

# **Evaluation of Local Strategic Partnerships**

## **Mapping approaches to integrating performance indicators across local strategic partnerships**

Case Study 7 – Surrey Strategic Partnership  
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## Introduction

The Surrey Strategic Partnership (SSP) was established in January 2002. Key features of the partnership's approach to performance management include:

- Selection of indicators linked to development of a long term, detailed, vision for the county generated through scenario planning
- Development of a partnership LPSA, including negotiating a formula for sharing out reward for meeting LPSA targets so that all agencies benefit in proportion to their contribution
- Shared needs and performance database developing out of crime and disorder work.

## Development of the Community Strategy

At the county level, prior to the Local Government Act 2000 there were already two important countywide partnerships: the 2010 Group and the Sustainable Surrey Forum. These two partnerships have now been brought together to form the Surrey Strategic Partnership (SSP).

The SSP is developing its community strategy in two phases:

**Phase 1** is a three-year plan, the core of which is the proposed Partnership Public Service Agreement between local authorities in Surrey, other public agencies and the government. The agreement will focus on a range of targets that focus on the key issues identified by the public in recent Surrey-wide consultation on priority issues and the community strategy.

**Phase 2** is the development of a long-term (10-20 year) vision for Surrey and the long-term community strategy. It will identify the major actions that both organisations linked to the partnership, and the public and businesses, can take to secure economic, environmental and social well-being into the future.

### **Phase 1: A partnership LPSA**

The SSP was keen to begin to take action at an early stage in seven areas identified as current priorities by the public in recent Surrey-wide consultation processes. They are therefore preparing an action plan, the core of which will be a second Public Service Agreement developed in partnership with local authorities and other public service agencies in Surrey.

Existing partnerships and agencies were asked to suggest appropriate actions under each of the seven priority areas and these are being developed into an appropriate LPSA package for negotiation with the government. The process of developing the action plan is thought to be strengthening relationships between the District and Borough Councils, the County Council and other public agencies and it is hoped that Surrey might have greater flexibility to develop local targets this time around that will more closely reflect the county's priorities (the majority of LPSA targets in the first LPSA round had to be national ones).

Whilst several of these priority action areas may be carried through into phase two of the Community Strategy, it is envisaged that some might change following the scenario planning exercise as longer-term priorities are identified.

### **Phase 2: Scenario Planning**

In its response to Agenda 21, the Sustainable Surrey Forum (now part of the SSP) produced the Common Agenda, a vision for the area set out under seven key themes (see below). Although useful, this is generally regarded as rather generic and not sufficiently rooted in the particular Surrey context. Whilst offering a set of useful principles, it does not offer the LSP and the organisations that are represented on it a tangible and common sense of direction.

The SSP is therefore beginning work on the development of a more specific and meaningful vision for the future of the area that will guide partnership working over the next 15-20 years. Consultants have been hired to assist the partnership in developing the vision through adopting and adapting scenario planning techniques that are already commonly used by large commercial organisations. The programme of work involves public consultation exercises (using open space techniques), expert interviews and a programme of focus groups that will generate key issues and aspirations for the region. A second phase of workshops will probe and explore areas of commonality, unusual but potentially valid views and areas of disagreement. A final stage will then map out a range of possible scenarios for the future of Surrey, one of which will be the preferred vision for Surrey.

This work will provide the Surrey Strategic Partnership and the individual organisations represented on it with a clear strategic direction that will help to inform the actions they should take together, both as partners and within their own organisations.

The vision will be developed over the coming year, with the final version available by March 2004. It is hoped that the highly consultative fashion in which the vision is developed will help to build ownership amongst partner agencies and district and borough councils.

Once finalised, the Community Strategy will comprise this long-term vision for Surrey and a programme of action will be developed by the SSP to target specific actions that will contribute to its achievement. It will also provide focus for individual organisations' own corporate strategies so that public services in the county are all working to mutually agreed long-term objectives.

