

## Manchester, Sure Starts Benchill and Woodhouse Park

### Report on local evaluation 2004-5

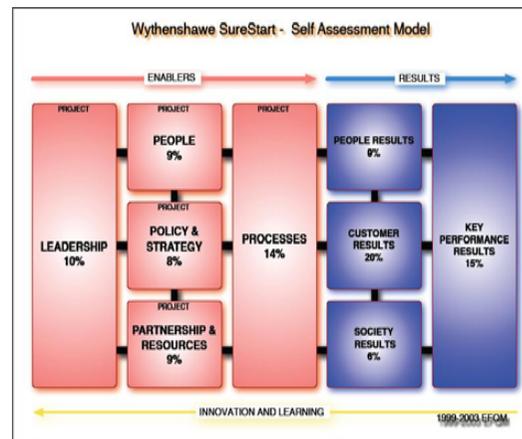
**Author:** Andrew Rawlins

#### Background

Since the launch of the Sure Start Benchill programme in 2000, all projects have been annually assessed by an external evaluator, using the European Foundation for Quality Management (EFQM) model. These annual assessments have given many useful results for the different projects, whilst helping to develop a real learning culture across the organisation. The coming together of the Benchill and Woodhouse Park Sure Start programmes provided an opportunity to review the work that has already been done, and set the direction for the programme's with the EFQM model, but to extend producing a toolkit that would allow was felt that a self-assessment practices and a culture of continual Sure Start programmes. As the Sure Start Children's Centres, the ongoing self-assessment should regional or national level.

#### Process

Over the first half of 2004, a working Team, along with the external number of occasions. They developed a process and pack of materials that would allow Sure Start projects to self-assess. A key consideration was the nature of partner agencies involved in the delivery of Sure Start projects – ranging from big statutory agencies, through national voluntary organisations and independent providers to local voluntary organisations with only a handful of paid staff.



evaluation for the next 5 years. It was decided to stick the empowering principles underpinning the model by individual projects to self-assess on an annual basis. It process should assist in the development of reflexive improvement in the day to day practices of the two programmes adapt themselves to the transition to intention is that this model of evaluation through complement any other evaluations taking place at a

group, consisting of staff from the Sure Start Core evaluator and support from Barnardos, met on a number of occasions. They developed a process and pack of materials that would allow Sure Start projects to self-assess. A key consideration was the nature of partner agencies involved in the delivery of Sure Start projects – ranging from big statutory agencies, through national voluntary organisations and independent providers to local voluntary organisations with only a handful of paid staff.

The objective was to devise a format that would be flexible enough to be used by all these projects, whilst gathering data that was comparable between them.

The self assessment process was introduced to projects at a seminar at Styal Mill on July 29<sup>th</sup> 2004. Having had the opportunity to test out some aspects of the process, a number of projects indicated that they would prefer to be supported through the process for the first year, and a follow-up seminar was therefore arranged for October 19<sup>th</sup>, where all Sure Start projects were invited to bring a cross-section of their teams. On this day projects were guided through a series of questions relating to the five 'enablers' in the EFQM model (leadership, people, partnership & resources, processes, policy & strategy), giving themselves a percentage 'score' for each element.



From an early stage in the development of the evaluation strategy, it was recognised that self-assessment needs to be complemented by data from other sources. Different processes for evaluating the performance of Sure Start projects according to the 'results' elements of the EFQM model were therefore developed.

'People' results were evaluated in November 2004 by an anonymous survey sent to workers and volunteers in Sure Start projects and returned to the external evaluator. Surveys were coded so that he could identify which project the survey was returned from, but not identify individuals.

'Customer' Results were assessed in May 2005 by the Sure Start Parental Outreach Team, who put on four sessions for users of Sure Start services to give their feedback on individual projects. People who attended these sessions were asked to rate all the Sure Start projects they had used as either 'Excellent' 'Good' 'Ok' or 'Very Bad' in the same 5 'enabler' elements that were covered in the Self Assessment – People; Leadership; Policy & Strategy; Partnership and Resources; and Processes. They were given guide questions to help in their assessments and rated by placing a card in columns on a large sheet of paper. Where a particular service was given an 'excellent' or 'very bad' rating, service users were asked to give some additional written feedback on a Post – It note.

'Key Performance' results were generated by the programme for each project, according to each project's performance over the year against the responsibilities contained in Service Level Agreements between Sure Start Benchill / Woodhouse Park and its partner

agencies. Projects were assessed according to their attendance at briefings and multi-agency forums, regular submission of financial and activity monitoring forms and spend against agreed budgets. This process gave rise to a re-evaluation of certain systems in the Core Team, and for the next year it is hoped that we will have agreed 'banding' criteria for projects so that we can evaluate 'value-for-money' provided by our projects by comparing similar types of services.

