

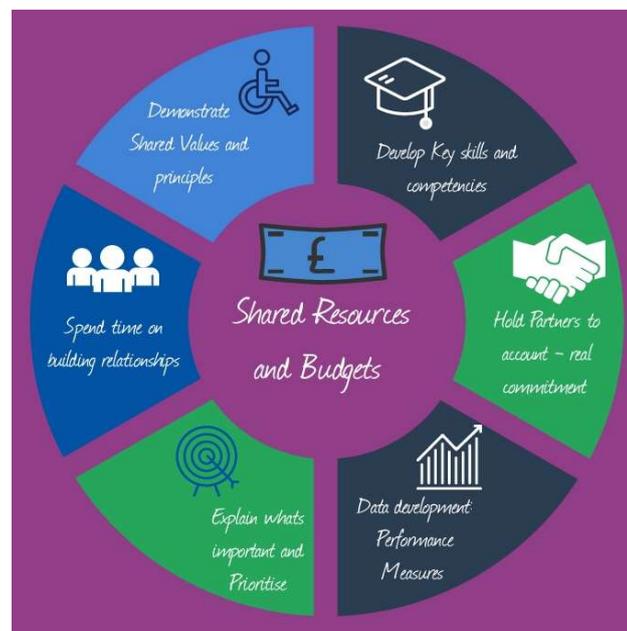


PHASE 1

Capacity Building Plan: Self-Assessment and the Results

Supporting Partnership Working

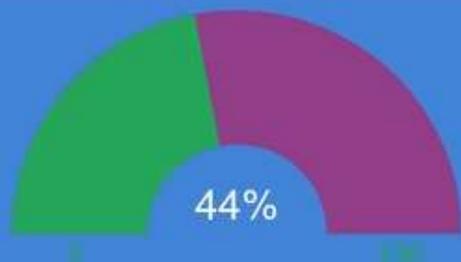
FO Community Planning
5/30/2019



This document details the features that support partnership working and makes recommendations for the key components needed to develop a Capacity Building Plan for Fermanagh and Omagh Community Planning Partnership.



Supporting Partnership Working



36 responded out of a possible 81 targeted partners

288

Additional Comments

Key issue identified
Resources



Including skills and funding requirements

78

Comments

relate to the need for Prioritisation

Source: FO 2030 Capacity Building Plan Partner Survey May 2019

Thank you to all the Community Planning Partners that responded to the self-assessment survey.



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Appendices:

- 1. List of identified Partners (81).**
- 2. Copy of Self-assessment Survey.**



1.0 Summary of Key Findings

Listening: What Partners told us should be considered

Doing: Key recommendations to consider

1. **Shared Values and Principles**
More focus required on ‘vulnerable’ groups within society

1. Demonstrate how *Shared Values and Principles* are adopted within the Community Plan and highlight their impact; utilising the outcomes-based accountability performance accountability report card. *A Shared Values and Principles Framework for delivery could be developed.*

2. **Key skills and competencies**
Need to develop strong facilitative leadership skills to support implementation of the Plan through developing good negotiation skills.

2. Identify what the *Key skills and competencies* to work collaboratively across organisational boundaries are and support partners to develop these moving forward. There is a need to invest in developing new training or utilising current training provision to develop a package that promotes partnership working and competencies within community planning.

3. **Prioritisation**
Need to prioritise (clearer) the Plan and focus on the difference partnership working and collaboration can bring through the vehicle of Community Planning.

3. Identify what actions are cross cutting across the social, economic and environmental theme and *Prioritise key issues* for all partners to support and focus on those prioritised in the short term.

4. **PR and Communications**
Good Plan but what difference has it made ‘is anyone better off?’ Need to demonstrate partnership impact and invest in promoting the Partnership to the community.

4. Embed the FO 2030 Communications and Engagement Plan 2019 into all partners’ own processes to maximise impact and ensure *Good communication processes* are further developed. Improve the linkages between governance layers of the Community Planning structure.

5. **Commitment of all Partners**
Not all partners attend regularly and are fully engaged in the process.

5. Demonstrate partner’s contributions to partnership working through the adoption of a *Performance Report Card to Demonstrate FO Community Planning Partnership working effectiveness and partner’s commitment to the process.*



6. Data Development

Opportunity to revisit population indicators as better health data emerges.

6. Review population indicators where new data is emerging to ensure population indicators reflect the best data sources available.

Undertake a Review of population indicators

7. Shared Budgets and Staff Resources

The Plan needs to go further and address the issue of resource planning and financial costs associated with its implementation. The advantages of collective impact and identifying cost savings through collaborative practice should be progressed.

*7. In advancing commitment from partners and demonstrating impact; key pilot projects linked to cross cutting themes and issues should identify pilots and embed resource planning including financial costs. **Partners should share budgets and resources in the implementation of these pilots. The Strategic Partnership Board is asked to consider the identification of a pilot and the establishment of a working group to demonstrate how resource identification and sharing costs can be realised.***

8. Alignment and synchronisation of data sets and reporting cycles

There is a need to progress data development that supports performance accountability, where gaps have been identified and where organisational boundaries and approaches vary, to capture relevant data sets. Support to ensure necessary data to demonstrate ‘is anyone better off’ which can be aggregated and is robust is fundamental.

*8. Alignment and synchronisation of data sets and reporting cycles to promote a strong culture of performance accountability is required. There is a significant requirement to progress a **Data Development Agenda that supports Performance level Accountability for performance report cards.** There is significant need to ensure that where data should be aggregated it is accurate and robust.*

9. Shared accountability

Establish a joint approach in which all bodies share accountability at the aggregated data level, as well as, having individual accountabilities for facets of the partnership.

*9. Sharing responsibility and encouraging better relationship on a vertical and horizontal organisational basis within the CPP governance structures was highlighted through developing shared accountability amongst all partners. **Building a greater understanding of the role of Action Lead and the role of support partners is fundamental.***

2.0 Introduction and purpose

Building the capacity of the Community Planning Partnership (CPP) is fundamental to its success. Fermanagh and Omagh District Council is the lead partner for Community Planning and promoting strong leadership is essential. To enable the Partnership to grow and be more effective, supporting Council's effective partnership development is crucial. The Council's internal Service Delivery Improvement Plan for Community Planning (CP) and Performance 2019 – 2020 identifies the need to **'Develop a Capacity Building Plan (CBP) for the Community Planning Partnership to support strong partnership working'**. The FO2030 Community Plan also defines **'Working collaboratively – Partners will work collaboratively to achieve the best possible outcome from community planning, inclusive of best use of shared resources'** as a shared value and principle that underpins the delivery of all actions. These are clear commitments to enable effective partnership working.

