



Harrow Strategic Partnership Board

14 June 2007

HSP's Questionnaire

The HSP Board is requested to note:

1. Results of the Questionnaire on the Harrow Strategic Partnership (HSP)

The HSP Board is requested to agree:

2. To review the questionnaire responses as part of the Partnership's work plan and improvement plan

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Benchmarking Questionnaire

Purpose

The purpose of this paper is to provide a summary of the results from the benchmarking questionnaire and outline issues raised.

Background

The Executive agreed in January 2006 that, as part of the Performance Management Framework, a self-assessment survey should be carried out. The survey questionnaire would act as a benchmark on how the HSP was operating. The first questionnaire was undertaken in April 2006 and the results were used to inform the partnerships work plan and improvement plan. It was agreed that the questionnaire should be undertaken annually to monitor performance or areas in need of improving.

The questionnaire was sent to the HSP Board, HSP Executive, Senior Management Teams of Agencies and the Management and Reference Groups only.

In total, 28 completed questionnaires were received in 2007 compared to 20 in 2006.

Results of the Questionnaire

Of the 28 replies, 25% were from Council Members and Officers, 50% from the Voluntary Sector, 7% from Health, 7% from Education sectors and 11% of returns were from the Police, Business, Health and Fire sector.

Table 1: Where the returned questionnaires came from

Categories	Questionnaires Returned
Members and Officers	7
Voluntary	14
Police	2
Business	1
Health	1
Education	2
Fire	1
TOTAL	28

A summary graph of the responses is displayed in **Appendix 1**.

From the responses received, the five points which received the highest number of 'Strongly Agree' or 'Agree' responses were:

- I understand how the HSP is organised
- I understand how the HSP operates
- The HSP has a clear vision and strategy
- HSP's local strategies are monitored and evaluated against agreed criteria
- The HSP plans to actively involve diverse and excluded groups

From the responses received, the five points, which received the highest number of 'Disagree or Strongly Disagree' responses, were:

- The HSP provides an effective steer to partner organisations' strategies
- My organisation receives feedback on monitoring and evaluation of local strategies
- Operational planning takes account of feedback
- The HSP has developed sound joint financial management systems
- The HSP's vision and strategy are ambitious

Table 2 further breaks down the respondents into their categories and shows the areas where more than 60% of the respondents either strongly disagreed or disagreed.

Caution needs to be applied when analysing the below data as the total number of responses under each category is not statically significant due to the small number of returns. The table does, however, provide an indication of areas that may shape the future focus of the HSP.

Table 2: Areas where respondents strongly disagreed or disagreed

Category	Questions
Members & Officers	The HSP provides an effective steer to partner organisations' strategies
	Operational planning takes account of feedback
	The HSP has developed sound joint financial management systems
Voluntary	My organisation receives feedback on monitoring and evaluation of local strategies
Police	All the HSP partner organisations have agreed the vision
	The HSP's vision is regularly reviewed and the strategy updated accordingly
	Operational planning takes account of feedback
	The HSP is working to streamline links with all partners
	The HSP plans to actively involve diverse and excluded groups
	The HSP provides an effective steer to partner organisations' strategies
	My organisation receives feedback on monitoring and evaluation of local strategies
Business	Operational planning takes account of feedback
Health	The HSP provides an effective steer to partner organisations' strategies
	I understand how the HSP is organised
	The HSP has developed sound joint financial management systems
	The HSP is effectively involving all sections of the community
	HSP strategies reflect the views and needs of all sections of the community
Fire	The HSP's vision has a clear vision and strategy
Education	My organisation receives feedback on monitoring and evaluation of local strategies
	HSP membership has committed organisations to improve their services

Table 3: shows the comparison between 2006 results and 2007 results. This table shows that there has been an increase in the number of respondents who strongly disagree or disagree to all questions except for "I understand how the HSP operates".

On average there has been an increase in the number of respondents who ticked the "I don't know" box.

TABLE 3 – Comparison between 2006 and 2007 results

	Strongly Agree or Agree		Strongly Disagree or Disagree	
	2007	2006	2007	2006
The HSP has a clear vision and strategy	61%	90%	18%	10%
The HSP's vision and strategy are ambitious	43%	80%	32%	20%
The HSP's vision and strategy are achievable	50%	75%	14%	20%
All the HSP partner organisations have agreed the vision	50%	65%	29%	20%
The HSP's vision is regularly reviewed and the strategy is updated accordingly	50%	75%	18%	15%
The HSP provides an effective steer to partner organisations strategies	32%	50%	50%	45%
I understand how the HSP is organised	75%	85%	18%	15%
The Board is effective, with members having the authority to speak	54%	70%	21%	20%
I understand how the HSP operates	71%	80%	14%	15%
My organisation receives feedback on monitoring and evaluation of local strategies	39%	75%	50%	20%
HSP membership has committed organisations to improve their services	50%	90%	18%	5%
HSP's local strategies are monitored and evaluated against agreed criteria	57%	70%	18%	15%
The HSP's risks are well assessed	18%	35%	36%	30%
Operational planning takes account of feedback	25%	50%	46%	25%
The HSP is working to streamline links with all partners	46%	65%	29%	25%
HSP strategies are based on accurate information about the nature of specific problems	39%	75%	36%	20%
The HSP strategies are based on evidence of what works	36%	70%	32%	15%
The HSP has developed sound joint financial management systems	11%	40%	46%	35%
The HSP plans to actively involve diverse and excluded groups	57%	85%	32%	15%
The HSP is effectively involving all sections of the community	36%	60%	36%	30%
HSP strategies reflect the views and needs of all communities	39%	50%	29%	35%
The HSP is improving the lives of the community	36%	70%	29%	15%

While careful reflection is needed to assess fully the implications of and reasons for the increasing negativity of respondents, some immediate potential explanations are apparent:

- There has been a notable turnover in the list of individuals to whom the questionnaire was sent and so the year on year comparison may not reflect only a shift in opinion but also use of a different baseline. This could mean that aspects of the Partnership have not got worse but that they are being judged using a different yardstick and expectations. If this is correct, there is still a lot of work to do, especially around communications, but it does not imply that the existing work has necessarily been inadequate or inappropriate;
- There was a major (almost 500%) increase in responses from the voluntary and community sector and the questionnaire was in the field when there were significant live issues between the sector and the Council regarding funding, the Compact and changes in service levels. It may be that the concerns of the sector in relation to some of these issues found expression through responses to the questionnaire as well as through other routes;
- The shared financial difficulties of the Council, the PCT and the voluntary and community sector may have led to a focus on individual organisation's own concerns to the detriment of being

partnership minded. This is not an unusual response to pressing problems. However, at least part of the solution to these sorts of difficulties can be found through strong and meaningful partnerships and a challenge for this year is to build up the partnership as route for resolving problems and finding improved ways of working together as a response to continuing financial and service pressures.

Recommendations

The HSP Board is requested to note:

1. Results of the Questionnaire on the Harrow Strategic Partnership (HSP)

The HSP Board is requested to agree:

2. To review the questionnaire responses as part of the Partnership's work plan
3. To update the improvement plan in light of the results of the HSP Benchmarking Questionnaire

Appendix 1 - Graph 1 - Summary of Questionnaire Responses