## Results

### *Self Assessment*

In March 2005 the external evaluator produced a report based on the Self-Assessment submissions. This was distributed to the programme management board and individual projects. Results were coded so that projects could identify their own results and see how they compared with other projects, but could not identify other projects' results. Each project was also sent a simple analysis of their own results, identifying which were their strong points and which areas had most room for improvement.

Overall, findings of the external evaluator's report were that the self assessment had been a success, but the process itself was probably more important than the final results in the first year. While self assessment is not an exact science, most projects scored within acceptable levels, although one or two were over-optimistic and others over-critical. Feedback from those participating in the project was encouraging, with people saying they felt engaged and involved in their projects at a level they had not experienced before.

*'Leadership'* had a good average score of 38.6%, indicating that leadership is generally good across the programme. Two projects scored 25% or lower and two scored about 47%. *'Policy and Strategy'* was the lowest rated of the enabler averaging 31.7%, and is therefore the area with the greatest potential for improvement. Three projects scored below 20% and two score 46% or above. *'People'* had a good average score of 37.3%, indicating that the perception of most people is that this element is generally of a good standard. Two projects scored below 25% and 3 scored 49% or above. *'Partnership and Resources'* had a good average score of 36.59%, indicating that the perception of most projects is that Partnership and Resources are relatively well managed. The partnership element of this criteria scored the highest average suggesting that most people believe partnership working is effective. The lowest scores were all above 25%. *'Processes'* had a good average score, indicating that the perception of most projects is that processes are relatively well designed and managed by projects. Two projects scored 23% or below, two scored 48% or above.

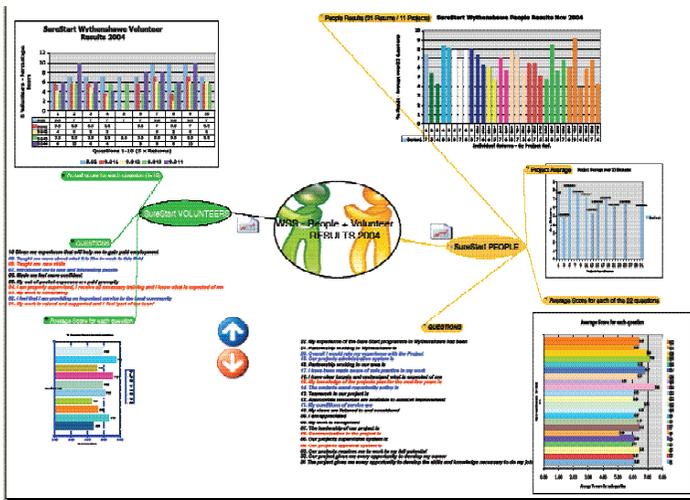
In his general comments, the evaluator noted that three projects consistently scored significantly lower than the others and two scored consistently significantly higher than the others. Further time, monitoring and comparison will need to take place to identify the accuracy of these results. Overall he thought the results were very encouraging, suggesting that most projects function well most of the time, although there was clearly room for improvement in every aspect of every project. The process should allow projects to action their 'Areas for improvement' over the 12 months prior to the next self assessment.

### *'People' and volunteer results*

There were 31 returns from the 'People' survey from 11 projects, and 5 returns of 'Volunteer' surveys from 2 projects. In November 2004 the external evaluator put together a report for all projects on the People and Volunteer survey results. This gave projects information on average scores across the programme for the different questions asked, and gave overall scores of individual projects. Project scores were coded so that they could not be identified. The evaluator reported that: the average score for the 31 people was 65%, which was in the 'very good' category (60-80%) on the questionnaires. Five people scored between 38 – 47% and four people between 80-91%. For three of the questions, the average score was below 60%, suggesting that: the satisfaction rating of "our project's appraisal system" was lower than average at 59%; satisfaction of "communication within the project" was lower than average at 50%; satisfaction rating for "knowledge of project plans" was lower than average at 50%. Five questions had average scores above 67%, suggesting that: the satisfaction rating of "my conditions of service" was higher than average at 67.5%; satisfaction rating of "our project's equal opportunities policy" was higher than average at 74%; satisfaction rating of "awareness of safe practice" was higher than average at 67%; satisfaction rating of "our project's administration system" was higher than average at 71%; satisfaction rating of "overall I would rate my experience with the project as" was higher than average at 68%. Overall, while a small number of individual scores were lower than average, the overall results were very positive. There was clear indications of dissatisfaction from a small number of individuals in very specific areas, but given that the survey was undertaken anonymously it was

important not to identify individuals.

