

Improvement Network Self Assessment Questions

Sustainable Community Strategy

1 How well does the sustainable community strategy (SCS) reflect local strategic partnership (LSP) members' ambition and priorities?

Your rating

Red Our SCS does not fully reflect LSP members' ambition and priorities.

Amber Our SCS reflects LSP members' ambition and priorities when it was developed but it has not been reviewed in the last 12 months so does not reflect the current evidence base.

Green Our SCS is current. It has been reviewed in the last 12 months and reflects the story of place and priorities of each sector.

2 How well is the long-term SCS reflected in the shorter-term local area agreement (LAA)?

Your rating

Red Our LAA does not reflect the SCS.

Amber Our LAA reflects most priorities of the SCS but there are gaps that require action planning.

Green Our LAA fully reflects the SCS priorities for the next three-years. OR Our LAA mostly reflects the priorities of the SCS and the priorities outside the LAA are action planned.

3 How well do partners share performance and other information to enable your LSP to track needs and progress across all SCS priorities?

Your rating

Red There are no joint information or performance systems in place for our LSP.

Amber Our LSP has a joint information or performance system that some partners are using. OR Joint systems are in place but they only monitor LAA priorities.

Green Our LSP has a joint performance and information system that all partners use to track needs and monitor progress against the SCS and LAA priorities. 'Count Once Use Numerous Times' is used as a principle for improving information use.

4	How could information presentation and reporting be improved?	Your rating <input type="text"/>
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Red Most partners have difficulties using the information presented. Reporting does not follow the layered approach and the board receives detailed monitoring reports.

Amber Information is well presented and most partners understand reports. But the LSP does not have a map of local needs and reporting is not always consistent with the layered approach.

Green Our LSP has a local map of needs which is used to target resources to 'narrow the gap'. Reporting of performance information reflects the layered approach and is well understood by all partners.

Staff and Skills

5	How well are elected members engaged in the board and theme group levels of your LSP?	Your rating <input type="text"/>
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Red Elected members are only represented on the strategic board and tend to dominate debate and control the agenda.

Amber Elected members chair the LSP with support from partners but have less involvement with theme groups.

Green Elected members are engaged as equal partners on the board and theme groups. Where the political leader chairs the LSP this has the full support of all the partners. Where appropriate opposition members support LSP activities.

6	How well do elected members communicate back to their executives, councils, and party groups?	Your rating <input type="text"/>
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Red Limited or no communication between elected members on the LSP and wider parties.

Amber Elected members report back to cabinet members but limited feedback to front-line councillors on the LSP or LAA.

Green LSP and LAA performance are discussed at cabinet and scrutiny meetings. Good feedback to front-line councillors.

7 How well do elected members on overview and scrutiny challenge your LSP and its partners?

Your rating

Red Limited or no challenge from overview and scrutiny to the LSP and its partners on either LSP or LAA performance.

Amber Some challenge by overview and scrutiny on LSP performance or LAA delivery but this is not yet effective. Partners are yet to fully support this democratic role.

Green Overview and scrutiny effectively challenges LSP performance and LAA delivery. It can provide democratic challenge at each layer of the LSP. Partners support this challenge process.

8 How effective is the 'policy development' role of overview and scrutiny in influencing joint working through the LSP?

Your rating

Red Limited or no effect from the policy development role of overview and scrutiny on our LSP.

Amber Some service reviews recommendations have influenced LSP partners at operational group level.

Green Overview and scrutiny is effective in influencing policy direction for our LSP at executive and board levels. This has led to evidence-based improvement to joint working.

9 How well do chief executives, and other senior managers, challenge performance and support each other to achieve the LSP vision?

Your rating

Red Some chief executives, and other senior managers, support joint working but there are areas for improvement. Performance challenge is ineffective. Partnership working is seen as an addition to the day job.

Amber Most chief executives, and other senior managers, support joint working but this is not always consistent across sectors. Performance challenge is developing.

Green Chief executives, and other senior managers, across all sectors support joint working and effective performance challenge. Partnership working is seen as the day job.

10 How well does your LSP board provide strategic leadership?

Your rating

Red Our board is preoccupied with LAA delivery and has no capacity to set a clear and ambitious vision. It fails to champion performance across the LSP layers.

Amber Our board has a clear vision but communication could be improved. Performance is discussed by the board but a culture of performance needs to be embedded.

Green Our board articulates a clear and ambitious local vision and is a champion of performance culture for the LSP at all levels.

