

The Highland Community Planning Partnership

Chief Officers Group

22 September 2014

Agenda Item	6
Report No	COG 7/14

Supported Self-Assessment – Questionnaire Results

Report by Corporate Performance Manager, Highland Council

Summary

The Community Planning Board supported by the Improvement Service has completed the 1st stage of a self-assessment process in the form of an on-line questionnaire based on the Improvement Service Partnership Checklist. This report presents the outcome of the questionnaire responses for consideration and seeks direction on next steps.

1. Background

- 1.1 In April 2013, the National Group on Community Planning agreed that a workstream within the CPP capacity building programme be developed to provide targeted support for self-assessment and improvement planning for CPP Boards. The objectives of this workstream are to facilitate self-assessment and improvement planning with individual CPP Boards and the executive structures that support the Boards. It was also anticipated that capacity within individual CPPs to facilitate self-assessments across the different levels of the CPP, so that self-assessment becomes self-sustaining, will also be achieved.

2. Improvement Service Support

- 2.1 The Improvement Service has committed to working with CPP Boards to facilitate a robust self-assessment using a nationally developed self-assessment toolkit. The aim is to enable Boards to critically review their fitness for purpose in achieving shared outcomes. Highland CPP agreed in principle to engage in self-assessment facilitated by the Improvement Service at the Partnership Board meeting on 6 March 2014.
- 2.2 Following a brief awareness session at the Highland CPP Board on 5 June 2014 it was agreed to issue an online survey to each member of the Board. Respondents were asked to rate the extent to which they agree/disagree with each of the statements in the Partnership Checklist.
- 2.3 An on-line questionnaire was issued to Board members on 6th June 2014 and achieved a 56% response rate (15/27). An analysis of the responses has been completed by the Improvement Service and a short report compiled summarising the feedback and key points for discussion; this is attached as Appendix 1. Key points identified are:
- 95% were positive about leadership and that Board meetings demonstrated good leadership; opportunities were identified for further challenge and promoting achievements;
 - 88% were positive in terms of Highland CPP being focused on outcomes; improvement suggestions included logic modelling;
 - 75% were positive about the use of evidence, but with a view that more co-ordination is needed and some gaps were identified;
 - 68% were positive about governance arrangements; issues identified included testing approaches to conflict resolution and risk management and more time needed on SOA themes to enable in-depth discussion;

- 67% were positive about the impact of the CPP but that this is more evident in some areas, e.g. early years, employability and community safety. Overall view that improvement had been achieved through partnership approaches. Opportunities identified included more emphasis on collaborative effort and outcome focussed performance reporting;
- 62% were positive about CPP accountability and the Board was viewed as providing a high degree of scrutiny. Improvement suggestions included greater clarity of who the CPP is accountable to and how the CPP can hold partners to account;
- 60% were positive about community engagement in Highland CPP, but with a view that this could be more joined up and that more use could be made of Highland Council's citizen's panel;
- 49% feel there is clear performance management and reporting, an area identified as under development. Others felt there were no arrangements in place. Opportunities identified included benchmarking and communicating success;
- There were mixed views on use of resources with only 27% agreeing that there was clarity on resources including their integration, allocation and use. Opportunities identified were development of joint resourcing, workforce planning and understanding local spend

3. Next Steps

- 3.1 Normally the next part of the process would be to hold a facilitated half-day workshop with the Community Planning Board (date to be agreed) to explore the results and agree initial areas with opportunity for improvement. The COG may prefer to do this initially. The final stage of the process would then focus on the improvement opportunities and agree and prioritise an improvement plan to support the CP Board (date to be agreed).
- 3.2 To ensure self-assessment becomes self-sustaining at all levels within the CPP, the Improvement Service has offered to work with colleagues within CPPs to develop their capacity to facilitate self-assessment and improvement planning across the different levels of the CPP. The Board on 12th December 2013 also agreed that self-evaluation proposals were to be developed by December 2014 by the groups dealing with economic growth, health inequalities and physical activity and the environment. Partners were asked to identify and nominate the appropriate staff who could support and participate in this process. If these groups have not yet identified how they want to pursue partnership self-assessment, then this offer from the Improvement Service may be of interest.