## THE COMMON AGENDA FOR A SUSTAINABLE SURREY

The Common Agenda involves everyone in a sustained commitment to taking action to:

**Use natural resources wisely by:**

- Efficient and effective use of land, water and energy
- Minimising waste and managing it by best available techniques
- Reducing pollution of air, land and water

**Promote more sustainable transport by:**

- Developing more frequent, accessible, reliable and affordable public transport
- Creating easier and safer opportunities to walk and cycle
- Providing more choice so that we can be less reliant on cars, lorries and aircraft for moving people and goods
- Providing services, facilities, jobs and leisure activities in ways that are easier to access on foot or by public transport

**Protect and enhance the environment by:**

- Maintaining the diversity of Surrey's countryside, landscapes, natural habitats and species
- Safeguarding our built heritage
- Encouraging wide understanding and appreciation of sustainability issues
- Ensuring that all development makes Surrey's environment better not worse

**Encourage a successful local economy by:**

- Helping business to flourish
- Creating lasting and satisfying employment for local people
- Making work more rewarding through better training and greater flexibility
- Recognising the value of voluntary and unpaid work

**Care for and protect people by:**

- Improving health through prevention and treatment of illness
- Increasing personal and community safety with less fear of crime
- Encouraging continued independence for those who are older, more frail or less healthy

**Encourage successful communities by:**

- Encouraging all residents, organisations and businesses to get involved in local issues
- Developing the individuality of local communities and encouraging people to take pride in them
- Enabling people to make healthier choices about their lives

**Meet people's differing needs by:**

- Enabling people to live in a home suitable to their needs and which they can afford
- Enabling everyone to be involved in decisions affecting them
- Equipping everyone with the skills and training they need throughout their lives
- Ensuring each child can go to a good school and fulfil their potential

## Performance Management

Performance Indicators for the LPSA are being identified through a dialogue amongst the key partners. Associated with this, Surrey County Council is currently developing a formula that will allow financial rewards for achieving LPSA targets to be handed on to partner agencies, in proportion to the contribution made and the stretch in target achieved. This will help to build ownership and commitment amongst partners to achieving the targets and will establish a set of short term indicators to measure the impact of Phase 1 of the Community Strategy.

**Excerpt from draft Partnership Public Service Agreement for Surrey**

Community Strategy area	Proposed project	Proposed targets	Actions Partners are asked to commit to
Environmental protection	Abandoned cars	Reduce overall numbers of abandoned cars by x%.  Remove x% high value cars in 5 days and x% low value cars in 2 days	Develop best practice systems and processes  Integrate ICT systems with link to DVLA  Review of contracts
	Waste recycling	Increase from x% to y% the proportion of household waste	

Once the long-term vision is finalised, Surrey will need to develop cross-cutting indicators that will enable them to track progress over time. As a starting point, they already have some cross cutting shared indicators, which were set out in the Common Agenda. The effectiveness and appropriateness of these indicators had been tested through a consultation process that rated the indicators on a scale of one to five on the basis of how well they represented the theme. Following consultation several indicators were dropped or amended.

Surrey was also a pilot authority for the Audit Commission's Quality of Life project. The Quality of Life indicators are thought to provide a good core set of indicators across a range of areas of economic, social and environmental well-being. There is considerable overlap between these and the Common Agenda indicators and work is now underway to develop a single set of indicators that will bring together these two indicator sets and respond to any local differences in the way community strategy indicators are selected across the country.

An advisory group will consider those indicators that are common to all, those that are relevant at county level, and those selected by each district and borough as well as agreeing data collection and reporting protocols, data collection responsibilities and possible sharing of resources for the collection of certain datasets.