11 How well does your LSP board work to develop effective joint working and trust at all levels between LSP partners?

Your rating

Red Some board members work together but more effective joint working is needed within the board and across the layers of the LSP. Trust is still developing between partners.

Amber Board members work together but joint working across the layers of the LSP is not well developed and some elements of trust are not well established.

Green The board articulates a clear and ambitious local vision and is a champion of performance culture for the LSP at all levels.

12 How well do your council and its partners support the coordination of LAA delivery?

Your rating

Red Our LSP support team has limited or no resource to coordinate LAA delivery. Partners rely on the council to provide all the support.

Amber Our LSP support team is limited but partners contribute skills and resources to help coordinate LAA delivery.

Green The LSP support team has the right skills and resources to coordinate LAA delivery. Where appropriate it draws on support from partners. It is well regarded by partners.

13 How do you ensure individuals supporting the LSP core have the right skills and resources?

Your rating

Red Skills and resources of the individuals supporting our LSP have not been reviewed.

Amber Skills and resources of the individuals supporting our LSP are reviewed at least every three years. Some recommendations for change are undertaken.

Green Annual review of the skills and resources of the individuals supporting our LSP is part of the LSP performance process. Skills and resource audits are undertaken and improvements made where needed.

14 How well does your council lever additional LSP support from partner organisations?

Your rating

Red The council has no additional LSP support from partner organisations.

Amber The council levers some additional LSP support from partner organisations but this is limited to the main public sector partners.

Green Partners contribute skills and resources. Public sector partners also contribute to a development budget for the LSP.

Style

15 How well do your LSP's meetings reflect a culture of partnership and mutual respect?

Your rating

Red Our LSP is structured like a council meeting and is council dominated. Other partners report progress to the Leader. The third and private sectors feel disengaged.

Amber Our LSP meetings are structured to reflect partnership working but not all sectors are equally engaged in the meeting. Trust and support for partners is still developing.

Green Our LSP meetings enable everyone to make a contribution. Meetings are inclusive. Partners from the all sectors are engaged and the LSP seeks out the opinions of citizens, communities, and service users. All sectors support each other and offer advice and assistance where needed.

16 How well do your strategic / board meetings ensure there is time for discussion and direction setting?

Your rating

Red Our LSP board meetings focus on performance monitoring but this crowds out the rest of the agenda so there is little time for strategic discussion.

Amber Some strategic direction and discussion in board meetings but this is not the main focus of the agenda.

Green Our LSP board meetings have time allocated for strategic discussion in the first part of the meeting. We use board away days and thematic debates to give us space to set direction.

17 How well does the board's style enable performance challenge?

Your rating

Red Partners are not comfortable challenging each others' performance.

Amber We have some performance challenge but it's not always constructive. Partners are still developing trust and can become over-defensive.

Green Board members from all sectors support each other. A performance culture exists which encourages effective performance challenge.

18 How well do other meeting arrangements reflect the different roles in the layered governance of joint working?

Your rating

Red

Our LSP's arrangements do not reflect the layered approach of strategic board, executive, and operational levels. Roles and responsibilities of meetings are confused and overlap.

Amber

Our LSP's arrangements reflect the layered approach of strategic board, executive, and operational levels. While roles and responsibilities are agreed for each layer these are sometimes confused – particularly for the statutory partnerships (CDRP, children's trust arrangements).

Green

Our LSP's arrangements are clearly understood by all members. They reflect the layered approach of strategic board, executive, and operational levels. Roles and responsibilities are agreed for each layer, and relationships with statutory partnerships (CDRPs, children's trust arrangements) are clear.

19 What aspects of the physical location or arrangement of meetings emphasise a collaborative culture?

Your rating

Red

Our meetings are always held in council offices. Council staff and members dominate the meetings.

Amber

Our meetings are usually held in non-council venues but council staff and members can still dominate debate. Meetings times are not considered to encourage non public sector partners from attending.

Green

Our meetings are held in locations and at times accessible to all partners. Council staff supporting meetings sit outside of the main table. Where political leaders chair meetings, vice-chairs from other sectors ensure a leadership balance.

20 How was the LSP chair chosen?

Your rating

Red

Our LSP chair was imposed by the local authority with no consultation with partners.

Amber

Our LSP chair was proposed by the council and agreed by the LSP.

Green

Our chair was proposed by the council and agreed by the LSP OR Our LSP chair was elected by LSP partners, OR Our LSP chair was appointed following open advertisement.

21 How well does your strategic board's membership reflect local diversity? Your rating

Red The board represents the statutory partners.