The five 'volunteer' surveys had an average score of 59%, which was at the top end of the 'good' category (50-60%). The results for three questions were below 55%, suggesting that: satisfaction rating of "my work is valued and supported and 'I feel part of the team'" was lower than average at 49%; satisfaction rating of "my



work is stimulating" was lower than average at 54%, satisfaction rating of "I am properly supervised, I receive all the necessary training and I know what is expected of me" was lower than average at 46%; satisfaction rating of "taught me new skills" was lower than average at 53%. The average scores for three questions was about 65%, suggesting that: satisfaction rating of "I feel that I am providing an important service to the local community" was higher than average at 68%; satisfaction rating of "introduced me to new and interesting people" was higher than average at 72%; satisfaction rating of "taught me about what it is like to work in this field" was higher than average at 76%. While these results were based on a small number of returned questionnaires, there are clear indications about the areas that projects working with volunteers need to consider for improvement: supporting and appreciating volunteers, considering work for them that is more stimulating and challenging, reviewing skills teaching and improving supervision and training.

The evaluator summarised the results from the 'People' and 'Volunteer' surveys in a single page 'Mind Map' (see above)

#### *Customer Results surveys*

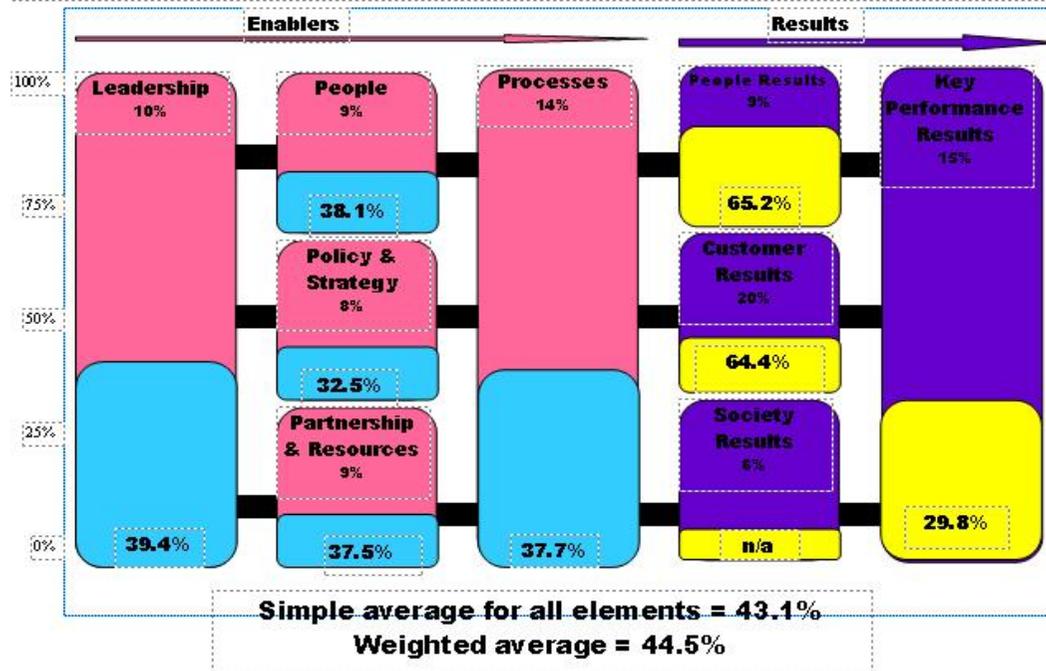
In July 2005, all projects were sent a summary of their results from the Customer feedback sessions in May. This included a "satisfaction percentage," which was the total number of 'Good' and 'Excellent' ratings their project was given across the five 'enabler' elements, and a summary of the written feedback that was given on their project. Overall, most projects rated very highly, with 412 of 595 ratings of 'good' and 'excellent.' A small number of projects rated consistently excellent across all elements, while a few projects scored poorly in all elements. The bulk of projects were bunched closely together, with a few ratings of 'excellent', a lot of 'good's and a few 'ok's. In some cases we were using data obtained from a very small number of sources, so it was important to remember that one very poor or very good experience could skew finding. However, the satisfaction percentages and written feedback have already allowed the programme to make a couple of improvements to services, and it is hoped that projects will take the feedback on board to improve their service provision over the coming year.

