



Report To:	Inverclyde Alliance Board	Date: 5 October 2015
Report By:	Miriam McKenna Corporate Policy and Partnership Manager	Report No:
Contact Officer:	Karen McCready Corporate Policy Officer	Contact No: 712146
Subject:	Alliance Board Workshop - Leadership	

1.0 PURPOSE

- 1.1 The purpose of this report is to seek the Alliance Board's agreement to participate in a robust self-evaluation exercise focusing on the area of leadership. The self-evaluation exercise would be facilitated by the Improvement Service.

2.0 SUMMARY

- 2.1 The Inverclyde Alliance is committed to continuous improvement informed by robust self-evaluation. The Alliance currently has an Improvement Plan which has been developed as a result of ongoing self-evaluation. One area for improvement identified in the Plan is leadership.
- 2.2 Leadership in CPPs was also highlighted as a recurring area for improvement in the Audit Scotland report, "Community Planning Turning Ambition into Action". This report was considered by the Alliance Board at its meeting on 23 March 2015.
- 2.3 The Improvement Service and its partners are committed to offering targeted support with self-assessment and improvement planning to all CPP Boards and have offered to support the Alliance Board with our improvement work around leadership. A number of CPPs have already worked with the Improvement Service in carrying out a similar self-evaluation exercise, either at CPP Board level or in a thematic approach.
- 2.4 Subject to the agreement of the Alliance Board, the Improvement Service will work with the Alliance Board to facilitate a robust self-assessment on leadership using the 'Partnership Checklist' (appendix 1).
- 2.5 The 'Partnership Checklist' is a series of self-evaluation questions that are derived from research evidence and good practice concerning characteristics which demonstrate effective, outcome-focused partnership working. This includes the Scottish Government and COSLA Statement of Ambition for Community Planning and SOAs and the key lines of enquiry used in the CPP audits which will be rolled out by Audit Scotland in autumn.
- 2.6 The three key steps involved in undertaking the 'Partnership Checklist' are as follows:

Stage 1

A Partnership Checklist, focusing on leadership (appendix 1), will be issued by the Improvement Service as an online survey to each member of the Inverclyde Alliance Board following the meeting on 5 October 2015. Respondents will be given a two week period in which to rate the extent to which they agree/disagree with each of the statements in the Checklist. The Checklist takes approximately 20 minutes to complete and all responses are anonymous.

Stage 2

A detailed analysis of the responses will be undertaken by the Improvement Service and a short report compiled summarising the feedback and key points for discussion. The Improvement Service will then facilitate a workshop (approx. 1.5 - 2 hours) with the Alliance Board prior to the meeting on 14 December 2015. The purpose of the workshop will be to explore the results and agree initial areas with opportunity for improvement. The Board will be arranged into small groups for the purposes of the workshop.

Stage 3

The final stage of the process focuses on the improvement opportunities and this session provides the opportunity to agree and prioritise an improvement plan to support the Alliance Board.

3.0 RECOMMENDATIONS

It is recommended that the Alliance Board:

- Consider and approve the approach and the associated timescales set out in paragraph 2.4 as part of the ongoing self-evaluation of the Inverclyde Alliance.
- Agree that a workshop will be held on 14 December 2015 to review the findings from the self-evaluation and identify both strengths and areas for improvement.

Miriam McKenna
Corporate Policy and Partnership Manager

4.0 BACKGROUND

- 4.1 The Single Outcome Agreement Guidance issued to Community Planning Partnerships in December 2012 stated that:

“Community Planning Partnerships should have a strong commitment to performance improvement and quality standards, including national requirements where appropriate with robust self- assessment as a starting point”.

