

ptp Progress through Partnership

Supporting partnerships in the south east

DELIVERED BY:

SEE
South East Employers

SHARED INTELLIGENCE

Self-Assessment Review Document for Strategic Partnerships

PtP self-assessment review

How will our partnerships benefit from this?

Progress through Partnership (PtP) aims to support Local Strategic Partnerships (LSPs) and their thematic partnerships and delivery groups to increase their capacity to respond to the needs of their community and jointly deliver outcomes expressed in the relevant strategic documents for their area.

One of the ways that PtP does this is to offer a central fund that LSPs can draw upon for bespoke work to build the capacity of their partnership. In 2008/09 this fund will offer £4000 to every LSP in the region.

Completing the self assessment is a pre-requisite to accessing this fund, and capacity building activities will be expected to relate to the needs identified.

The PtP self assessment aims to help partnerships assess their own development needs. It also provides a monitoring mechanism for the development of LSPs in the region and helps PtP target its regional support activities.

PtP is built on the principal of peer led support and we feel it is important that partnerships take the lead role in assessing their own development needs.

Previous benchmarking

58 of the 74 LSPs in the south east completed a similar self assessment in 2007; this provided a benchmark for the position as it was then and helped LSPs explore their development needs. A summary of the results can be found [here](#).

Feedback indicated that completing the questionnaire was considered a somewhat arduous task and with that in mind the latest version has been shortened and questions removed. However in order to maintain the consistency required for effective benchmarking reference numbers remain the same and are therefore not consecutive. For the purposes of consistency the questions remain the same, although a few have been reworded in the interests of clarity.

Assessment themes

The assessment asks a series of questions based on the following five themes.

- Governance
- Vision and Strategy
- Leadership
- Performance Management
- Delivery and Impact

The purpose of the free text boxes in the assessment are to:

- identify your partnerships strengths and progress so that these can be recognised and celebrated and help PtP share good practice across the region

- identify your current challenges to help you develop plans to address these and help PtP map common need in the region

Referring to both any previous assessment you have completed and the definitions below he self-assessment then asks partnerships to rate their current position using a traffic light system:

Traffic light definitions

The following criteria should be used for the traffic light system used in this self assessment:

Green	The LSP is satisfied with its performance in this area, or has plans of action that are being implanted that the LSPs is confident will address any shortcomings within the next 12 months
Amber	LSP is aware of underperformance and is developing plans to address any shortcomings.
Red	LSP has not yet developed plans to address shortcomings in this area
Gray	The LSP does not think that that the issues identified in the question is the responsibility of their LSP

How should partnerships complete the Self-Assessment?

The self-assessment should be submitted online before 31st October 2008. This approach will help us with collating the self-assessment information for your partnership and identifying learning requirements which are shared by a number of LSPs.

We recommend that the self assessment is completed by the LSP support officer. As a minimum the assessment must then be approved and signed off by the LSP Chair, although we would recommend that the assessment is considered by a group of partners as experience from last year showed this to be an effective mechanism for stimulating thinking and discussion about partnership development needs. We recommend that the assessment is distributed to the LSP Board for information, to ensure transparency and highlight areas of success and challenge.

The self-assessment can be prepared using the attached electronic version. Once the final submission has been agreed it needs to be submitted on line. Please retain a copy for your own reference.

The online submission should be made using survey monkey. It is possible to cut and paste content from a word document into the online return, and can be considered an administrative task.

Links for the online return will be published by 1st September 2008.

What if I have completed other LSP assessments recently?

If you have completed a recognised assessment process since 1st January 2008 it is only necessary to complete the summary sections and submit a copy of your alternative assessment to PtP. PtP recognises the following assessments:

- LSP Peer Challenge Benchmark (developed by SOLACE, IDeA and Warwick Business School);
- South East Employers on-line self-assessment tool; and/or
- The Audit Commission's partnership self-assessment tool.

If you have completed any other form of assessment which you think exempts you from completing the full assessment the PtP team will consider this on an individual basis.

How confidential is this information?

The information will only be used for the purpose of the PtP programme unless specific consent is given to the sharing of this information with wider audiences.

The information will be used in a non attributable format to map how LSPs are developing within the region.