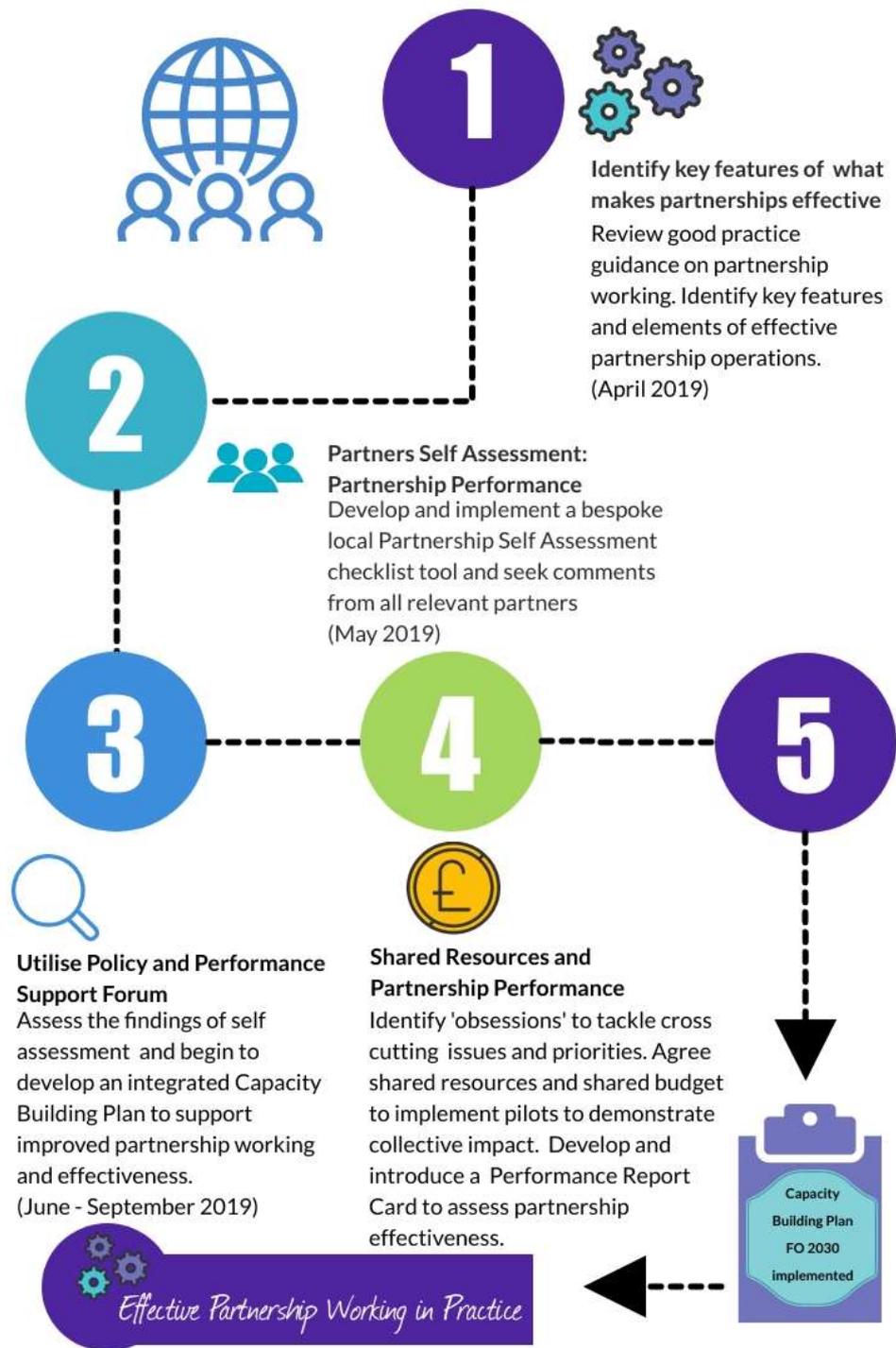
As a point of reference in developing the CBP this report focuses on two documents. The first, a Good practice guidance circulated by the Northern Ireland Audit Office (NIOA) in April 2019 **'Making partnerships work; A Good Practice Guide for Public Bodies'** and the second the Improvement Service Organisation in Scotland document **'The Community Planning Partnership Checklist'**. Both highlight the significant complexities associated with partnership working and provide information on how to improve partnership effectiveness. It is important that FO CPP works to develop 'partnership in practice' moving forward and recognising the importance of supporting the process of development through tangible capacity building mechanisms.

Both documents provided background information on identification of the necessary **features required to enable successful partnership outcomes and how to measure and review their effectiveness to promote a sustainable approach to ensure continuous development**. They also highlight the importance of identifying challenging issues. Enabling partners to determine their effectiveness through a self-assessment performance process is advocated. It is recommended that the utilisation of these findings enables the development of processes to support more effective and mature collaborative practices in a CBP.

A bespoke self-assessment checklist for Fermanagh and Omagh CPP was developed in line with recommendations. The content of the generic 'partnership checklists' of both organisations were reviewed, and statements aligned to the local community planning context were developed. The inclusion of specific statements to deal with the components of effective partnership and collaborative practices is necessary. It is intended the survey will assess operational processes including resources, leadership, governance arrangements and performance management. This process will begin to highlight strengths and weaknesses and identify opportunities for improvement. It is the intention of the Council to facilitate support and development of an integrated and co-ordinated learning programme of capacity building to develop new skills, competencies, attitudes and behaviours of partners to support **'partnership working in practice'**. The CBP will embed the legislative remit contained in the Local Government Act (NI) 2014 to **'build the capacity of the community and voluntary sector to encourage participation and involvement in developing, implementing and reviewing the Community Plan'**.

3.0 Phased Approach: developing a Capacity Building Plan to support Partnership Working

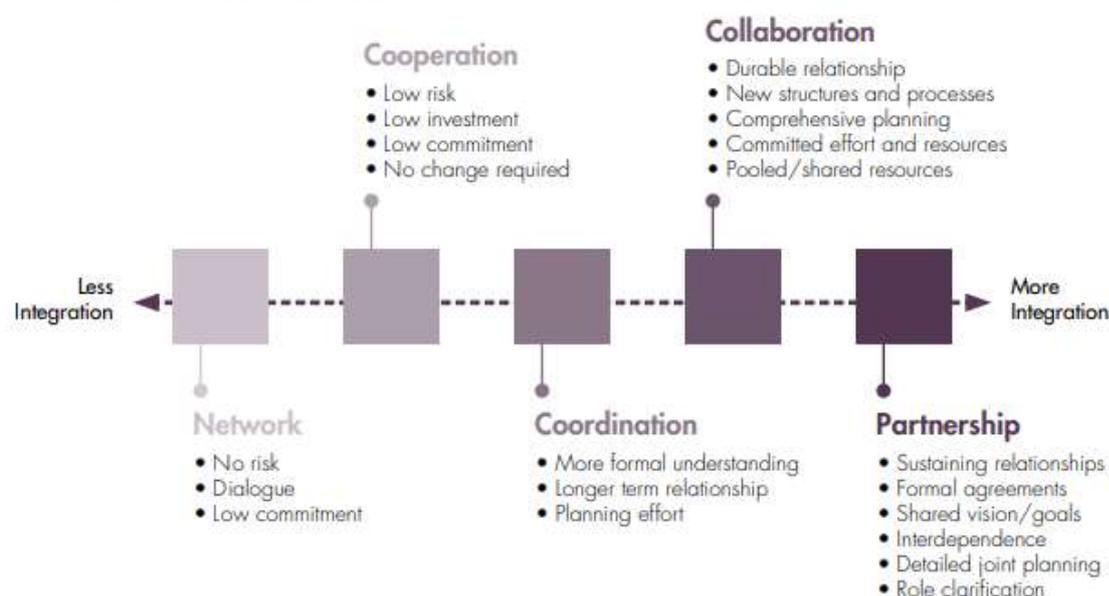
A Phased approach to the development of a CBP is outlined below which will be progressed to support a co designed plan that supports the needs of the partners. The diagram outlines timeframes and details of each phase of the development process.