- 4.2 Inverclyde Alliance is committed to continuous improvement through robust self-evaluation. In April 2012, the Inverclyde Alliance, supported by the Improvement Service, carried out a self-evaluation at Board level. This allowed the Alliance to review its ‘fitness for purpose’ in achieving shared outcomes. As a result of this self-evaluation, a number of improvement actions were identified and implemented, some of which are now complete whilst others are ongoing.
- 4.3 A self-evaluation workshop was held at a meeting of the Alliance Board on 6 October 2014. The purpose of the workshop was to review the remaining ongoing improvement actions and identify new areas for improvement. As a result of this, a number of changes were made to the Improvement Plan and a new Improvement Plan was approved by the Board on 15 December.
- 4.4 The Board also considers any areas for improvement identified by Audit Scotland in their audit of Community Planning Partnerships which may also be of relevance to the Alliance. At its meeting on 23 March 2015, the Alliance Board considered a report which summarised the key findings of the Audit Scotland report, “Community Planning Turning Ambition into Action”: One of the recommendations highlighted to the Alliance Board in this report was Audit Scotland’s recommendation to:
- “strengthen the effectiveness of leadership, challenge and scrutiny role at CPP Board level”
- 4.5 The Inverclyde Alliance has previously recognised that it needs to strengthen its approach to leadership and has included a number of improvement action in the Alliance Improvement Plan with regard to this.

5.0 Self-Assessment and Improvement Planning

- 5.1 The Improvement Service and its partners are committed to offering targeted support with self-assessment and improvement planning to all CPP Boards. The Improvement Service has offered to support the Inverclyde Alliance with our improvement planning with regard to leadership. A number of other CPPs have already worked with the Improvement Service in carrying out a similar self-evaluation exercise, either at CPP Board level or taking a thematic approach.
- 5.2 The ‘Partnership Checklist’ is a series of self-evaluation questions that are derived from research evidence and good practice concerning characteristics which demonstrate effective, outcome-focused partnership working. This includes the Scottish Government and COSLA Statement of Ambition for Community Planning and SOAs and the key lines of enquiry used in the CPP audits which will be rolled out by Audit Scotland in autumn.
- 5.3 The three key steps involved in undertaking the Partnership Checklist are as follows:

Stage 1

A Partnership Checklist, focusing on leadership (appendix 1), will be issued by the Improvement Service as an online survey to each member of the Inverclyde Alliance Board following the meeting on 5 October 2015. Respondents will be given a two week period in which to rate the extent to which they agree/disagree with each of the statements in the Checklist. The Checklist takes approximately 20 minutes to complete and all responses are

anonymous.

Stage 2

A detailed analysis of the responses will be undertaken by the Improvement Service and a short report compiled summarising the feedback and key points for discussion. The Improvement Service will then facilitate a workshop (approx. 1.5 - 2 hours) with the Alliance Board prior to the meeting on 14 December 2015. The purpose of the workshop will be to explore the results and agree initial areas with opportunity for improvement. The Board will be arranged into small groups for the purposes of the workshop.

Stage 3

The final stage of the process focuses on the improvement opportunities and this session provides the opportunity to agree and prioritise an improvement plan to support the Alliance Board.

6.0 IMPLICATIONS

6.1 Legal: None

Finance: None

Personnel: None

Equality and Diversity: The partnership checklist has been mapped against equality outcomes

Repopulation: None

Inequalities: No direct impact however the purpose of the checklist is to identify areas for improvement which will make the Alliance a more effective partnership which will result in improved outcomes for the residents of Inverclyde.

7.0 CONSULTATIONS

7.1 None

8.0 LIST OF BACKGROUND PAPERS

8.1 None

Appendix 1: Leadership Self Evaluation Question Set

Dear colleague

To ensure that you get as much value as possible from the session we are facilitating at the Inverclyde Alliance Board Development Day on leadership, we would like to get your thoughts on what is working well in terms of the leadership of the Alliance Board and what could be improved.

This survey contains 25 statements relating to leadership, a number of which have been taken from the Partnership Checklist, which is a self-assessment tool being used by a number of CPP Boards across Scotland. Some of these statements relate to the leadership of the Inverclyde Alliance Board, whilst others relate to your own personal leadership as a CPP Board member. You will be asked to rate whether you strongly agree, agree, disagree or strongly disagree with each statement. There will also be a 'don't know' option if you feel that you do not have sufficient information about the particular statement to enable you to make a judgement, and a 'not applicable' option if you feel a particular statement does not apply to you.