2. Recommendations

It is recommended that COG:

- 2.1 Consider the results of the Partnership Checklist Questionnaire;
- 2.2 Consider how best to use the results noting the normal stages in the process (paragraph 3.1) and the need to involve the Board;
- 2.3 Confirm with the responsible officers for economic growth, health inequalities and physical activity and the environment if they are to use the IS partnership self-assessment and support available or if other methods are to be used.

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Kathleen McLoughlin, Senior Project Manager, Improvement Service (appendix)

Date: 12.09.14

HIGHLAND COMMUNITY PLANNING PARTNERSHIP INTERIM REPORT

AUGUST 2014





Introduction

Highland Community Planning Partnership [CPP] Board began their self assessment journey on 5th June 2014 during an awareness session fully supported by the Improvement Service together with officers from Highland CPP.

The purpose of the self assessment included the following:

- Assess views on the effectiveness of current partnership arrangements
- Assess how well the partnership meets the challenges of the outcomes approach
- Identify strengths within the partnership and,
- Identify areas where there may be scope for improving the operation of the partnership and the impact it has

Purpose

This brief report summarises the feedback received on the completion and return of the CPP Checklist, issued to CPP Board members on 6th June 2014. This achieved a 56% response rate [15/27].

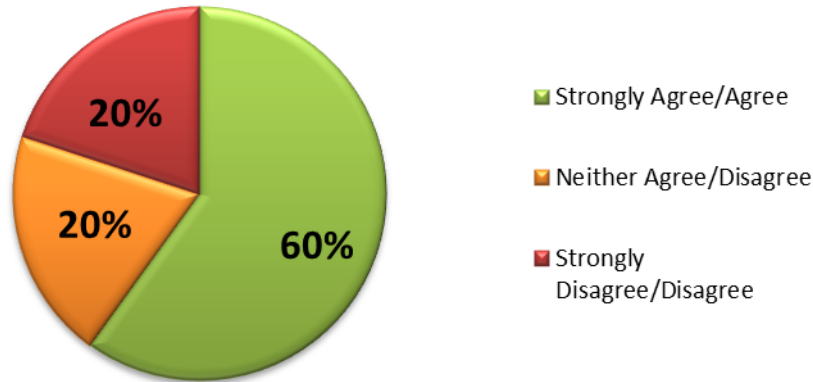
It should be noted that the analysis, strengths and opportunities for improvement that follow, are those reflected in the analysed feedback. Those CPP Board members, who were unable to complete and return the checklist, will have the opportunity to review the analysis and consider strengths and prioritise opportunities for improvement during the forthcoming Consensus Session.

This report takes all nine sections of the checklist in turn: Community Engagement | Use of Evidence | Focus on Outcomes | Leadership | Governance | Accountability | Use of Resources | Performance Management & Reporting | Impact.

The pie chart for each section shows the overall responses for those statements contained within the section. The checklist statements are also shown, followed by a flavour of strengths and opportunities for improvement.



Community Engagement



1. The partnership has effective engagement mechanisms for understanding the needs of individuals and communities.
2. Feedback from individuals and communities influences the SOA outcomes, the activities undertaken and the way that activities are delivered.
3. The partnership has effective mechanisms for communicating with key stakeholders/individuals/communities.