4.0 Key features of what makes partnerships effective

All collaborative arrangements and partnership working require discipline, clarity and a well organised approach to working arrangements and, in this regard, the implementation of community planning is no different. Defining the appropriate level of collaboration from the start is essential to developing good partnership arrangements. The diagram below from NIAO document identifies the possible arrangements. The NIAO Good Practice Guide: *Making partnerships work; A Good Practice Guide for Public Bodies*

Identify the appropriate level of collaboration in advance

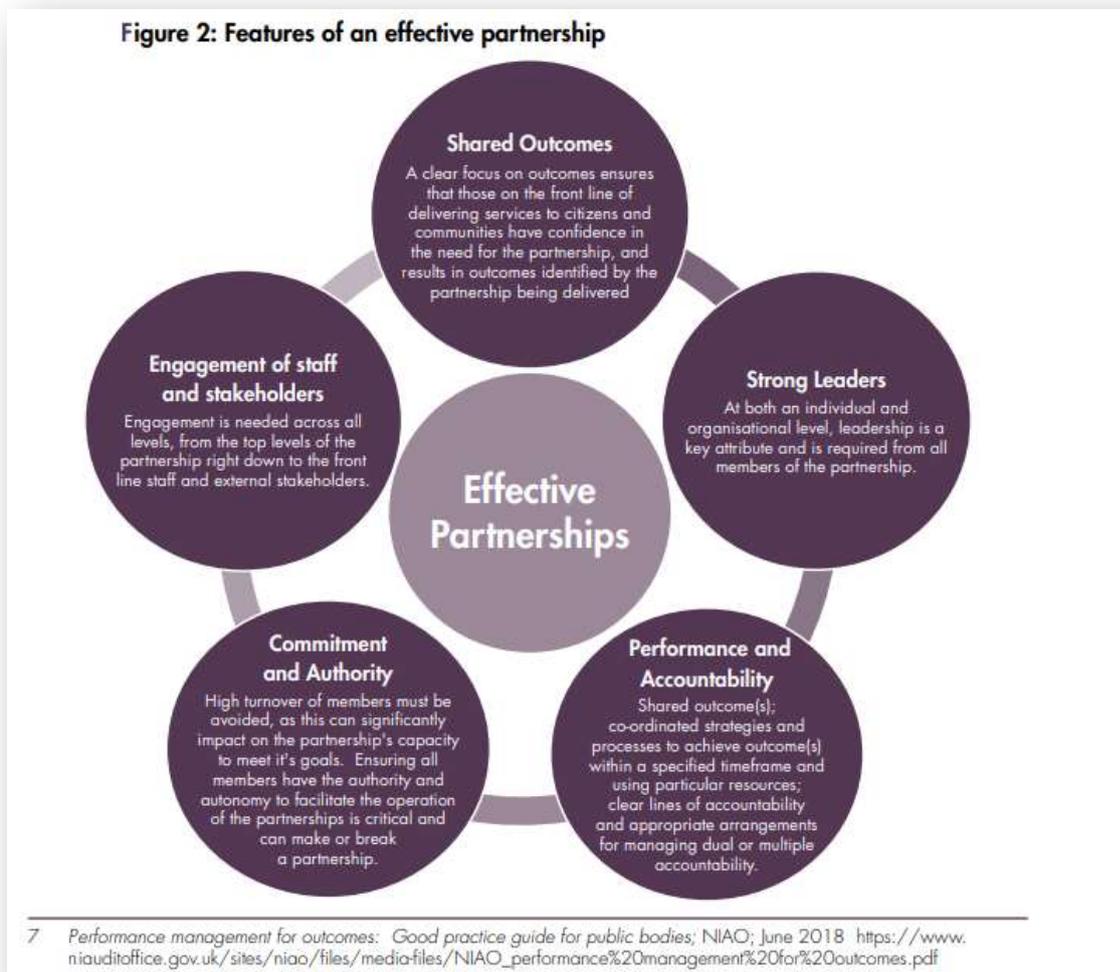


Source: Adapted from model Developed by Success Works, 2002 and included in *Putting Partnerships into Practice Final Report*. Report prepared for the Department of Human Services, 2004 [Australia].

Real partnerships do work and are worth the time and effort to establish. Partnerships are about sharing creative practices and sharing risk and responsibility. Effective partnerships enable tasks to be more streamlined and, if established properly, the productivity of a partnership is higher than each partner working separately.

Activities are often driven by the need to deliver statutory obligations and good partnerships across a range of sectors can help deliver more effective public services. However, partnerships can often be faced with budgetary pressures; tight deadlines; and complex guidelines. This can lead to partners feeling pressure to protect their individual organisation and not commit fully to the partnership. Many management structure models are available but agreeing a model and working to it is key.

The document clearly illustrates the features of an effective partnership in the diagram below:



CPPs as with the Programme for Government have adopted an outcomes-based accountability approach to delivery. The table below provides a succinct overview of the relevant components in its successfully applied implementation.

Outcome-Based Accountability: key steps:

- Identify what outcomes you want to achieve (high-end targets).
- Choose what indicators best measure these outcomes.
- Identify how to change these measurements, making progress towards the desired outcomes – “Turning the Curve”.
- Decide what works / is working, using data analysis.
- Ensure a flexible and dynamic approach, evolving and adapting in accordance with the evidence.



It is also important to recognise the most common reasons why partnerships aren't successful. The table below clearly illustrates this.

Common reasons why partnerships fail¹¹

1. Rationale behind the establishment of the partnership was not clearly articulated, understood or accepted by stakeholders.
2. Underestimating the time to establish a partnership – developing a trusting relationship of mutual benefit takes time and effort.
3. Partners do not recognise their interdependence and the value of partnering.
4. Lack of clarity of purpose or failing to recognise potential participation constraints.
5. Lack of authority – partnership does not have authority to make decisions nor key responsibilities.
6. Failure to lead – partnership suffers from lack of shared vision, purpose or direction.
7. Inadequate resourcing of partnership activities.