### **Surrey's Common Agenda Indicators**

1. Carbon dioxide emissions from households
2. Total household wasted and the amount recycled
3. River quality
4. Travel to school
5. Length of cycle routes
6. Travel to work
7. Road traffic volumes
8. Decline in Surrey's wildlife
9. Important habitats
10. Historic buildings at risk of decay
11. Homes built on previously developed land
12. Business start up and failure rates
13. unemployment
14. Business recognised as Investors in People
15. Early death from heart disease
16. Levels of crime
17. People killed or injured in road accidents
18. Older people helped to live at home
19. Percentage voting in local elections
20. Provision of affordable housing
21. Adult education
22. Pupils achieving 5 or more GCSEs at Grades A\*-C
23. Council buildings accessible by disabled people

The need to integrate performance management information across partner agencies in order to track progress is acknowledged. At present, agencies collect data largely for their own reporting needs, and there are issues about definitional and conceptual differences in the way data is gathered and the extent to which data sets map on to geographical boundaries.

The first step in taking this work forward will be to establish a gateway to where data is currently reported by different agencies. In the long term, it is hoped that an integrated system for sharing needs and performance data across partners can be developed. The aim will be to create a process whereby partners or members of the public (taking into account data protection issues) could, for example, type in a postcode and get all relevant data about that locality, across a range of service areas. Surrey hopes to deliver this on-line – through PartnersOnline, part of the SurreyOnline project – an offshoot of UKOnline ([www.SurreyOnline.info](http://www.SurreyOnline.info)).

A Community Information Co-ordinator Officer has been appointed to co-ordinate this work, which brings together performance managers and data collectors in many public services in the county.

## **Surrey Crime and Disorder Information System (SCADIS)**

Significant progress toward developing an integrated needs and performance management database has already been made in the areas of crime and disorder. The SCADIS database provides integrated performance management data to 11 community safety partnerships throughout Surrey. It has been in development since March 2002 and was formally launched in May 2003 with training being provided for potential users.

The database supports a secure extranet, which can be accessed through partners' PCs, and features different levels of access. The database can display both tabular information (e.g. numbers of crime x by ward y) and graphic representation of crime hot spots by geographical area. Because geographical boundaries change, the SCADIS team has developed a data cleaning process whereby data are associated with an ordinance survey grid reference, allowing a highly specific geographical picture to be built up. The database is also sufficiently sophisticated to allow the partnership to explore how crime rates alter by particular time of day.

Although police data forms the majority of the information on the system, it also holds data on a range of other aspects such as probation service and YOT team clients, school exclusion numbers and so on. Crime data can therefore be analysed alongside important social and economic risk factors. Over time, it is hoped that the SCADIS database can be expanded to incorporate data on environmental health, violent crime information from A&E departments, noise complaints and other anti-social behaviour issues. However, this is likely to take some time, as data is held by a number of different partner organisations that define and collect data in different ways. In some cases, especially with health, data protection issues make sharing data very difficult. In other areas, data is not even held electronically. Whilst collecting data from county wide agencies has proved fairly straightforward, as data is collected consistently, collection from district councils have proved more difficult. Information on abandoned vehicles for example is collected differently by each of the 11 district councils. Whilst some attempt can be made to clean up data, this is regarded as a big challenge that the team may not be able to resolve entirely.

At the moment, partner agencies provide monthly static updates, which are then cleaned by the SCADIS team. In the future, it is hoped that partners will begin to change the way that they collect data, so that uploading information is less time consuming and expensive. However, the team also needs to develop tools to make this as easy for partners as possible – for example by creating a system that automatically inserts full address data and grid references as their data is entered into their own systems.

It is considered too early to tell what difference SCADIS is making on the ground. However, it is hoped that the data will serve to back up professional judgements and expertise with a firmer evidence base and allow swifter and more accurate evaluation exercises to be carried out.

The potential for SCADIS to evolve into a broader shared database for the whole LSP is recognised. However, this kind of development will require further strategic thinking and planning and a considerable injection of new finance. The team is planning an event in September to explore the potential and support for taking this work forward.

## **Sources**

This case study is based on interviews with Michael Edley, Programme Manager, Countywide Community Planning, Surrey County Council and Sue Harley, Research and Information Project Manager, Community Safety Unit. In addition, it draws on a number of key documents, including the Sustainable Surrey Forum's Common Agenda Counts, and information on the Surrey Crime and Disorder Information System (SCADIS).

## **Further Information**

For further information about the partnership's approach to performance management contact:

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