Amber There is some community representation at strategic board meetings. Representatives are not expected to report back.

Green There are nominated community representatives on the strategic board. They are expected to report back to community and representative organisations.

22 How well does your strategic board's agenda reflect the different interests of public sector, private sector and third sector representatives? Your rating

Red Our board's agenda focuses on performance for LAA delivery. There is little time for wider SCS discussions that engage private sector or third sector interests.

Amber We attempt to have a wider discussion around SCS priorities but the main focus of the meeting is the LAA.

Green LSP board meetings have time allocated for thematic debates that reflect interests of all sectors. We discuss our longer-term SCS objectives and different sectors' contribution to their achievement.

23 How well (if relevant) has you LSP responded to the challenges of multi-tier working? Your rating

Red There is no joint working between county and district LSPs. LAA differentiated delivery is not seen as a district LSP priority.

Amber There is some joint working between county and district LSPs. The district's roles in LAA delivery are developing. But there is no joint monitoring of progress.

Green Our county and district LSPs work together. Our SCS are focused at the appropriate geographical level. District LSP contributions to LAA delivery are agreed and our joint performance systems monitor (and enable challenge of) progress.

24 How well are partners working with each other to improve and learn from other LSP experience? Your rating

Red Learning and evaluation is not part of our LSP's culture.

Amber Our LSP uses networks to learn from other LSPs and builds on good practice. We don't have an improvement plan, though.

Green Our LSP welcomes peer review. Partners regularly review the LSP and we have an improvement plan. Our LSP uses regional and national networks to learn from other LSPs and build on good practice.

25 How well does your LSP communicate about its activity, and LAA performance, to partners and to the wider community?

Your rating

Red We have limited or no internal communication within the LSP and limited or no community engagement on LSP performance.

Amber We have good internal communications within our LSP. They focus on performance and the added value of joint working. Internal communications tend to be 'from the board'. We do not communicate to the wider community.

Green Our LSP has strong internal communications on outcomes, performance, and the added value of joint working. Internal communications reflect the contributions of the different layers of the LSP. We have an external communications strategy agreed by all partners.

Synergies

26 How well does your LSP board ensure that partners work towards the agreed common goals in the SCS and the LAA?

Your rating

Red Our LSP board has been unable to bridge the 'silo' working of partners. Partners work in parallel to each other but not with each other.

Amber Partners work well together through statutory partnerships and local regeneration partnerships. The LSP board has not succeeded in getting joint work on the wider LSP and LAA goals.

Green Our LSP strategic board facilitates and supports the development of joint work across all SCS and LAA priorities. We have an annual review of the SCS, and the updated story of place helps partners identify the needs for further joint work.

27 How does the board create an ethos of trust between partners?

Your rating

Red Our strategic board does not actively work to develop trust between partners.

Amber Our board has run some informal sessions to build trust and develop relationships, but they tend to be bi-lateral rather than across the whole LSP.

Green The board has regular board away days to build relationships. No substitutes are allowed at strategic board meetings. The board encourages trust building through the different layers of the LSP.

28 How well does your LSP support networking between partners?

Your rating

Red There are no organised networking opportunities for partners outside LSP meetings.

Amber Our LSP has organised some informal mechanisms to encourage networking. We recognise that the LSP could develop its facilitative role. But it does not have tools (such as social network analysis) to take things further.

Green Our LSP has created formal and informal mechanisms to support effective networking. It uses social network analysis and other tools to identify gaps in its networks and to improve networking between partners.

29 How well does your LSP assist partners in planning their contributions to achieving common goals?

Your rating

Red Our LSP does not assist partners to plan their contributions to achieving SCS or LAA goals.

Amber Delivery planning is managed by operational groups with no standard approach across the LSP. We do have some degree of challenge by the executive and board.

Green Delivery planning workshops are held across all operational groups. We use standard planning frameworks to help partners contribute to shared goals. Delivery plans are discussed and managed at the executive level. Partners' contributions are understood, challenged, and valued by the strategic board.

30 Does your LSP use delivery chain analysis and other tools to align resources and overcome obstacles?

Your rating

Red We use delivery tools on an ad hoc basis at the operational level. Partners do not align resources and obstacles to delivery are often not understood by partners.

Amber Delivery tools are used across some operational groups but consistent methods are not applied across the LSP. There is some alignment of resources.

Green Delivery chain analysis is used as part of LAA delivery planning across the operational groups. There is a consistent approach. Obstacles to delivery are understood and partners are working to minimise risk and align resources.