5.0 Process and Self-Assessment survey for community planning partners

The purpose of the self-assessment survey is to assist Fermanagh and Omagh Community Planning partners to identify areas where there may be scope for improving the operation of the partnership and the impact it has on agreed outcomes in the Fermanagh and Omagh 2030 Community Plan. It is a quick and cost-effective way to assess the partnership's effectiveness to date. It is only intended as a starting point for partnership development work, as opposed to a means of centrally assessing partnership performance. It is proposed partners use this as an opportunity to reflect on processes, input and performance. The results will contribute to the development of a bespoke CBP to promote partnership working and improve collaborations across all layers of the governance structures relating to Fermanagh and Omagh Community Planning Partnership (including, Strategic Partnership Board, Action Lead Forum and Community and Voluntary Sector Forum).

The survey will be circulated to the following targeted partners; includes 81 representatives
(*Appendix 1: List of Partners identified*)

1. **Nominees of all bodies represented on the Strategic Partnership Board.**
2. **All Action Leads identified in relation to the 53 actions in the published Action Plan.**
3. **8 representatives to the Action Groups from the Community and Voluntary Sector Forum.**
4. **Councillors that served on the Strategic Partnership Board Partnership from the beginning of its inception until 31st March 2019.**

The survey has been designed to reflect the core features that support good partnership working discussed in the previous section of this report, aligned to functions of the community planning processes adopted locally. This includes the following areas of interest:

1. **Community Plan and its development (Outcomes, Indicators and Actions)**
2. **Resources defined**
3. **Outcomes Based Accountability management process**
4. **Leadership, Governance arrangements and accountability.**
5. **Performance Management reporting (indicators and measures)**
6. **Impact through collaborative practice**

The survey contains 40 statements and should take approximately 30-45 minutes to complete. The questions are designed to lead respondents through a sequence of statements relating to partnership working. Respondents are asked to rate the extent to which they agree/disagree with each statement. Each statement in the self-assessment survey should be scored against the undernoted scale:

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know

The 'Don't know' option should be used when the respondent feels they do not have enough information about the statement to enable them to make a judgement. At the end of each section

there are two comments boxes – one requires participants to provide details of evidence that supports their views on how the partnership is performing in relation to the issues covered by the section; and, the other, requires them to provide further details of how they think the partnership can improve in relation to the areas covered by the section.

The survey will be built on the electronic platform survey monkey to encourage anonymous responses and ensure honest and open responses are received.

6.0 The results of the survey

The survey was distributed to 81 partners on the 1st May 2019. Partners were given 4 weeks to respond. Reminder emails, to encourage responses, were sent every week. #36/ 44% of partners responded to the survey. To allow partners to be open and honest, surveys were submitted as anonymous. Infographics and recommendations to promote partnership working for each section is outlined below with a synopsis of the commentary provided in each section. However, please note that the full report generated by survey monkey can be requested from the Community Planning Office (contact details are provided at the end of this report).

6.1 Community Plan and its development (Outcomes, Indicators and Actions)



The results of questions 1-10 of the self-assessment survey are discussed in this section in relation to how the Community Plan was developed and therefore, whether the outcomes, indicators and actions are reflective of the needs of the District. It also aims to identify whether partners were satisfied with the processes implemented in developing the plan in relation to community involvement, data gathering and prioritisation of issues to identify actions.

The development of the Community Plan ensured the views of the community were

incorporated and evidence and data sets analysed alongside these to highlight and demonstrate key priorities and shared outcomes.

Implementing a shared agenda and embedding appropriate indicators to track performance was promoted through rigorous community engagement with all sections of the Community. It involved partner’s sharing information, statistics and data sources. The process was developed in line with a co design ethos. The survey results demonstrate that partners were satisfied with how these functions were delivered.

6.1.1 The Positive Feedback

The info graphic provided clearly identifies partners strongly agree/ agree that the Community Plan development process was robust and that the content of the Community Plan outcomes, indicators and actions area clear reflection of the key issues. The creation of a shared agenda through an outcomes approach was agreed and partners outline the approach encourages partnership working. However, significant feedback highlighted the need to prioritise key issues and utilisation of community planning as a mechanism to show the added benefit of collaboration was lacking. Comments included concern whether *‘the Community Plan simply was a consolidated list of actions partners were already engaged in with little or no emphasis on new approaches.*

6.1.2The Challenging Feedback

The table below outlines the key themes identified from consolidating the 52 additional comments by partners:

Table 1: Community Plan and its development (Outcomes, Indicators and Actions)		
Positive Comments	Vs	Challenging Comments
1. Community Involvement Extensive Community Consultation facilitated		1. Shared Values and Principles More focus required on ‘vulnerable’ groups within society
2. Outcomes Approach Support for Outcomes approach to support partnership working		2. Key skills and competencies Need to develop strong facilitative leadership skills to support implementation of the plan in developing good negotiation skills
3. Governance Structures Good communication and opportunities for partner engagement		3. Prioritisation Need to prioritise (clearer) the Plan and focus on the difference partnership working and collaboration can bring through the vehicle of Community Planning
4. Data and evidence The Community Plan is based on statistically robust evidence		4. PR and Communications Good Plan but what difference has it made ‘is anyone better off?’ Need to demonstrate partnership impact and invest in promoting the Partnership to the community.

<p>5. Equality, Inclusivity and diversity Value is embedded in all outcomes and evident</p>	<p>5. Commitment of all Partners Not all partners attend regularly and are fully engaged in the process.</p>
	<p>6. Data Development Opportunity to revisit population indicators as better health data emerges.</p>

48 of the 56 additional comments received in this section mention satisfaction in ‘creating common purpose through outcomes and indicators’ as a critical factor in collaborative working. It is clearly emphasised that working in collaboration is a difficult process. Comments suggest there has been a lot of talk, a lot of planning, but no real impact through action delivery that would not have happened should community planning not have existed. It is recognised that the Community Planning Partnership needs “ a high leverage number of prioritised actions that mobilises partners to work across boundaries such as focus on, for example; ‘welfare, poverty or mental health’.

6.1.3 Key recommendations identified to promote partnership working

In assessing the comments and survey results the following recommendations can be drawn from this section.

