

Warwickshire Peer Review – Questionnaire Summary

Introduction

At its meeting on the 30th April 2009, the Public Service Board (PSB) approved an approach to Partnership Evaluation which included the commissioning of an external agency to carry out a cross organisation Peer Review of Warwickshire. It was the intention that this would complement other work already underway including the Comprehensive Area Assessment and associated improvement activity as well as the Addressing Partnership Effectiveness Improvement Plan.

As part of the work to prepare for the Review teams visit, a questionnaire has been developed with support from the CAA Coordinating Group. The analysis of the questionnaire alongside a range of evidence will form a useful basis upon which the Peer Review Team can shape their onsite activity.

Respondents were asked to indicate which partnership(s) they would like to comment on, partnerships included the Public Service Board, the Local Strategic Partnerships and the Local Area Agreement Blocks. The questionnaire asked the respondent for their level of agreement with a number of statements about the effectiveness of the partnership(s).

The results presented in this briefing note highlight some of the key findings to arise from the consultation; a more detailed report will be available in due course.

Response

The questionnaire was completed by 32 respondents; given that respondents could comment about more than one partnership, a total of 63 views have been collected. The only partnership that was not commented on was the Warwick Local Strategic Partnership; at least one view on all other partnerships were submitted by respondents.

Results

Approximately three out of five respondents agree that the partnership they are commenting on provides strategic leadership. As with most of the statements in the questionnaire, the results varied depending on the partnership being assessed. The Safer Communities Block appears to provide a good level of strategic leadership, all six respondents agreed with the statement, whilst only one-quarter responding about the Public Service Board agreed with the statement.

Overall, nearly two-thirds of respondents agreed that all partners are clear about the benefits of partnership working. The Local Strategic Partnerships in North Warwickshire and Rugby were rated highest for this statement. The Public Service Board received a mixed response from respondents, one-third agreed with the statement and one-third disagreed (the remaining one-third neither agreed nor disagreed).

“There is a lot of duplication and I question the value of LSP’s now that the LAA, CAA and PSB are now becoming firmly established”

One-half of respondents agreed that all relevant partners are involved in and contribute to the success of the partnership. Three-quarters of respondents commenting on the Public Service Board disagreed with this statement, although three-quarters commenting about the Public Service Board Advisory Forum agreed with the statement.

“The PSB is not an effective partnership. None of the basic requirements for partnership working are in place i.e : a fully agreed and supported set of objectives with real commitment to them; a clear and agreed plan to deliver those objectives; a common understanding of the Warks total environment; an effective performance management process to deliver actions. There is no clear planning process involving all parties to produce the LAA etc, and then a process to deliver the objectives in the LAA.”

Approximately one-half of respondents stated that they are clear about partnership priorities and how these priorities will be delivered and monitored. Again, this issue appears to be of concern to members of the Public Service Board, only 9% of respondents agreed with the statement, whilst 55% disagreed.

Two-thirds of respondents agreed that partners deliver what has been agreed. Although the numbers of respondents are low, this issue appears to be of greatest concern in the Stronger Communities and Economic Development & Enterprise Blocks.

Only one in three respondents agree that robust improvement plans and innovative solutions are provided by the lead delivery organisation in areas of poor performance. There are a number of partnerships where agreement levels appear to be relatively low, including the Public Service Board and Public Service Board Advisory Forum.

Less than one in three respondents agree that there are sufficient resources to enable the partnership to meet its aims and objectives. This issue appears to be widespread across most of the partnerships; no partnership had an agreement level in excess of 50%.

“Giving the partnerships - especially Stronger Communities - an identity when communicating with the public is often difficult, the communication mechanisms of the members of the partnership are being used effectively however to promote and consult.”

Two-thirds of respondents agreed that partners bring the right behaviours and attitudes to the partnership meetings to make them successful. However, two-thirds of respondents commenting about the Public Service Board disagreed with this statement, and no-one agreed that the right behaviours are brought to the meeting. This result contrasts starkly with the results witnessed in most of the other partnership meetings.