Community Engagement Strength

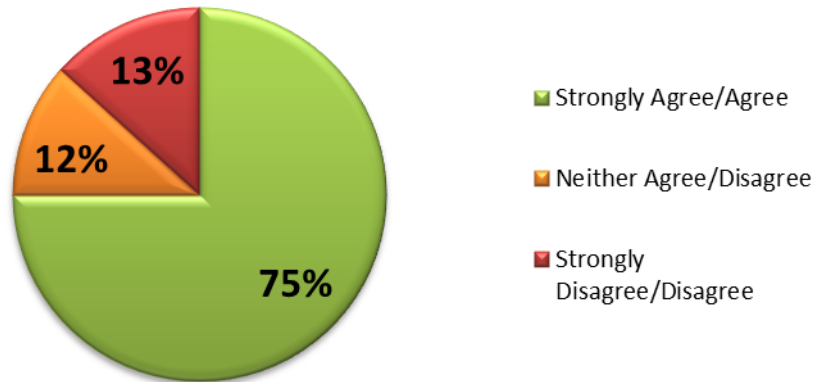
Overall 60% of respondents expressed positivity around Community Engagement in Highland Community Planning Partnership. Various examples of community engagement across the Partnership include; surveys, Ward Forums, Local Area Committees, Council's Citizens Panel and Youthvoice, undertaken in relation to different SOA themes. Information gathered via Community Engagement methods have for example helped to shape the approach to Health Integration in Highland. A new priority for Highland CPP is 'engage in dialogue with communities in order to empower them to participate in service planning and delivery'.

Community Engagement Opportunities

Overall 20% of respondents felt that there are opportunities relating to Community Engagement in Highland CPP, mainly around approaching this in a more joined up manner, as a CPP rather than individual partner organisations. The CPP also has an opportunity to make more use of the Council's Citizens Panel. Internally to the CPP there may be some requirement to raise awareness relating to the links between engagement, evidence and SOA outcomes.



Use of Evidence



4. The partnership has made full use of different partners' data sources and expertise in data analysis.

5. Agreed priorities and outcomes in the SOA reflect the key challenges of the area identified through the CPP's data analysis and community engagement activity

6. The partnership has a good understanding of the distribution of positive and negative outcomes across its area, including information relating to both inequalities (e.g. education, income, health) and the range of equalities groupings (e.g. age, race, gender)

7. The partnership draws upon research and evaluation evidence to inform its understanding of which activities represent good value for money and make a tangible difference to achieving SOA outcomes

Use of Evidence Strengths

Overall 75% of respondents expressed positivity around the use of evidence for Highland CPP. Some examples of a joined up approach were noted including; Safer Highland and a more rigorous approach to targeting deprivation to allow targeted resourcing. There are good examples of using evidence, particularly around Economy and Employability/skills. Data sharing has improved across the partnership and is essential in driving service delivery and included in delivery plans. Evidence is available and used by all partners.

Use of Evidence Areas Opportunities

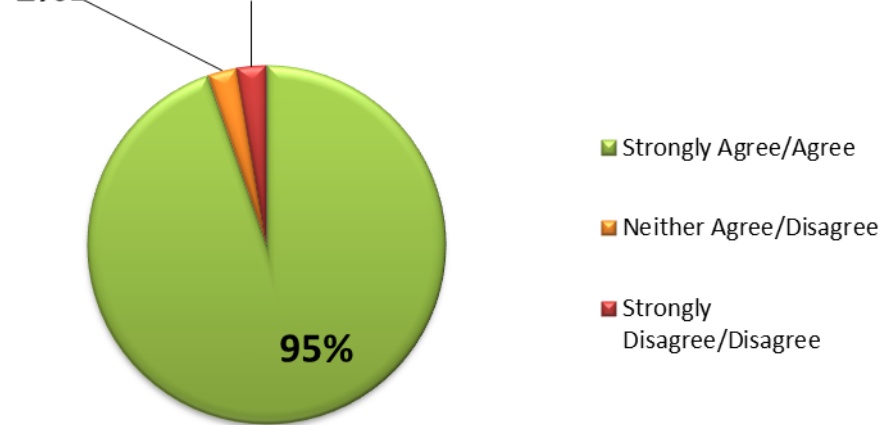
Overall 13% of respondents felt that there are opportunities for Highland CPP around the use of evidence. There is a need for a more co-ordinated and collective approach to evidence gathering and use of data, it is not clear that the partnership is currently approaching this in a co-ordinated way. More data is needed in the following areas; preventative approaches and the impact of preventative spending, rural deprivation, and area profiles.