Some examples of the positive feedback given on different projects are: "we are really listened to..." "*[My son]* will not be behind when he starts nursery and reception, which he would be if he wasn't *[using this service]*" "*[This project was]* a lifeline for me when I had *[my daughter]*. It is exactly what you need." "*[This project was]* there when I needed them, which is what it is all about." "The

manager [...] is a lovely person, all the time with a smile and a good word. The staff are very good too, and they inform you about your baby's progress."

The analysis of the results from the customer surveys gave the evaluation team the opportunity to draw a line under the evaluation for 2004-5 and to begin planning for the current year. Projects will be sent a chart summarising their results, as well as one containing average results across the project:

**Sure Start Benchhill / Woodhouse Park programmes: overall averages**



The programme's management group have been regularly updated with progress on the evaluation throughout the year, and will be given copies of this report, which will be made available to other interested parties. Summaries of this report will be produced for the National Evaluation of Sure Start website, and for the Sure Start Benchill / Woodhouse Park newsletters.

Over the next year, it is planned to hold another full day of self-assessment in October. This will be the last time the Core Team facilitate project's self-assessments, so in future years they will be expected to undertake the process by themselves. The parental outreach team will once again put on a number of events to gather customer feedback, and there will be training for projects to undertake their own customer evaluations, which they will also be expected to undertake by themselves in following years. The people and volunteer surveys will continue to be distributed by the Core Team and returned to the external evaluator, to allow for opinions to be expressed anonymously. The times of year for all these activities will be standardised so that projects are encouraged to embed them in their calendars.

Evaluator:

Andrew Rawlins

Sure Start Benchill & Woodhouse Park

0161 998 7280

Appendices

## 7. VOLUNTEER RESULTS — Wythenshawe SureStart Evaluation 2004

\*\* NAME .....

\*\* TIME IN POST .....

\*\* ONLY COMPLETE IF YOU WANT TO

Whilst working as a volunteer for this project...

		Poor	Aver.	Good	V. Good	Excell.	Score
1	<b>My work is valued and supported and I feel 'part of the team'</b>	1-2	3-4	5-6	6-8	9-10	
2	<b>I feel that I am providing an important service to the local community</b>	1-2	3-4	5-6	6-8	9-10	
3	<b>My work is stimulating</b>	1-2	3-4	5-6	6-8	9-10	
4	<b>I am properly supervised, I receive all necessary training and I know what is expected of me</b>	1-2	3-4	5-6	6-8	9-10	
5	<b>My out-of-pocket expenses are paid promptly</b>	1-2	3-4	5-6	6-8	9-10	

Working as a volunteer for this project has...

6	<b>Made me feel more confident</b>	1-2	3-4	5-6	6-8	9-10	
7	<b>Introduced me to new and interesting people</b>	1-2	3-4	5-6	6-8	9-10	
8	<b>Taught me new skills</b>	1-2	3-4	5-6	6-8	9-10	
9	<b>Taught me more about what it is like to work in this field</b>	1-2	3-4	5-6	6-8	9-10	
10	<b>Given me experience that will help me to gain paid employment</b>	1-2	3-4	5-6	6-8	9-10	

Comments / Story (Written, taped, video):

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## 7. PEOPLE RESULTS – Wythenshawe SureStart Evaluation 2004

PROJECT NAME .....

\*\* TITLE: eg Project Manager/Worker/ Volunteer? .....

\*\* TIME IN POST .....

\*\* ONLY COMPLETE IF YOU WANT TO

My Perceptions:

		Poor	Aver.	Good	V. Good	Excell.	Score
1	The project gives me every opportunity to develop the skills and knowledge necessary to do my job	1-2	3-4	5-6	6-8	9-10	
2	Our project gives me every opportunity to develop my career	1-2	3-4	5-6	6-8	9-10	
3	Our projects requires me to work to my full potential	1-2	3-4	5-6	6-8	9-10	
4	Our projects appraisal system is	1-2	3-4	5-6	6-8	9-10	
5	Our projects supervision system is	1-2	3-4	5-6	6-8	9-10	
6	Communication in the project is	1-2	3-4	5-6	6-8	9-10	
7	The leadership of our project is	1-2	3-4	5-6	6-8	9-10	
8	My work is recognised	1-2	3-4	5-6	6-8	9-10	
9	I am appreciated	1-2	3-4	5-6	6-8	9-10	
10	My views are listened to and considered	1-2	3-4	5-6	6-8	9-10	
11	My conditions of service are	1-2	3-4	5-6	6-8	9-10	
12	Appropriate resources are available to support improvement	1-2	3-4	5-6	6-8	9-10	
13	Teamwork in our project is	1-2	3-4	5-6	6-8	9-10	
14	The projects equal opportunity policy is	1-2	3-4	5-6	6-8	9-10	
15	My knowledge of the projects plan for the next few years is	1-2	3-4	5-6	6-8	9-10	
16	I have clear targets and understand what is expected of me	1-2	3-4	5-6	6-8	9-10	
17	I have been made aware of safe practice in my work	1-2	3-4	5-6	6-8	9-10	
18	Partnership working in our area is	1-2	3-4	5-6	6-8	9-10	
19	Our projects administration system is	1-2	3-4	5-6	6-8	9-10	
20	Overall I would rate my experience with the Project	1-2	3-4	5-6	6-8	9-10	
21	Partnership working in Wythenshawe is	1-2	3-4	5-6	6-8	9-10	
22	My experience of the Sure Start programme in Wythenshawe has been	1-2	3-4	5-6	6-8	9-10	