Next steps

The Warwickshire Observatory will be conducting further analysis of the results from the questionnaire, and submitting these to the IDeA for their consideration.

Appendix

Statement	Overall			PSB
	% Agree	% Neither	% Disagree	% Agree
The partnership provides strategic leadership	59%	15%	25%	25%
The partnership has a clear and agreed long term vision of what it wants to achieve	71%	14%	15%	50%
The partnership has an agreed set of values to which all members subscribe	47%	25%	27%	17%
The partnership periodically reviews its vision and what it has achieved	64%	15%	20%	42%
All partners are clear about the benefits of partnership working	64%	24%	12%	33%
There is widespread ownership of the partnership across and within all partners	47%	26%	28%	17%
All relevant partners are involved in and contribute to the success of the partnership	51%	15%	34%	17%
There is a real commitment from senior managers in partner organisations to the vision and strategy of the partnership	49%	22%	29%	17%
There is a real commitment from Elected Members in partner organisations to the vision and strategy of the partnership	40%	26%	34%	18%
There is an agreed approach and commitment to Narrowing the Gaps	71%	9%	21%	73%
All partners are clear about partnership priorities and how these priorities will be delivered and monitored	53%	21%	26%	9%
There are appropriate systems in place to calculate and record performance information	53%	26%	21%	55%
Partners deliver what they have agreed	66%	19%	15%	50%
Partners challenge poor performance within the partnership	27%	42%	31%	8%
Robust improvement plans and innovate solutions are provided by the lead delivery organisation in areas of poor performance	36%	43%	21%	17%
Available resources (financial, staff and buildings) are matched against the plans of the partnership and these are used effectively to meet the aims of the partnership	33%	36%	31%	18%
The financial position of the partnership is regularly monitored and reported to the partnership board	38%	33%	29%	64%
There are sufficient resources to enable the partnership to meet its aims and objectives	31%	27%	42%	80%
The partnership has a widely understood policy on the alignment or pooling of budgets	14%	32%	54%	0%
Effective communication with stakeholders is a major factor in assessing need	81%	7%	12%	82%
The partnership recognises that service users are integral to developing priorities	68%	12%	19%	55%
The partnership is effective at communicating with the public	10%	32%	58%	0%
The partnership has developed joint communication / publication opportunities	22%	31%	47%	8%

Statement	Overall			PSB
	% Agree	% Neither	% Disagree	% Agree
The partnership ensures that all potential service users can get involved in providing their views	25%	39%	36%	8%
The partnership has an agreed process for information and data sharing	37%	44%	19%	33%
Partners have effective reporting lines back to their own organisations	63%	17%	20%	33%
Partners are clear about how they can contribute to agenda setting within the partnership	63%	24%	14%	50%
Clear two way communication lines exist between the partnerships	53%	32%	15%	33%
The partnership works hard to develop joint working and trust at all levels	71%	19%	10%	50%
The partnership seeks to improve the delivery of its service continuously	69%	28%	3%	42%
Partners within the partnership seek to learn from each other	61%	27%	12%	25%
Partners bring the right behaviours and attitudes to the partnership meetings to make them successful	66%	14%	20%	0%
I bring the right behaviours and attitudes to the partnership meetings to make them successful	88%	10%	2%	75%
The partnership shares its knowledge and learning with other partnerships	31%	51%	19%	17%
The partnership effectively challenges and scrutinises the partnership's performance	31%	31%	39%	0%
The partnership manages and resolves conflicts and disagreements between partners	36%	39%	25%	0%
In the current financial climate, there is a need to improve partnership working to ensure the prospects of Warwickshire are positive	86%	14%	0%	92%
The partnership has robust risk management procedures in place	24%	39%	37%	17%
Key risks are regularly monitored and reported to the partnership	29%	36%	34%	27%

Further Information

For further information on the CAA Peer Review questionnaire, please contact the Warwickshire Observatory:

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