1. Demonstrate how **Shared Values and Principles** adopted within the Community Plan are progressed and their impact; utilising the outcomes-based accountability performance accountability report card to do so. I.e. how does Community planning support vulnerable groups?
2. Identify what the **Key skills and competencies** to work collaboratively across organisational boundaries are and support partners to develop these moving forward. There is a need to invest in developing new training or utilising current training provision to develop a package that promotes partnership working and competencies within community planning.
3. Identify what actions are cross cutting across the social, economic and environmental theme and **Prioritise key issues** for all partners to support and focus on those prioritised in the short term.
4. Embed the FO 2030 Communications and Engagement Plan 2019 into all partners’ own processes to maximise impact and ensure **Good communication processes** are further developed. Improve the linkages between all governance layers of the Community Planning structure.
5. Demonstrate partner’s contributions to partnership working through the adoption of a Performance Report Card to **Demonstrate FO Community Planning Partnership working effectiveness and partner’s commitment to the process.**
6. **Review population indicators where new data is emerging to ensure population indicators reflect the best data sources available. Undertake a Review of population indicators.**



6.2 Resources defined

The results of questions 11-14 of the Self-assessment survey are discussed in this section in relation to the resources (including people, skills, time and financial) invested and required in delivering on the Community Plan. It aims to identify whether partners acknowledge that the promotion of shared budgets and shared resources are fundamentally required to enable the advancement of the implementation of the Plan in addressing issues that require broad partnership involvement.

6.2.1 The Positive Feedback

The info graphic below clearly identifies partners do not agree that clarity about resources needed to deliver the Community Plan has been adequately progressed. No additional central funding has been provided for community planning. To date the Council has borne the majority of direct costs



associated with developing the plan, staffing the function internally and all administrative costs in relation to meetings, publications and any other general costs. However, partner's resource contributions include people's time, commitment, expertise and support to developing the process; alongside occasional provision of meeting room accommodation. The commitment of action leads has also been substantial.

6.1.2 The Challenging Feedback

The table below outlines the key themes identified from consolidating the 56 additional comments by partners in this section:

Table 2: Resources defined		
Positive Comments	Vs	Challenging Comments
<p>1. Commitment of time and people Council, staff and action leads have invested significant resources into developing and implementing community planning</p>		<p>1. Shared Budgets and Staff Resources The Plan needs to go further and address the issue of resource planning and financial costs associated with its implementation.</p> <p>The advantages of collective impact and identifying cost savings through collaborative practice should be progressed.</p>
<p>2. Partner Support Partners have invested a significant amount of staff time; skill and expertise into community planning and relationships have been formed. Trust is starting to emerge between partner organisations</p>		<p>2. Prioritisation Need to reduce the number of actions and adopt a more realistic approach to what's achievable</p>

Feedback from partners identifies that it will take commitment from partners beyond what has been established to advance partnership working through shared budgets and resources. Comments indicate awareness for the need to embed resource planning into the framework for implementation but urges caution in its realisation. There are also numerous comments that advocate that new funding to address new priorities should be developed at regional government level. However, comments also demonstrate a realisation that budget cuts, silo working encouraged by competing organisations for public funding and a dysfunctional political system means this issue is more complex to resolve locally.

6.2.3 Key recommendations identified to promote partnership working

In assessing the comments and survey results the following additional recommendations to that already made can be drawn from this section:

- 6. In advancing commitment from partners and demonstrating impact; key pilot projects linked to cross cutting themes and issues should identify pilots and embed resource planning including financial costs. ***Partners should share budgets and resources in the implementation of these pilots. The Strategic Partnership Board is asked to consider the***

identification of a pilot and the establishment of a working group to demonstrate how resource identification and sharing costs can be realised.

6.3 Outcomes Based Accountability

The results of questions 15-20 of the self-assessment survey are discussed in this section in relation to the implementation of the outcomes-based accountability management approach in developing the Community Plan. The focus was to assess partner's view of how the clear distinction between the two types of accountability; population accountability and performance accountability had been achieved and the challenges that presented. Outcomes based accountability is about developing a whole system approach to managing outcomes: the power of convening, of introducing transparent processes of engagement, of introducing reporting cycles and processes to demonstrate impact and challenge performance, the opportunity to highlight 'is anyone better off' with performance measures and even, occasionally, challenging best ideas. The real challenge is to observe if OBA has encouraged partners to work across boundaries and removed silo working. It is technically a much



more rounded approach in providing good quality service to the citizen than would traditionally have happened when a department or agency lens is applied.

6.3.1 The Positive Feedback

The infographic opposite clearly identifies partners support the emphasis placed on

performance accountability and the need to demonstrate impact to the citizen. It is evident from

comments that although the CP demonstrates clear lines of performance accountability towards shared outcomes and actions this is not consistent across partner organisations. It is however, recognised as a necessary process in dealing with the cross-cutting issues organisations now faced across the social, economic and environmental themes.

6.3.2 The Challenging Feedback

The table below outlines the key themes identified from consolidating the 48 additional comments by partners in this section:

Table 2: Resources defined		
Positive Comments	Vs	Challenging Comments
<p>1. Performance Accountability Performance Measures and the implementation of Performance Report cards for each action is robust and demonstrates clearly progress made through project implementation</p>		<p>1. Implementation of the OBA management approach across partner organisations internally A regional approach through the implementation of the Programme for Government is required to promote and ensure consistency and utilisation of OBA management approach.</p>
<p>2. New evidence to support project delivery The customer satisfaction element to OBA is welcomed as it will provide robust and new qualitative data that demonstrates real impact on people's lives.</p>		<p>2. Alignment and synchronisation of data sets and reporting cycles There is a need to progress data development that supports performance accountability where gaps have been identified and where organisational boundaries and approaches vary to capture relevant data sets. Support to ensure necessary data to demonstrate 'is anyone better off' which can be aggregated and is robust is fundamental.</p>

Comments identify that although clarity has been provided through the identification of Action Lead organisations with authority to drive the agenda, it may also be appropriate to establish a joint approach in which all bodies share accountability at the aggregated data level, as well as having individual accountabilities for facets of action delivery.

6.3.3 Key recommendations identified to promote partnership working

In assessing the comments and survey results the following additional recommendations to that already made can be drawn from this section:

- 7. Alignment and synchronisation of data sets and reporting cycles to promote a strong culture of performance accountability is required. There is a significant requirement to progress a **Data Development Agenda that supports Performance level Accountability for performance report cards**. There is significant need to ensure that where data should be aggregated, it is accurate and robust.*

6.4 Leadership, Governance arrangements and accountability

The results of questions 21 – 33 of the self-assessment surveys are discussed in this section in relation to the key assumptions and risks underpinning effective partnership working, highlighting the need for effective leadership, governance and accountability in developing and maintaining partnerships. A key challenge for partnerships is to develop robust and meaningful systems of leadership, governance and accountability to allow a partnership to work responsively and flexibly.

6.4.1 The Positive Feedback

The info graphic below clearly identifies that strong governance arrangements have been put in place to support the community planning function. Comments highlight an awareness and understanding of the Partnership Agreement, Risk Register, Communications and Engagement Plan and Performance accountability through Performance Report Cards. Support is advocated for ‘turning the curve’ workshops to develop a constructive challenging culture. However, a fairer



reflection of comments would suggest on paper governance arrangements should be delivering but there is consistent recognition that partners lack commitment to the process, poor attendance at meetings from key partner organisations is highlighted consistently and lack of seniority when attending makes it very difficult to implement significant change.