Acknowledgments

This self-assessment tool was originally developed by the Progress through Partnership (PtP) Steering Group of LSP practitioners and partners in early 2007. Thanks are due to all those involved, and to the LSPs which participated in piloting the self-assessment to ensure it was fit for purpose.

It has been revised following the initial benchmarking survey to reflect feedback from participants and developments over the intervening period to make it much more succinct.

Thanks also to the following organisations for allowing the Steering Group to draw on existing tools and techniques when developing this self-assessment:

- SOLACE, IdeA and Warwick Business School (LSP peer challenge benchmark);
- South East Employers (on-line self-assessment tool); and
- The Audit Commission (governance of partnerships self-assessment tools).

Progress through Partnership

Self-Assessment Cover Sheet

We suggest you complete the following table and ask the LSP Chair to sign for the purposes of your internal records; however it is not necessary to submit hard copy to PtP. Declarations made as part of the online submission will be considered as adequate evidence that the assessment has been approved by the LSP Chair

Name of LSP support officer	Claire Sharp
Name of Partnership	Bracknell Forest Partnership
Date Completed	30 Sep 2008
Email address	Claire.sharp@bracknell-forest.gov.uk
Telephone number	01344 352203

This assessment has been approved and signed off by: (Indicate / comment as appropriate)	
LSP Chair	
A small group of LSP partners	
The full LSP board	Bracknell Forest Partnership Board Meeting 16 October 2008

Signed LSP Chair: Chief Inspector Simon Bowden, Thames Valley Police

Date: 16 October 2008

1. Governance

Questions to ask when assessing the effectiveness of the LSP's governance arrangements	Strengths – where we are doing well and what we have achieved since April 2007	Our current challenges	Rating at last review	Where we are now? Red, Amber, Green or Gray
1.1 Has the LSP developed relevant governance protocols, which include roles and responsibilities, a code of behaviour and agreed financial and performance management arrangements to and accountability to stakeholders and the wider community?	<p>Protocol covering whole LSP</p> <p>Additional memorandum of Agreement for Board</p> <p>Good accountability to stakeholders</p>	Weaker accountability to general community to be addressed partially through Community TV project	Green	Green
1.2 Has the LSP considered its relationship with all elected members in their representational and scrutiny roles and resolved any misunderstandings and/or difficulties?	O&S Working Group undertook review of partnership working and reported in Sep 08.	Recommendations still to be implemented and Government Guidance still awaited	Red	Green
1.8 Do LSP structures, processes and membership take account of the diversity of the local community and demonstrate full involvement from across the community?	Local forums exist for community groups, voluntary sector and BME – all represented on large LSP group	Need more business representation and links with Access Advisory Forum	Amber	Amber
1.10 Is relevant secretariat and other support available to ensure the LSP structures work effectively? Please provide details of numbers of staff and any funding for secretariat.	Council restructure has combined resources for partnership and performance support	Challenge for current resource level to keep pace with fast moving agendas in these areas	Green	Green

1.12 Has the LSP developed effective, shared, risk management systems?	PtP funding used to partially fund development of Strategic Risk Register for partnership vision Operational risks being gathered against LAA targets as part of performance framework		Red	Green
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1. Governance Summary – To be completed after the detailed self-assessment (or by drawing on the findings of previous assessments)		
To be rated as ‘Green’ the LSP should have in place clear aims and objectives and Terms of Reference which include protocols defining roles and responsibilities. Effective structures and processes should be in place to facilitate cross agency working and to optimise opportunities for joined up/inclusive working at all levels including front-line staff. Individuals and organisations involved in the LSP have a full understanding of their respective roles, responsibilities and accountabilities. The LSP will have considered its relationship with all elected members in their representational and scrutiny roles and resolved any misunderstandings and/or difficulties.		
Overall Strengths.	Overall challenges	Rating at last review (Red/Amber/Green)
		Where we are now? Red, Amber, Green or Gray
<ul style="list-style-type: none"> 1) LSP Protocol and Memorandum of Agreement 2) Integrated performance management and web system 3) Strategic Risk Register against SCS vision 4) O&S review of partnership working undertaken by O&S working group 	<ul style="list-style-type: none"> 1) Business engagement needs improvement 2) Need greater accountability to community 3) Resource needs to keep pace with fast changing agenda 4) Need to ensure BFP Board is monitoring impact of current economic climate, over and above impact on individual organisations 	Green