<p style="text-align: center;">Focus on Outcomes</p> <table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Strongly Agree/Agree</td> <td>88%</td> </tr> <tr> <td>Neither Agree/Disagree</td> <td>8%</td> </tr> <tr> <td>Strongly Disagree/Disagree</td> <td>4%</td> </tr> </tbody> </table>	Response	Percentage	Strongly Agree/Agree	88%	Neither Agree/Disagree	8%	Strongly Disagree/Disagree	4%	<p>8. The partnership has a clear statement in the SOA of the outcomes it is focusing upon (i.e. the difference that it ultimately aims to make in the community) and individual partners understand their respective responsibilities for achieving these outcomes</p> <p>9. The partnership has undertaken some level of contribution analysis/logic modelling to clearly identify the activities/tasks needed to achieve its outcomes and any related factors likely to influence them resulting in a clear delivery plan.</p> <p>10. The partnership has identified and agreed which localities/communities and/or client groups it will prioritise in relation to reducing inequalities in outcomes</p> <p>11. The partnership's prevention plan reflects activities from thematic partnership groups.</p>
Response	Percentage								
Strongly Agree/Agree	88%								
Neither Agree/Disagree	8%								
Strongly Disagree/Disagree	4%								
<p>12. The partnership actively encourages innovation and discussion concerning the best way to achieve SOA outcomes.</p>									
<p style="text-align: center;">Focus on Outcomes Strengths</p>									
<p>Overall 88% of respondents expressed positivity on Highland CPPs focus on outcomes. The activities of the partnership are outcome focused and the SOA has clear long term and intermediate outcomes. Logic modelling has been applied to Early Years and GIRFEC. There is strong support for prevention across the CPP.</p>									
<p style="text-align: center;">Focus on Outcomes Opportunities For Improvement</p>									
<p>Overall 4% of respondents felt there is an opportunity to improve the CPPs focus on outcomes, this is supported by the following; Continue to progress and priorities localities for reducing inequalities, including improved understanding of inequalities in a rural context. Stronger use of research to ensure the CPP is focusing on the right things. A more systematic use of logic modelling.</p>									



Leadership



13. The partnership has strong and effective collective leadership.

14. The overall culture of the partnership and the behaviours typically displayed by individual members demonstrate a commitment to work together effectively.

15. Partnership meetings take place within a positive transparency, openness and trust

16. The key organisations that can contribute to achieving the partnership's SOA outcomes are involved and contribute appropriately and there is no obvious partner missing.

17. Elected members of the local authority are engaged in the leadership of the partnership and scrutinising performance.

Leadership Strengths

Overall 95% of respondents expressed positivity on Leadership. The content and style of CPP Board meetings demonstrate good leadership; elected members are part of the Board.

The CPP Board has honest, frank and challenging discussions that create and environment for change and pace. There is willingness and a culture of 'can do' to make a positive difference.

Leadership Opportunities For Improvement

Overall 3% of respondents felt that there are opportunities for improvement around Leadership in Highland CPP.

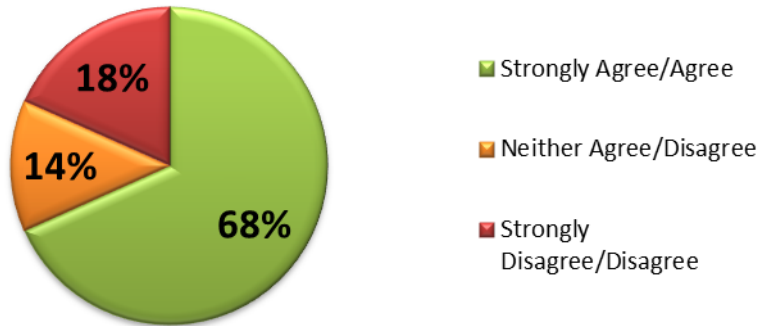
Review of the Board membership needs to take place to ensure all partners are included and heard, for example, third sector, commercial or local leaders, Forestry Commission.