6.4.2 The Challenging Feedback

The table below outlines the key themes identified from consolidating the 54 additional comments by partners in this section:

Table 2: Resources defined		
Positive Comments	Vs	Challenging Comments
<p>1. Robust governance arrangements in place Including the structure, Partnership Agreement, Communications and Engagement Plan and the performance Report Cards.</p>		<p>1. Partners Commitment Inconsistent attendance at meetings and lack of commitment from senior staff is having significant implications on challenging processes to embed a constructive challenging culture and enabling process for change. <i>There is need to monitor nominated partner attendance levels at meetings.</i></p>
		<p>2. Shared accountability Establish a joint approach in which all bodies share accountability at the aggregated data level, as well as, having individual accountabilities for facets of the partnership.</p>

The common theme in this section was about an Action Lead choosing to be in control. With the assumed result from this being greater ownership and effectiveness, and more adaptation and flexibility from identified support partners. There were also recommendations to facilitate mixed events of all governance structure representation to embed working relationship and share knowledge and learning amongst peers.

6.3.3 Key recommendations identified to promote partnership working

In assessing the comments and survey results the following additional recommendations to that already made can be drawn from this section:

8. *Sharing responsibility and encouraging better relationship on a vertical and horizontal organisational basis within the CPP governance structures was highlighted through developing shared accountability amongst all partners. **Building a greater understanding of the role of Action Lead and the role of support partners is fundamental.***

6.5 Performance Management reporting (indicators and measures)

The results of questions 34 – 38 in this section highlight significant concerns and indeed a shared risk in over-relying on outcome indicator trends. It is highlighted that over reliance on Indicators can lead to perverse management behaviours which drive disconnected behaviour in parts of the system. However, as a prompt to start envisioning public services from the service-user's perspective, and as a way of starting to get rigorous about what data is collected and getting underneath the story behind the baseline 'poor performance', performance measures for individual actions were a more robust and useful tool for those working collaboratively at delivery level.

There was a clear recognition that the system is in place and the process, but more support and training is required to develop the performance reporting system further.

6.6 Impact through collaborative practice

The results of questions 39 – 40 highlight similar views reiterated in previous sections. The main consensus being the partnership needs to be more honest about where it is failing and where further development to invoke a culture of partnership working is needed.

7.0 Barriers identified to working collaboratively

In analysing the 36 survey responses and 288 additional comments it is evident that there are clear barriers to working collaboratively presented in the results that need to be addressed in the development of the CBP. These are outlined below: (this is not an exhaustive list)

- Inadequate organisational structures to complement partnership working
- Institutional inertia
- Lack of commitment and time from partners
- Changes in leadership
- Impatience – desire to see immediate results
- Lack of resources – including skills, people and financial

These barriers can all combine into a formidable set of blocks to collaboration. Shifting these issues will take an enormous amount of effort and skill, trust and faith from amongst partner organisations. Improvement is dependent on building strong relationships, thoughtful interventions to tackle culture and reporting structures. Of course, it is not just, the ‘me-them’, as opposed to ‘us’ thinking, that prevents collaboration. It is also logistics and systems. The support of the Department for Communities at a regional level cannot be underestimated in progressing partnership working as the lead body overseeing the legislative ability of community planning implementation.

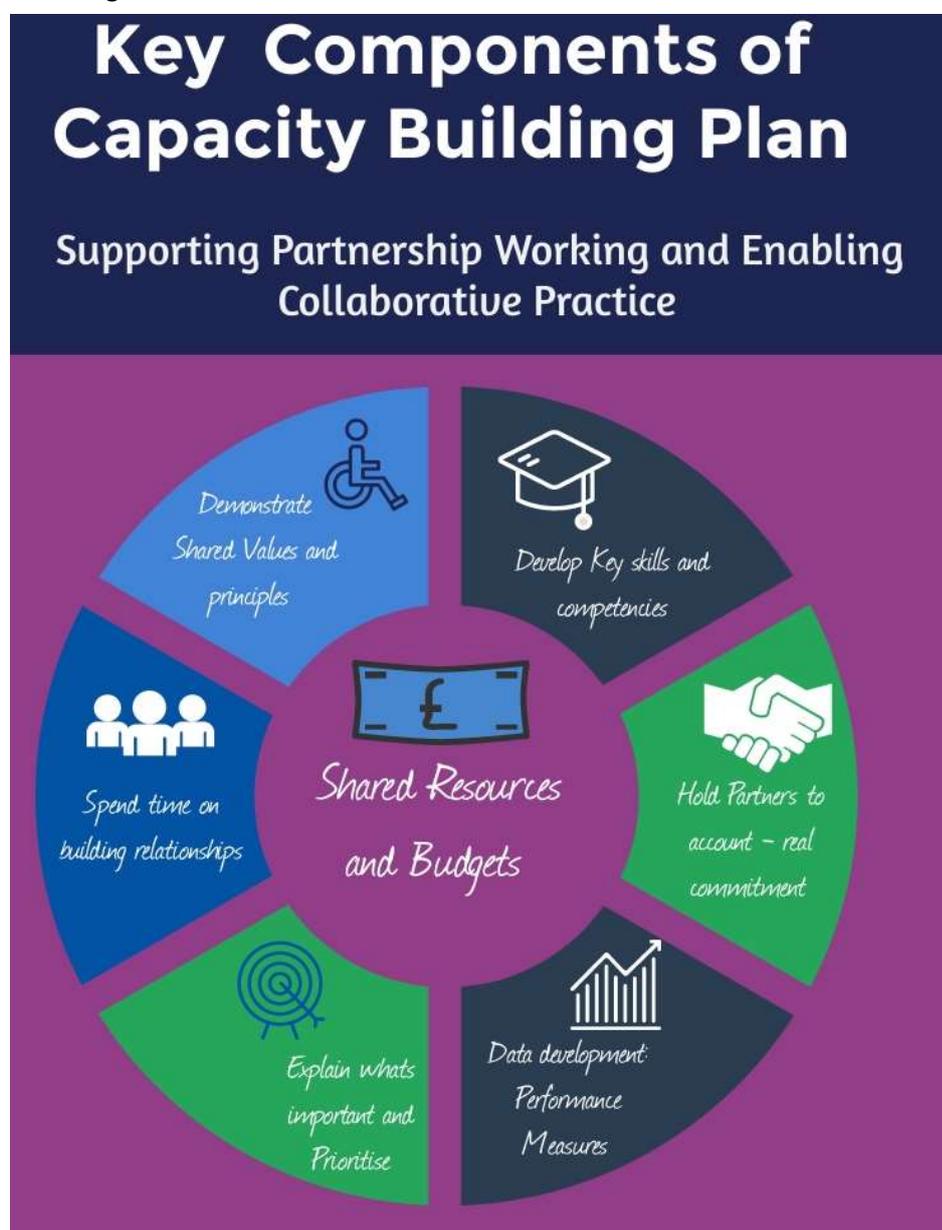
It is important to again draw on the ‘common purpose’ for collaboration in relation to possibilities associated with collective impact and with financial gains to be had, alongside improved customer experience. It is evident that the process of community planning is fraught with many conflicting challenges demonstrated by partners in section 6 of this report that impact on the requirements of the CBP.