2.Vision and Strategy

Questions to ask when assessing the effectiveness of the LSP's vision and strategy	Strengths – where we are doing well and what we have achieved since April 2007	Our current challenges	Rating at last review	Where we are now? Red, Amber, Green or Gray
2.1 Does the LSP have an ambitious, long-term vision for the future development of the area which promotes the distinctiveness of the place and particular localities within it and covers all aspects of community life which are important to local people?	<p>Sustainable Community Strategy 2008-2014 launched (using PtP funding) in June 2008</p> <p>SCS uses clear shared evidence base giving a true and distinctive story of Bracknell Forest</p>		Green	Green
2.5 Are the LSP's vision, strategy and priorities reflected in partners' plans and strategies?	SCS and LAA development process enabled all parties to feel included and ownership has increased	Some but not all	Amber	Green
2.7 Are the LSP's strategies based on sound information and evidence of local needs as well as the opportunities and challenges facing the area?	SCS broad evidence base included mapping of all local and regional priorities of key partners as well as quality of life type statistics and results of local consultations.		Amber	Green
2.11 Do LSP strategies identify desired outcomes and set out clear priorities for the short, medium and long term?	Yes	Need clearer approach to identifying the path the achieving long term projects	Green	Green
2.15 Does the LSP take account of community identified need and empower communities to find solutions to community issues?	Community need identification addressed through evidence base and newly appointed town and parish representative for BFP Board	New partnership Community Engagement Strategy required to build on empowerment	Amber	Amber

2. Vision and Strategy Summary – To be completed after the detailed self-assessment (or by drawing on the findings of previous assessments)		
To be rated as 'Green' the LSP should have a clear, shared vision and purpose reflecting local priorities and which contains aspects that reflect the distinctive nature of the area it covers. It should have set itself relevant and robust objectives for improving quality of life of local people and have produced (or be currently working to produce), with the local community, a sustainable community strategy.		
Overall Strengths.	Overall challenges	Rating at last review (Red/Amber/Green)
		Green
		Where we are now? Red, Amber, Green or Gray
1) Distinctive evidence based Sustainable Community Strategy and clearly linked Local Area Agreement		Green

3. Leadership				
Questions to ask when assessing the effectiveness of the LSP's leadership	Strengths – where we are doing well and what we have achieved since April 2007	Our current challenges	Rating at last review	Where we are now? Red, Amber, Green or Gray

3.3 Is there buy-in at the highest level – political and senior officer/manager – from all partner organisations?	Yes		Green	Green
3.5 Do partners provide leadership and champion the LSP within their own organisations and promote different ways of working and delivering services to meet LSP aspirations?	Yes – supported by finding of recent scrutiny review		Green	Green
3.7 Can the LSP make and sustain difficult decisions?	Yes – LAA negotiations demonstrated clear ability to have a mature dialogue and make difficult decisions		Green	Green
3.8 Are meetings well run, open and accessible; enabling conflicts to be aired and dealt with and issues to be resolved?	Yes		Green	Green
3.9 Has the LSP considered and agreed its policy towards the charring of the LSP?	Yes – circulates every 6 months		Green	Green

3. Leadership Summary – To be completed after the detailed self-assessment (or by drawing on the findings of previous assessments)		
To be rated as ‘Green’ there needs to be strategic and challenging leadership from all partners, which supports improvement and delivery of LSP objectives. This leadership should foster and promote good relationships amongst all participating individuals and organisations, including open communication across the partnership and with the wider community. It should also demonstrate that partners are embracing their community leadership role.		
Overall Strengths.	Overall challenges	Rating at last review (Red/Amber/Green)
		Green

		Where we are now? Red, Amber, Green or Gray
Strong leadership given by BFP Board which is able to deal with conflict and difficult decisions		Green