31 How well do partners work together to exploit the potential efficiency gains from joint working?

Your rating

Red Partners have not considered the potential for efficiency gains from joint working.

Amber Partners have taken some steps to identifying potential efficiency gains but there is no delivery strategy.

Green Partners have agreed a programme for shared efficiencies. Delivery plans are in place and are monitored.

32 How has the LSP facilitated discussions about co-location and sharing of back office or frontline services?

Your rating

Red Our LSP has not facilitated any discussions about how partners could co-locate services or share back office activities.

Amber There have been discussions at the executive or operational levels. Most action is on frontline service co-location. There is no service reconfiguration or significant efficiency savings by partners.

Green Our LSP has facilitated discussions about co-location and sharing of back office or frontline services leading to service reconfiguration and efficiency gains.

Steering

33 How well does your LSP steer performance?

Your rating

Red Our LSP has very limited performance management steering arrangements. We monitor and discuss performance, but there is no real steering of partners' activities.

Amber A performance management culture is developing but the progress made by some operational groups (CDRPs, children's trusts) is not spreading across the LSP. Performance steering at the executive level is mainly associated with the LAA.

Green The board has developed a performance management culture which is embedded across the layers. The executive leads on performance management steering arrangements for the SCS and LAA. This is supported by a performance sub-group to ensure consistency across partners and theme groups. A performance management system for the LSP underpins these arrangements.

34 How does your LSP use performance information to improve local service planning, monitoring, and evaluation?

Your rating

Red Performance information is used by to monitor the delivery of SCS and LAA outcomes but is not understood by most partners. Our LSP does not have a performance information system. No attempt has been made to evaluate performance or to use information to improve service planning between partners.

Amber Performance information is used at all levels to monitor the delivery of SCS and LAA outcomes. Most partners understand the information provided. Our LSP is developing a performance information system. Some evaluation of performance and use of information to improve service planning between partners.

Green All partners use and understand performance information which is used across the LSP layers. Use of information reflects roles and responsibilities. Our LSP has a performance information system. This is underpinned by a data quality policy and action plan. Partners can extract reports from the system to monitor SCS and LAA performance. Information is used to improve service planning across operational groups and to evaluate performance by the LSP executive as part of its steering role.

35 How well does your LSP steer financial management?

Your rating

Red Our LSP has limited or no financial management steering arrangements in place.

Amber Financial steering by the executive is mainly associated with the LAA. Financial monitoring is developing for the LAA.

Green The executive leads on financial management steering arrangements for the SCS and LAA. This is supported by a finance sub-group to ensure consistency across partners and theme groups. Financial management is part of the performance management system for our LSP.

36 How well does your LSP use financial information to improve local service planning, monitoring, and evaluation?

Your rating

Red Financial information is not used to monitor the delivery of SCS and LAA outcomes. We don't attempt to evaluate the use of finance or to use financial information to improve service planning between partners.

Amber Most partners use and understand financial information which is used across the LSP layers. Financial information is used to monitor the delivery of SCS and LAA outcomes. We have some evaluation of the use of finance and use of financial information to improve service planning between partners.

Green All partners use and understand financial information which is used across the LSP layers. Use of information reflects roles and responsibilities. Finance is integrated with the performance information system in place across the LSP layers. Partners use shared financial information to improve service planning across operational groups. Financial information is used to evaluate performance by the LSP executive as part of its resource steering role.

37 How well does your LSP board, and its executive groups, influence mainstream resources to achieve local outcomes?

Your rating

Red The board and executive rarely or do not discuss mainstream resources.

Amber The board and executive discuss the bending of mainstream resources to deliver the priorities of the SCS and LAA.

Green The board and executive discuss, and have influenced, the shift of mainstream resources to deliver SCS and LAA priorities.

38 Does your LSP have a clear, and common, understanding of the mainstream public sector spending under its influence?

Your rating

Red LSP members have no or limited understanding of public sector mainstream spending.

Amber We have done some limited mapping of resources. Board and executive members have a broad knowledge of mainstream public sector spending but this needs improving.

Green The LSP has mapped public sector resources linked to LAA delivery. The board and executive members understand which mainstream public sector resources can be influenced.

39 Are partners aligning their internal planning, monitoring, and evaluation processes to focus on LAA and SCS priorities?

Your rating

Red There is limited, or no, alignment of partner business planning, monitoring and evaluation with the LAA or SCS.

Amber Public sector partners have aligned their business plans, monitoring to the LAA and SCS. But evaluation is yet to be developed. Other partners have yet to align business plans to the LAA and SCS.