There is still much more to be done on joining-up government departments and local services to save money and improve service users’ experience. To do so requires bold action and new thinking. The content of this report should contribute to that discussion and the development of a CBP to promote partnership working.

8.0 Key components of Capacity Building Plan identified

The purpose of community planning was to embed partnership working and practice into organisational structures and cultures. The outcomes-based accountability approach enables this process. It is important to recognise one organisation alone may not have the time, resources, skills, knowledge or be able to provide the focus to deal with cross cutting issue or issues. Working in partnership will open the amount and quality of these aspects, enabling an issue to be dealt with more efficiently and potentially at a higher quality than a lone organisation through the process of community planning.

It can be observed that a considerable amount of coalescence and overlap between what people said about partnership working and collaboration is evident. These comments portrayed in the self-assessment survey results have been discussed in detail above and carefully grouped into key recurring themes and recommendations for inclusion in a CBP for the FO CPP. These themes



influence and pull and push against each other. They are interconnected and inter-dependable.

The following diagram outlines the key elements that a FO CBP should address based on the key issues and recommendations outlined clearly in section 6 of this report.

The content should form the basis of a programme of work to support collaborative practice and partnership working going forward.

For further information please contact:

Community Planning Team

Fermanagh and Omagh District Council Offices

Appendix 1: List of identified Partners (81).

SPB Members at 07.05.19		
Elected Members		
1	Cllr Bert Wilson	Elected member
2	Cllr Thomas O'Reilly	Elected member
3	Cllr Debbie Coyle	Elected member
4	Cllr Frankie Donnelly	Elected member
5	Cllr Marty McColgan	Elected member
6	Cllr Diana Armstrong	Elected member
7	Cllr Brendan Thomas Gallagher (Chair)	Elected member
8	Cllr Rosemarie Shields	Elected member
9	Cllr Errol Thompson	Elected member
Nominated Members		
10	Brendan Hegarty	Fermanagh and Omagh District Council
11	Gerard Tracey	DEARA
12	Tom Reid	Department of Infrastructure
13	Ed McClean	Public Health Agency
14	Nichola Creagh	Department for Communities
15	Ethna McNamee	Invest NI
16	Mary Slevin	Invest NI
17	Mairead Harvey	Council for Catholic Maintained Schools
18	Alison Russell	Council for Catholic Maintained Schools
19	Rosemary McHugh	Tourism NI
20	Patricia Cooney	Education Authority NI
21	Jim Dunbar	Education Authority NI
22	John News	Sport NI
23	Paul Cavanagh	Health and Social Care Board
24	Ailbhe Hickey	Northern Ireland Housing Executive
25	Kate McMichael	Northern Ireland Housing Executive
26	Teresa Molloy	Western Health & Social Care Trust
27	Paul McSparron	Western Health & Social Care Trust
28	Helen Osborn	Libraries NI
29	Fergal Leonard	Northern Ireland Fire and Rescue Service
30	Mark Deeney	Northern Ireland Fire and Rescue Service



31	Clive Beatty	Police Service of Northern Ireland
32	Kieran Downey	Western Health & Social Care Trust
33	Alison Chambers	Education Authority NI
34	Karen Rennie	Federdation of Small Business
35	Barry Boyle	Fermanagh Rural Communities Network
36	Allison Forbes	South West Age Partnership
	Action Leads at 07.05.19	
37	Nicola Helferty	Western Health & Social Care Trust
38	Robert Gibson	Fermanagh and Omagh District Council
39	Kevin Duffy	Western Health & Social Care Trust
40	Priscilla Magee	Western Health & Social Care Trust
41	Peter McLaughlin	ASCERT
42	Hilary Parke	Health and Social Care Board
43	Allison Forbes	South West Age Partnership
44	Carol Follis	Fermanagh and Omagh District Council
45	Fiona Douglas	Fermanagh and Omagh District Council
46	Cecilia Whitethorn	Western Doemstic and Sexual Violence Partnership
47	Helen Sheils	Fermanagh and Omagh District Council
48	Gary Mortland	Fermanagh and Omagh District Council
49	Kim McLaughlin	Fermanagh and Omagh District Council
50	Kieran McCrory	Fermanagh and Omagh District Council
51	Ciaran McManus	South West College
52	Shirley Devlin	Invest NI
53	Anthea Owens	Fermanagh and Omagh District Council
54	Ian Humphreys	Keep Northern Ireland Beautiful
55	Stephen Forrest	Fermanagh and Omagh District Council
56	Julie Corry	Fermanagh and Omagh District Council
57	Caroline Maguire	Department for Communities
58	Gerry Donnelly	Fermanagh and Omagh District Council
59	Liz Wilson	Fermanagh and Omagh District Council
60	Nick O'Sheil	Omagh Enterprise Company
61	Fionnuala McKinney	Western Health & Social Care Trust
62	Scott Fallis	Police Service of Northern Ireland
63	Michael Burns	Education Authority NI
64	Deirdre McSorley	Fermanagh and Omagh District Council
65	Rosemary McHugh	Tourism NI
66	Kevin McShane	Fermanagh and Omagh District Council
67	Aaron Black	South West College
68	Alison McCullagh	Fermanagh and Omagh District Council
69	Hugh McKenna	Department for Infrastructure
70	Damian James	South West College
71	Caroline McCarroll	Waterways Ireland
72	Anne Quinn	Fermanagh and Omagh District Council

73	John Tracey	Fermanagh Enterprise Agency
	CVS Reps at 07.05.19	
74	Lynn Johnston	Volunteer Now
75	Bridie Sweeney	The Ailsing Centre
76	Nicholas Cassidy	Omagh Ethnic Community Support Group
77	Una Meehan	Lakeland Care
78	Jason Donaghy	Fermanagh Community Transport
79	Aidan Bunting	Omagh Forum for Rural Associations
80	Eileen Drumm (BEM)	Women Making Waves & Shop mobility Enniskillen
81	Alan Strong	Community Fellow

Appendix 2: Copy of Self-assessment Survey.