At the end of the list of statements there are two comments boxes – one asks you to provide details of evidence that supports your views on how the Inverclyde Alliance Board is performing in relation to leadership and the other requires you to provide further details of how you think the CPP, and individual Board members, can improve the CPP's approach to leadership.

All responses will be anonymous and non attributable. Please be honest with your responses – this exercise will only be effective if all Alliance Board members are open and honest. We will use part of the leadership session on 14 December 2015 to discuss the strengths and issues emerging from the responses to the checklist and to support the Alliance Board to agree appropriate improvement actions to further strengthen the leadership of the Inverclyde Alliance.

The survey should take no more than 20 minutes to complete and should be completed in one sitting, as responses cannot be saved. Please complete and submit the survey by2015. If you have any issues completing the survey contact

Yvonne.hastie@improvementservice.org.uk.

Many thanks in advance for completing the survey. We're looking forward to working with you on 14 December to discuss the findings.

The Improvement Service

Appendix 1: Leadership Self Evaluation Question Set

For each of the following statements, please state whether you strongly agree, agree, disagree, strongly disagree, don't know or if the statement is not applicable to you.

Leadership of the Inverclyde Alliance

1. The Inverclyde Alliance Board has strong and effective collective leadership.
2. 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.
3. Elected members of the local authority are engaged in the leadership of the Inverclyde Alliance Board and scrutinising performance.
4. Alliance Board members work effectively together to achieve an agreed and shared purpose.
5. Alliance Board members view themselves as being part of a team.
6. Alliance Board members have discussed and formally agreed their respective roles and responsibilities in relation to the partnership and delivery of the SOA.
7. The individuals involved in the Alliance Board are sufficiently empowered and influential to significantly advance the key issues
8. The partnership holds individual partners to account for their performance and contribution to the SOA.
9. The overall culture of the partnership and the behaviours typically displayed by individual Alliance Board members demonstrate a commitment to work together effectively.
10. Inverclyde Alliance Board meetings take place within a positive spirit of transparency, openness and trust.
11. There is trust and goodwill between Alliance Board members.
12. The Inverclyde Alliance has effective mechanisms in place for partners to engage in open and ongoing communication.
13. The individuals involved in the Inverclyde Alliance offer constructive criticism and regularly challenge each other and the partnership as a whole to 'do more' in achieving SOA outcomes and to improve.
14. The different cultures and values of individual Alliance Board members creates the potential for tension and conflict within the Management Committee.
15. The varying roles and responsibilities of individual partner organisations, and the different contributions they make to the CPP, creates the potential for tension between Alliance Board members.
16. There is a shared commitment by Alliance Board members to work through problems/issues collaboratively with a strong solutions focus.

Personal Leadership

17. I feel that other members of the Inverclyde Alliance Board listen to and take into account my insights, experience and perspectives when discussing issues.

Appendix 1: Leadership Self Evaluation Question Set

18. As a member of the Inverclyde Alliance Board, I feel that I can contribute to and influence the vision and strategic direction of the CPP.
19. I effectively communicate and help implement decisions of the Inverclyde Alliance Board within my own organisation.
20. I am effective at expressing and controlling my own emotions/views and being able to understand, interpret and respond to the emotions/views of others during Alliance Board meetings.
21. I take time to understand where other Alliance Board members are coming from on a particular issue, striving to understand their standpoint and perspective and listening to and learning from their ideas.
22. I am effective at accepting my limitations and not assuming I always know best as to what is the right thing to do.
23. I invite questioning and embrace constructive challenge from other Alliance Board members.
24. I am effective at sharing, being honest and talking through issues I'm not sure about with other Alliance Board members to explore different perspectives.
25. I am effective at relinquishing control and having confidence in other Alliance Board members to undertake the activity/progress the issue on behalf of the collective good.

Thinking about the issues covered above:

- A. Please provide details of evidence that supports your views in relation to how the Inverclyde Alliance is performing in relation to Leadership (free text box)
- B. Please provide further details of how the partnership can improve its approach to the leadership of Inverclyde Alliance (free text box)
- C. Please provide further details of how you as an individual Management Committee Member can improve your approach to leadership (free text box)