Green All sectors have aligned the relevant parts of their business plans and monitoring processes to the LAA and SCS. Evaluation is well developed across all partners.

Standards

40 Does your LSP have an agreed performance management framework that recognises and builds on the strategic, executive, and operational roles?

Your rating

Red Our LSP doesn't have a performance management framework. Each operational partnership uses its own performance arrangements. There is limited attempt to integrate risk and resource management.

Amber Our LSP has a performance management framework that establishes the performance roles of the board, executive, and operational groups. The framework makes an attempt to include risk and / or resource management.

Green The LSP has a performance management framework that establishes the performance roles of the board, executive and operational group. The framework integrates performance, risk and resource management.

41 Do partners understand the different layers of governance and their connections?

Your rating

Red The link between the different layers of governance is not well understood by LSP partners. Some operational groups are not linked effectively to the executive and board arrangements.

Amber Most partners understand the roles and responsibilities across the different levels of governance. There are no formal arrangements for new partners to explain these connections.

Green Roles and responsibilities across the different levels of governance are clearly defined and understood by partners. Arrangements are clarified for new partners through the LSP induction process.

42 Is there an agreed data quality policy and action plan with clear ownership?

Your rating

Red The LSP has no data quality policy.

Amber The LSP has an agreed data quality policy but needs to develop an action plan.

Green The LSP has an agreed data quality policy and action plan with clear ownership. This uses the Audit Commission's five standards of data quality.

43 Does your LSP have agreed protocols for collecting and using national indicator set (NIS) data?

Your rating

Red We have limited or no protocols.

Amber We do have protocols for the designated indicators in the LAA.

Green Clear protocols are agreed and extend to local indicator information.

44 How robust is your LSP's (and partners') approach to delivering performance against LAA targets?

Your rating

Red We don't have a delivery plan across the LSP. LAA delivery is being taken forward by the lead agencies with minimal reporting to the LSP.

Amber We have delivery plans for the operational groups. Some gaps in arrangements have not been assessed. We are sometime subject to overview and scrutiny. Reports are provided to the executive and the board but performance is not always integrated with risk and resource management.

Green There are delivery plans for each LAA target. Delivery chain analysis has identified gaps in arrangements and mitigation measures are in place. Accountable organisations and lead managers are identified for each LAA target. SCS and LAA delivery plans have senior managers responsible for performance. They report performance, risk and resources to the operational groups and to the executive and board on an exception basis. Overview and scrutiny is used to challenge performance.

45 How robust is your LSP's (and partners') approach to distributing grant?

Your rating

Red Our LSP does not have an agreed mechanism for distributing Area Based Grant or Performance Reward Grant.

Amber The LSP has agreed a set of principles for the distribution of ABG and / or PRG – all partners are signed-up.

Green The LSP has agreed a robust mechanism for the distribution of ABG and PRG – all partners are signed-up.

46 How well does your LSP keep its evidence base up to date?

Your rating

Red The SCS is reviewed less often than every three years. Our LSP has limited or no research capability to update its evidence base more frequently, There is minimal support from partners – and that tends to be directed to operational group activities.

Amber We review SCS priorities at least every three years. We review the LAA evidence base every year as part of the LAA refresh. Our LSP uses partner expertise in research to refresh its evidence base. But research is not regularly discussed at the board as part of direction setting.

Green Our LSP is supported by an observatory or research group that maintains up to date evidence of needs across SCS priorities. Evidence is available across different communities. Research and policy implications are discussed at board meetings as part of direction setting. SCS priorities are reviewed annually before the LAA refresh. SCS reviews are used to demonstrate LSP impact to stakeholders.

47 How well do partners understand the costs of maintaining your LSP?

Your rating

Red We have not calculated the cost of maintaining the LSP.

Amber A limited costing exercise has been undertaken but the true costs and efficiencies of LSP working are not known.

Green The full costs of maintaining the LSP are identified. Partners understand the costs and benefits, and have taken steps to manage them.

48 How well have LSP partners made decisions about aligning or pooling of budgets?

Your rating

Red Partners have not aligned or pooled resources as a result of working through the LSP.

Amber Decisions to pool and align budgets are made on operational grounds and are service specific. Partners are sometimes confused about when they are aligning or pooling.

Green Our LSP executive has an agreed approach to pooling and aligning. Decisions are informed by knowledge of which is most suitable. Terms of agreement are agreed for either option before the financial arrangement starts.