There is an opportunity for more challenging discussion and difficult questions at CPP Board level and to have debate on the key issues the CPP needs to focus on.

The CPP and the challenges and achievements needs to be promoted across all partnership organisations.



Governance



18. The partnership has appropriate structures and processes to support effective decision making

19. The partnership has a vision and strategic direction which partners are committed to

20. Partners have discussed and formally agreed their respective roles and responsibilities in relation to the partnership and delivery of the SOA.

21. All partners have agreed to a conflict resolution mechanism

22. The partnership is an effective mechanism for addressing issues that cut across different thematic areas and for avoiding 'siloed' or duplicated working by thematic groups.

23. Each partner organisation regularly attends partnership meetings, ensuring continuity as much as possible.

24. The individuals involved in the partnership are sufficiently empowered and influential to significantly advance the key issues.

25. The partnership has an effective mechanism in place for managing collective risks, which is regularly reviewed.

Governance Strengths

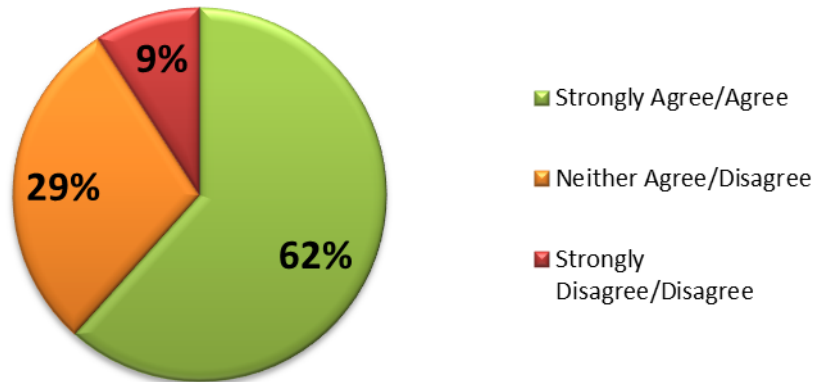
Overall 68% of respondents expressed positivity relating to Governance in Highland CPP Board. Recent review of CPP structure suggests that new structure is likely to increase effectiveness. Meetings are well attended with clear agendas and scrutiny. There is a commitment and willingness to 'challenge' each other and problem solve at a strategic level.

Governance Opportunities For Improvement

Overall 18% felt there are opportunities for improvement relating to Governance. Whilst conflict resolution or risk management has not yet been tested, clarity around these mechanisms would be useful across the partnership. Not all partners are represented at the same level and there is a need for continuity of attendance and commitment. There is a need for more time to be devoted to SOA themes to allow the board to have more in depth discussion. Need to improve links from Regional to local.



Accountability



26. The partnership's SOA outcomes are reflected clearly in the strategic and operational plans of my own organisation.

27. The partnership's SOA outcomes are reflected clearly in the strategic and operational plans of the other key partners

28. The partnership 'adds value' to the partners' individual contributions to the SOA outcomes.

29. Partners effectively communicate decisions of the partnership within their own organisation.

30. Partners play an active role in agreeing, monitoring and taking action to improve local outcomes

31. The individuals involved in the partnership offer constructive criticism and regularly challenge each other and the partnership as a whole to 'do more' in achieving SOA outcomes and to improve.