4. Performance Management

Questions to ask when assessing the effectiveness of the LSP's performance management framework	Strengths – where we are doing well and what we have achieved since April 2007	Our current challenges	Rating at last review	Where we are now? Red, Amber, Green or Gray
4.2 Are performance management frameworks for the community strategy, LAA and LDF and performance indicators aligned?	Integrated performance management framework based on new national indicator set structured against SCS and including LAA targets and key LDF outcomes		Green	Green
4.3 Does the performance management framework take account of the district/ neighbourhood/parish dimension?	In some areas such as CDRP	Unitary authority size does not always lend itself to disaggregating data	Amber	Amber
4.4 Are the respective responsibilities of partner organisations for delivery on agreed actions clear?	Yes		Green	Green
4.7 Is performance information (against agreed targets in sustainable community strategy, LAA and LDF) collected, collated and analysed using a range of data sources, including data at neighbourhood level?	Yes	More work is need following launch of NIS to ensure ownership of new framework across all partners	Green	Green
4.8 Do LSP partners provide constructive challenge to ensure progress towards LSP objectives is maintained?	Yes – confirmed by Audit Commission as part of Council's Corporate Assessment		Green	Green
4.10 Does the LSP regularly review the plausibility of its	Yes – annual review of evidence base		Amber	Green

plans and action programmes?				
4.11 Does the LSP regularly review its performance as an effective partnership?	PtP self assessment used for last two years		Amber	Green

4. Performance Management Summary – To be completed after the detailed self-assessment (or by drawing on the findings of previous assessments)		
To be rated as 'Green' the LSP should have effective processes in place for translating objectives into the day-to-day actions of individual agencies and to actively manage performance so as to deliver the objectives of LSP plans, strategies; the LAA and LDF. The LSP should be monitoring reviewing and evaluating outcomes and learning from this information to refine and improve its activities and objectives.		
Overall Strengths.	Overall challenges	Rating at last review (Red/Amber/Green)
		Green
		Where we are now? Red, Amber, Green or Gray
<ul style="list-style-type: none"> 1) Integrated performance framework combining national indicator set, LAA targets, SCS outcomes and LAA action plans 2) Challenge between partners to ensure delivery 	<ul style="list-style-type: none"> 1) Further joint partnership development required for joint ownership of performance framework 	Green

5. Delivery and Impact

Questions to ask when assessing the effectiveness of the LSP's delivery and impact	Strengths – where we are doing well and what we have achieved since April 2007	Our current challenges	Rating at last review	Where we are now? Red, Amber, Green or Gray
5.1 Can the LSP point to practical achievements – in terms of the priorities it has set out to deliver against – and the contribution its activities are making to improve the quality of life for local people?	CDRP – crime reduction of more than 20% in one year due to effective partnership approach to key crime types including car crime	Annual report of partnership working required to formalise recognition of these achievements	Amber	Amber
5.3 Has the LSP established appropriate mechanisms for receiving feedback from partners and communities?	Annual Conference and quarterly LSP workshops allow feedback from partners and some community representatives 14 Neighbourhood Action Groups across the borough allow community feedback on all matters	More work required from Community Cohesion and Engagement Working Group through a joint Engagement Strategy to develop combined mechanism for community feedback	Amber	Amber
5.4 Has the LSP facilitated development and agreement of the LAA?	Yes		Green	Green
5.5 Does the LSP facilitate cross-agency actions and joint working to deliver the sustainable community strategy, the LAA and other LSP priorities?	Yes, through joint performance framework		Green	Green
5.8 Are partner agencies commissioning services jointly, and/or locating services together within communities?	Yes – e.g. health. Consultation services framework, community safety, community TV		Green	Green

5.9 Are there examples which demonstrate where more has been achieved collectively by the LSP than would have been achieved by individual organisations?	Yes there are examples e.g. CDRP crime reduction and town centre compulsory purchase order		Green	Green
5.10 Are there examples where barriers to achievement have been jointly identified and overcome by the LSP?	CDRP improvement is a good example		Green	Green

5. Delivery and Impact Summary – To be completed after the detailed self-assessment (or by drawing on the findings of previous assessments)		
To be rated as 'Green' the LSP should have evidence which shows it is making good progress in delivering objectives and targets set out in plans, strategies and the LAA. It should be able to demonstrate a range of achievements, which are making a difference to the area, enhancing the quality of life for local people and improving service delivery.		
Overall Strengths.	Overall challenges	Rating at last review (Red/Amber/Green)
		Amber
		Where we are now? Red, Amber, Green or Gray

<p>Clear examples of achievements of partnership working across many agendas</p>	<p>Need annual report of partnership working and other communications mechanisms to summarise and communicate achievements</p>	<p>Amber/Green</p>
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