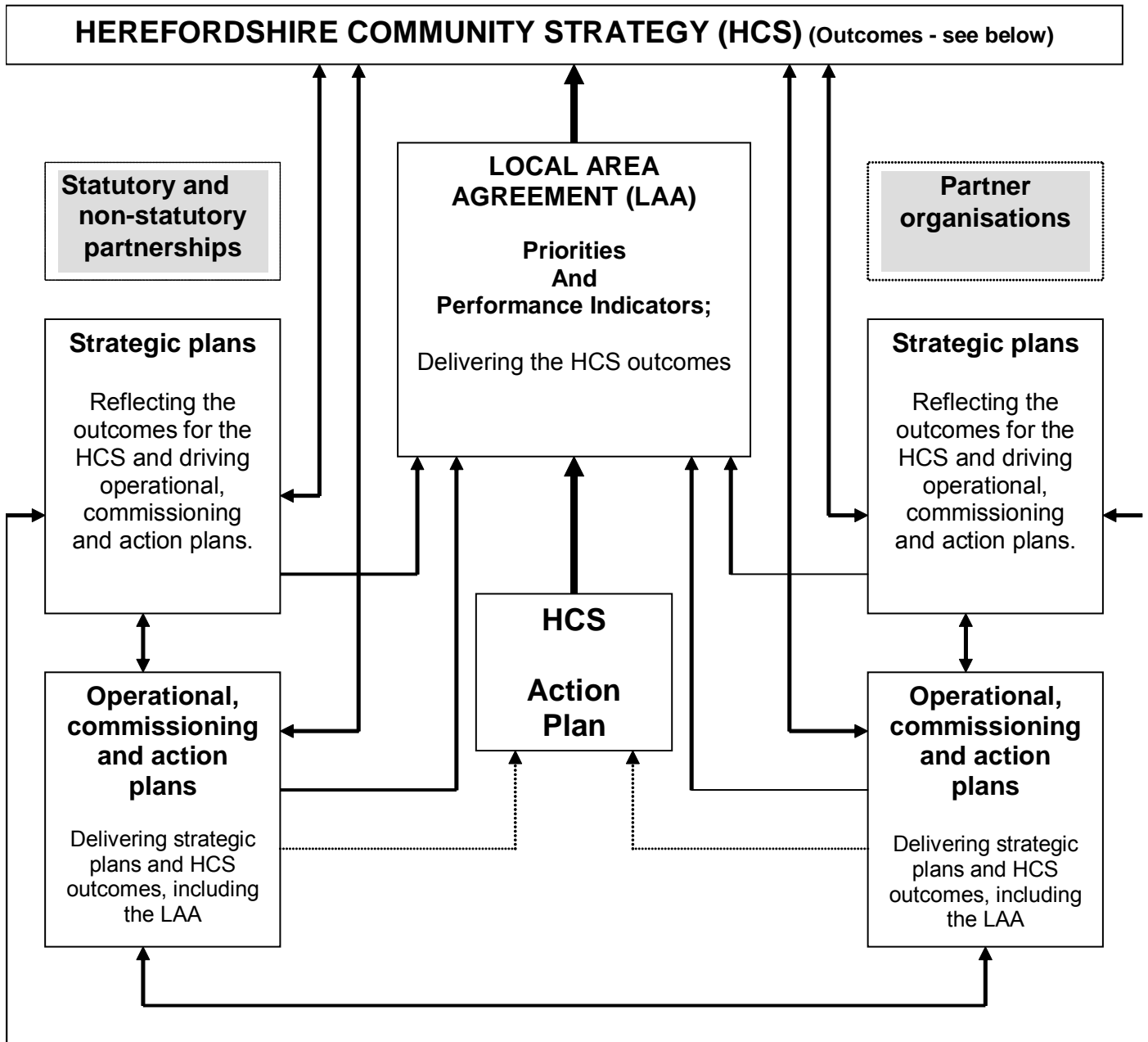
10.18 **Partnership/Performance Support** is responsible and accountable for:

- o providing or securing analysis, advice and reports, in accordance with the requirements of the Board and the Management Group (or the chairs of either Group) for the development and implementation of the Partnership's priorities, objectives, plans, targets and actions
- o in particular, co-ordinating the periodic review and rolling forward of the *Community Strategy* and the LAA, including liaison and negotiation with Government, and supporting the Board and Management Group to ensure an effective process of constructive challenge
- o following consultation with the affected bodies, advising the Management Group on the designation of lead and contributing partners and organisations for each indicator and associated target and actions
- o following consultation with the affected directors, advising the Management Group on the designation of Council directors to be directly responsible for specified indicators and associated targets and actions
- o following consultation with the affected directors, advising the Management Group on the designation of Council directors to be responsible for the active oversight of specified indicators and associated targets and actions in respect of which other partnerships or organisations have the designated lead
- o advising the Management Group on the allocation of *Partnership* resources, including ABG, to support priorities, as agreed by the Board.

providing integrated reports on *Partnership* performance, finance and the management of risks, in accordance with the requirements in section 4 above

- ensuring that the *Partnership's* performance improvement cycle runs smoothly and effectively, in accordance with the requirements in section 5 above.
- if under-performance – or the risk of serious under-performance - persists and remedial action does not appear to be being taken, or proves ineffective, asking the relevant Council improvement manager to pursue the matter and report back urgently. If, despite this, the matter is still not being addressed adequately, requiring the designated manager to produce a plan of remedial action within a specified timescale; or, in exceptional cases, where the matter is still not resolved or lies beyond the capacity of the designated manager to do so, referring it to the Deputy Chief Executive.
- supporting the Policy and Delivery Group wherever they are asked to do so, including helping them to discharge their responsibilities in respect of performance monitoring and reporting
- ensuring that all these requirements are met in accordance with the Partnership's requirements in respect of verification and quality assurance, including data quality (see section 9 above)





Herefordshire Community Strategy – the outcomes

- More and better paid employment
- A more adaptable and higher skilled workforce
- Reduced traffic congestion through better integrated transport provision
- Reduced levels of and fear of crime, drugs and anti social behaviour
- Fewer accidents
- Cleaner, greener communities
- People are active in their communities and fewer are disadvantaged
- Children and young people are healthy and have healthy lifestyles
- Children and young people are safe, secure and have stability
- Children and young people achieve educational, personal, social and physical standards
- Children and young people engage in positive behaviour inside and out of school
- Children and young people engage in further education, employment and training on leaving school
- Reduce health inequalities and promote healthy lifestyles
- Older people and vulnerable adults enjoy more independence and choice

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