32. The partnership's accountability arrangements are clear understood and implemented by all partners.

33. The partnership holds individual partners to account for their performance and contribution to the SOA.

Accountability Strengths

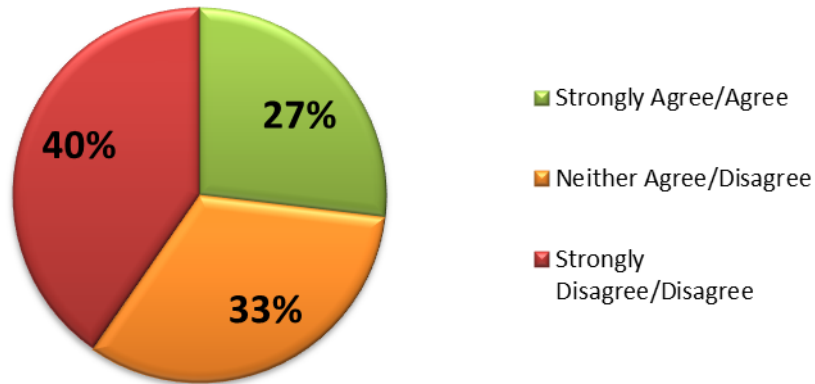
Overall 62% of respondents expressed positivity relating to accountability in relation to Highland CPP Board. The CPP Board provides a high level of scrutiny. The new model of community safety has provided a clearer and more focused direction for all partners to contribute in line with SOA action plans.

Accountability Opportunities For Improvement

Overall 9% thought there is opportunity for improvement relating to accountability in Highland CPP Board. Though work around accountability is beginning to develop, there is still a need for clarity around whom the CPP is accountable to and how the CPP can hold partners to account and for what. CPP is not always the priority for individual partner organisations. Await the use of District Partnership test.



Use of Resources



34. The partnership knows what resources (financial, staff, assets) are deployed locally.

35. The partnership has undertaken an analysis of what it spends on local services and activities and how this contributes towards its agreed outcomes.

36. Partners realign resources, if necessary to other partners, in order to better deliver early intervention and prevention approaches.

37. The partnership's SOA outcomes are reflected clearly in the resource allocation processes/decisions made by my organisation (including decision making about resource reductions).

38. The partnership's SOA outcomes are reflected clearly in the resource allocation processes/decisions made by other partners' organisations (including decision making about resource reductions)

39. Partners have aligned/pooled/integrated budgets to deliver SOA outcomes

40. Partners have identified and prioritised the skills required for effective partnership working within their senior and middle management

41. Partners have identified opportunities to develop their workforces jointly.

Use of Resources Strengths

Overall 27% of respondents appear in the agree/strongly agree category when answering the statements relating to use of resources in Highland CPP.

The following are some of the strengths noted:

Discrete areas of activity demonstrate the joint/strategic use of resources.

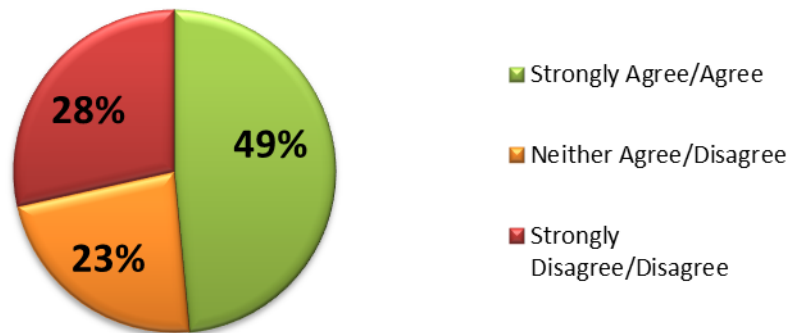


The SOA delivery plans contain partner commitments that are resourced.
Excellent work in Highland on Health & Social Care.

Use of Resources Areas For Improvement

A high number, 40% of respondents disagree/strongly disagree with the statements relating to the use of resources in Highland CPP.
The following are some of the opportunities for improvement noted;
Joint resourcing is a developing area and should focus on CPP priorities.
Further work is required around workforce planning and understanding local spend.
CPP should continue to encourage this way of thinking at all levels to ensure CPP works to provide sustainable services fit for the future.

Performance Management and Reporting



42. There is a clear performance reporting linkage between individual partner organisations, thematic partnership groups and the CPP board.