FO2030 CPP Capacity Building Plan (*Gathering evidence to support Programme Delivery*)

Self-Assessment (* survey) will be sent to all:

1. **Strategic partners of all bodies represented on the Strategic Partnership Board, SPB.**
2. **All Action leads identified in relation to 53 actions.**
3. **8 representatives of the Community and Voluntary Sector Forum.**

The purpose of this self-assessment is to assist Fermanagh and Omagh Community Planning Partners to identify areas where there may be scope for improving the operation of the partnership and the impact it has on agreed outcomes in **Fermanagh and Omagh 2030 Community Plan**. The results will inform the development of a bespoke Capacity Building Programme tailored to promote partnership working and implementation of community planning across all layers of the governance structure (Strategic Partnership Board, Action Lead Forum, Action Groups and the Community and Voluntary Sector Forum).

The self-assessment survey explores the following areas of interest:

1. **Community Plan (Outcomes, Indicators and Actions) and its development.**
2. **Resources Defined.**
3. **Outcomes Based Accountability.**
4. **Leadership (SPB and action leads), Governance arrangements and accountability.**
5. **Performance management (indicators and measures) and reporting.**
6. **Impact through collaborative practice.**

The 'self-assessment' survey contains 27 statements and should take approximately 30-45 minutes to complete. The questions are designed to lead respondents through a sequence of statements relating to partnership working. Respondents are asked to

rate the extent to which they agree/disagree with each statement. Each statement in the self-assessment survey should be scored against the undernoted scale:

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know

The 'Don't know' option should be used when the respondent feels they do not have sufficient information about the particular statement to enable them to make a judgment. At the end of each section there are two comments boxes – one requires you to provide details of evidence that supports your views on how the partnership is performing in relation to the issues covered by the section and the other requires you to provide further details of how you think the partnership can improve in relation to the areas covered by the section.

This survey will be sent out electronically using survey monkey to ensure anonymous responses is received.

Community Plan (Outcomes, Indicators and Actions) and its development

1. The FO2030 Community Plan is clearly based on evidence and analysis of the area and its communities (geographical and communities of interest) and incorporates community involvement into its processes at all stages of development and implementation.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know

2. The **Strategic Partnership Board** has clearly identified and articulated where partnership working adds value and can genuinely improve outcomes (e.g. by focusing complex and deep-rooted challenges which require collective action amongst its partners).

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know

3. The Community Planning Partnership takes all reasonable steps to secure **active participation by communities and community organisations** through its communications and engagement strategy implementation.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know

Disagree			Agree	

4. The Community Planning Partnership has identified key priorities demonstrated using evidence that clearly prioritise key client/ customer groups when delivering on identified actions.

StronglyDisagree	Disagree	Agree	StronglyAgree	Don't Know

5. The Community Planning Partnership coproduced with communities the actions that need to be undertaken (by partners and communities) in **the short and medium term to deliver** the long-term outcomes in the FO2030 Community Plan.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know

Resources Defined

6. The partnership is clear about the resources (funds, skills and other resources) needed to deliver actions and how these will be provided by statutory partners and other key support partners.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know

7. The Community Plan demonstrates how partners are deploying resources (staff time, funding etc ..) in support of the agreed outcomes.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know

Outcomes Based Accountability

8. The community planning partnership is precise about **'making people better off?'** and the timescales for each action in the Community Plan, action plan. There is clarity about how progress towards agreed outcomes will be measured.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know

9. Partners can link to evidence in the community plan and demonstrate clear alignment through inclusion **in their own individual corporate and resource plans.**

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know

10. Partners have a sound understanding of expected future demand for public services in the Fermanagh and Omagh area over the next 5 to 10 years. Community Planning has embedded **a culture of 'forward planning' and prevention.**

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know

Thinking about the issues covered in this section:

A. Please provide details of evidence that supports your views in relation to the progress the partnership is making with the development of the CommunityPlan and associated Action Plan.

B. Please provide further details of what the partnership needs to focus on as it develops and prioritises outcomes

Leadership, Governance and Accountability

11. Community Planning Partners demonstrate collective responsibility, leadership and strategic direction for community planning implementation.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know

12. Partnership governance arrangements are **'fit for purpose'**, encourage constructive challenge, review and improvement.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know

13. The community planning partnership is clear about scrutiny, performance and accountability arrangements for the FO2030 Community Plan, including the role of the CPP Strategic Partnership Board, the role of partners' own corporate governance arrangements and the role of communities and community organisations in scrutiny and performance monitoring.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know

14. Partners can demonstrate, in particular to key customer groups how they are working in partnership to improve outcomes.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know

15. The community planning partnership understands potential risks and it has an effective mechanism in place for managing collective risks, which is regularly reviewed.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know

16. The community planning partnership is an effective mechanism for addressing issues that cut across different thematic areas and for avoiding 'siloes' or duplicated working through thematic actions groups.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know

17. Each partner organisations' dedicated representative regularly attends partnership meetings, ensuring continuity as much as possible.

StronglyDisagree	Disagree	Agree	StronglyAgree	Don't Know

18. The individuals involved in the partnership are sufficiently empowered and influential to significantly advance the key issues.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know

19. The council have fully implemented their new legislative duties to facilitate Community Planning and have taken all reasonable steps to ensure the partnership operates effectively.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know

20. The nominated representatives involved in the community planning partnership offers constructive criticism and regularly challenge each other and the partnership to 'do more' in achieving outcomes and to improve.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know

21. The partnership's accountability arrangements are clear, understood and implemented by all partners.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know

Thinking about the issues covered in this section:

A. Please provide details of evidence that supports your views in relation to how the partnership is performing in relation to leadership, governance and accountability.

B. Please provide further details of how the partnership can improve its approach to leadership, governance and accountability

22. The community planning partnership actively uses performance information to facilitate constructive strategic discussion and, where required, instigate corrective action to address underperformance against population indicators.

StronglyDisagree	Disagree	Agree	Strongly Agree	Don't Know

23. The community planning partnership use a portfolio of performance measures which combines data on local outcomes and service performance with experiences of local communities and service users to demonstrate impact.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know

24. The community planning partnership ensures a clear performance reporting linkage between individual partner organisations and the strategic partnership board.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know

25. The long-term improvements in outcomes that the partnership is seeking to achieve over the next decade are supported by short to medium actions, against which progress can be measured.

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know

Disagree			Agree	

Thinking about the issues covered in this section:

A. Please provide details of evidence that supports your views in relation to the partnership's approach to performance management and reporting.

B. Please provide further details of how the partnership can improve its approach to performance management and reporting

StronglyDisagree	Disagree	Agree	Strongly Agree	Don't Know

27. Each partner has made a strong and clear commitment to work with other community planning partners to evaluate the impact of using joint resources in supporting the community planning partnership to improve outcomes.

StronglyDisagree	Disagree	Agree	StronglyAgree	Don't Know

A. Please provide positive examples of good practice of how the partnership is performing in relation to how the partnership understands the impact it is making



B. Please provide further details of how the partnership can improve its impact

End.../