49 How does pooling or alignment contribute to value for money in achieving LAA or SCS targets?

Your rating

Red Pooling and alignment are not used by the LSP. Value for money is not assessed across the LAA or SCS delivery.

Amber Pooling and alignment of resources is considered as part of a value for money assessment at operational level linked to LAA delivery.

Green Pooling and alignment are part of the LAA and SCS delivery arrangements. A strategic approach is agreed by the executive as part of its resource planning role. The approach is taken forward in delivery planning across the operational groups. This includes value for money assessment.

Systems

50 How does the LSP ensure there is accountability, through its member organisations, for its actions?

Your rating

Red The LSP has no formal systems – by default it relies on members’ governance structures.

Amber The LSP includes complaints and redress in its governance arrangements. It provides an account of its success as part of its annual review.

Green The LSP has a layered approach to accountability. It gives an account of its activities, successes and failure to its members and the public. It responds to overview and scrutiny challenge. It has a light-touch complaints and redress system which the executive uses to report performance to the board.

51 How far does your LSP have a shared performance system that extends across the partnership layers?

Your rating

Red Our LSP has not yet developed a shared performance system. Systems for operational groups may be in place.

Amber Our LSP and its partners have a performance system that extends to the three layers and covers LAA performance. Some partners are still using organisational systems.

Green Our LSP and its partners have a fully integrated performance system that extends to the three layers and covers SCS and LAA performance. Partners use this system in their own organisations.

52 How well is performance reporting tailored to board, executive and operational level needs?

Your rating

Red Performance reports are not tailored to different layers. Reporting is not integrated across performance, risk and resource management. Strategic board meetings are often overwhelmed by operational reports.

Amber Performance reports may not include risk and resource management. Report frequency does not align with the layered approach.

Green Performance reports include risk and resource management. Reporting is exception based and includes success. Report frequency aligns with needs. Detailed reports are focused at the operational level.

53 How developed is joint commissioning in your LSP?

Your rating

Red Our LSP has not undertaken strategic commissioning. Commissioning is led by individual partners.

Amber Our LSP undertakes some level of commissioning but this is mainly service specific, or related to the statutory partnerships (CDRP, children's trust) and no strategic approach is agreed by the executive.

Green Our executive leads on strategic commissioning. The operational groups commission and procure. Performance from commissioned activities is integrated with the LSP information and performance systems.

54 How well are elected members involved in challenging LAA performance through the scrutiny process?

Your rating

Red Elected members have limited or no involvement in challenging LAA performance outside the council's services.

Amber Overview and scrutiny is developing but tends to be ad hoc. There is no arrangement for the LSP to recommend topics for scrutiny. The LSP and partners have developed protocols for responding to scrutiny recommendations. Some partners are still suspicious of the overview and scrutiny role.

Green There is a clear process for planning overview and scrutiny of the LSP. There are protocols for responding to scrutiny recommendations. Partners are brought into the scrutiny process. Elected members have received training on LAA and performance challenge and have the support to enable them to challenge effectively.

55 Has your LSP used benchmarking to assess its effectiveness?

Your rating

Red Our LSP has not used benchmarking and it has limited use among LSP partners.

Amber Benchmarking is used by most partners but not by the LSP as a whole to assess the effectiveness of the partnership or LAA delivery.

Green LSP partners regularly use benchmarking as part of their improvement. Benchmarking is built into the performance framework of the LSP and it is used to test LSP effectiveness and to test LAA delivery against appropriate neighbours.

56 How well do partners understand each others' financial management systems?

Your rating

Red Limited or no understanding of financial management systems across the LSP.

Amber Financial management systems of public sector partners on the board, and at the executive level, are understood by each other but not by other sectors.

Green Financial management systems of public sector partners are understood across all sectors by board and executive level partners.

57 How have partners worked to improve their understanding of each others financial and performance management systems?

Your rating

Red Our LSP and its partners have not worked to improve understanding of financial or performance systems.

Amber There is strong understanding of performance management systems across the LSP. But improved financial understanding is still required.

Green Partners have begun to open up their financial management systems to peer challenge to help improve understanding. Good cross sector performance understanding has led to the development of a shared performance system.

58 How far are partners' business plans aligned with SCS and LAA priorities?

Your rating

Red Limited alignment of the SCS and LAA to business planning mainly by the local council.

Amber Public sector partners can demonstrate a golden thread from the SCS and LAA within their corporate business planning arrangements. Less alignment with other partners.

Green Public and third sector partners can demonstrate a golden thread from the SCS and LAA within their corporate business planning arrangements.