43. The partnership has effective arrangements to evaluate its own performance.

44. The targets set for the partnership are ambitious and stretching, whilst being realistic.

45. The long term improvements in outcomes that the partnership is seeking to achieve over the next decade (as set out in the SOA) are supported by immediate outcomes, indicators and targets against which progress can be measured in the short and medium term.

46. There is an efficient and robust system in place for

recording progress made towards the achievement of outcome targets.

47. The performance information considered by the partnership is timely, relevant and provides a good measure of progress towards the desired outcomes and key time specific targets.



48. Where appropriate, performance information is segmented - for example by population groups, older/younger people, and different local areas.

49. The partnership actively uses performance information to facilitate constructive strategic discussion and, where required, to instigate corrective action in order to address under-performance against key targets.

50. Performance management arrangements of the partnership are aligned with partners' performance management arrangements.

51. The partnership benchmarks information with other partnerships.

52. There is a publicly available, easy to understand performance report, which demonstrates progress (including successes and failures) against SOA outcomes, and is clear about the difference the CPP is making to improve the lives of local people.

Performance Management and Reporting Strengths

Overall 49% of respondents agreed/strongly agreed with the statements relating to performance management and reporting in Highland CPP.

Some of the strengths are noted below;

**Regular performance reporting is underway.

This is work in progress; a review of SOA outcomes/actions is underway.

All themes have delivery plans containing performance indicators.

Performance Management and Reporting Opportunities For Improvement

Overall 28% disagreed/strongly disagreed with the statements relating to performance management and reporting in Highland CPP.

Some of the opportunities for improvement are noted below;

**No performance management arrangements are in place.

Most PIs are annual which makes regular reporting impossible.

It is unclear which performance information demonstrates improvement and impact on outcomes.

Communicate success externally and internally in a meaningful way demonstrating the impact the CPP is making.

Benchmarking and best practice information would be useful.

** = conflicting opinions on performance reporting.



<p style="text-align: center;">Impact</p> <table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Strongly Agree/Agree</td> <td>67%</td> </tr> <tr> <td>Neither Agree/Disagree</td> <td>24%</td> </tr> <tr> <td>Strongly Disagree/Disagree</td> <td>9%</td> </tr> </tbody> </table>	Response	Percentage	Strongly Agree/Agree	67%	Neither Agree/Disagree	24%	Strongly Disagree/Disagree	9%	<p>53. By working together, the partnership has delivered improvements which could not have been delivered by individual organisations.</p> <p>54. The partnership has made demonstrable progress against the targets and objectives contained within the SOA</p> <p>55. The partnership is making progress in closing the gap around inequalities in outcomes within its own area.</p> <p>56. The key focus of the partnership's activities is upon addressing the root causes of the issues it has prioritised.</p> <p>57. There is evidence that the partnership's actions around early intervention and prevention are having an impact</p>
Response	Percentage								
Strongly Agree/Agree	67%								
Neither Agree/Disagree	24%								
Strongly Disagree/Disagree	9%								
Impact Strengths									
<p>Overall 67% of respondents agree/strongly agree with the statements relating to impact that Highland CPP is making. Below are some of the strengths noted;</p> <p>Impact of the partnership working is evident in some areas for example; early years, employability and community safety. The partnership focus is on working together towards agreed outcomes.</p> <p>Some improvements could not have been achieved unless the partners were working in a different and more effective way. Task group set up to support the new priority 'tackle deprivation and inequalities including by improving access and connectedness for communities'.</p>									
Impact Opportunities For Improvement									
<p>Overall 9% disagreed/strongly disagreed with the statements relating to impact. Below are some of the opportunities for improvement noted;</p> <p>More emphasis on collaborative effort clearly focused on outcomes at a small community level.</p> <p>Outcome focussed performance reporting, less business as usual.</p> <p>Clearer understanding of where the CPP currently stands before measuring impact.</p>									

For further information please contact: Kathleen McLoughlin, Kathleen.mcloughlin@improvementservice.org.uk