Comments / Story (Written, taped, video):

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## Your SureStart Project - Leadership

### **How SureStart Leaders set the project direction and culture, and encourage and enable people to achieve positive results**

Please consider the 5 elements below and make a judgement about how good your project Leadership is at this moment in time. You can score anything from 0% to 100%.

Please read the five statements across the table below and form an individual opinion as to where you believe your project is at this moment in time. For each element list your current strengths and areas for improvement. It is OK to have different views and opinions. Take a moment to consider the discussion and then score individually. Now add your individual scores and divide by the number of people involved in the self-assessment. Eg Individuals score 35%; 45%; 50% and 38% respectively. Total score  $168/4 = 42\%$ . Finally enter your score on the score sheet provided.

**Please be realistic and base your judgements on supporting evidence.**

**Please note that 50% is a good score. Anything above this is moving into the realms of excellence and will need to be well supported by clear evidence in a full service review.**

**At 50% you should expect to have the evidence to support the following:**

Leaders support and appreciate SureStart workers, (and embrace the SS ways of working for the wider organisation)\*.

There is written mission statement. (Inc. SS element)

Leaders are valued by their people

There is a written shared vision statement. (Inc. SS element)

There is a culture of continuous improvement.

Leaders model high values and ethics. (Inc. SS element)

There is a Leadership charter.

Leadership behaviours are reviewed and improved

There is an effective management system

There are good relationships with partners

There are good relationships with customers

Leaders encourage creativity and innovation  
 Leaders secure investment, resource and support for change  
 Leaders help people to achieve their plans, objectives and targets  
 Leaders promote and encourage equal opportunity and diversity

There are successful change management initiatives  
 All areas of communication are effective

\* If applicable

### Your SureStart Project - Leadership

Excellent project leaders develop and facilitate the achievement of their project's mission and vision. They develop the projects values and systems required for sustainable success and implement these through their actions and behaviours. During periods of change they retain a constancy of purpose. When required, they are able to change direction and inspire others to follow:

	0%		50%		100%
<b>1</b>	There is no identified mission or vision. Value and ethics have not been considered. Leaders are not role models of Excellence	Some parts of the mission and vision are identified. Some values and ethics have been considered. Leaders demonstrate some good qualities.	Most parts of the mission and vision are identified. Most values and ethics have been determined. Leaders demonstrate many good qualities.	There is a clear mission and vision. All key values and ethics have been determined. Leaders demonstrate many good qualities.	The mission, vision, values and ethics support a culture of Excellence. Leaders demonstrate they are role models of a culture of Excellence
<b>2</b>	Leaders are not involved in ensuring the project's management system is developed, implemented and continuously improved. The system is poor.	Leaders are partially involved in ensuring the project's management system is developed, implemented and continuously improved. The system is adequate.	Leaders understand their responsibility to ensure the project's management system is developed, implemented and continuously improved. The system is good.	Leaders fully embrace their responsibility in ensuring the project's management system is developed, implemented and continuously improved. The system is very good.	Leaders are fully involved in ensuring the project's management system is sustained as excellent and 'best practice'
<b>3</b>	Leaders do not interact with customers, partners and representatives of society	Leaders have some contact with customers, partners and representatives of society	Leaders have considerable contact with customers, partners and representatives of society	Leaders have extensive contact with customers, partners and representatives of society who value their contribution	Leaders are highly valued by customers, partners and representatives of society

<b>4</b>	Leaders reinforce a culture of mediocrity	Leaders reinforce a culture of 'good enough' with the project's people	Leaders reinforce some elements of a culture of Excellence with the project's people	Leaders reinforce a culture of Excellence with the project's people	Leaders reinforce a culture of Excellence with the project's people, who are inspired and highly value them.
<b>5</b>	Leaders do not identify and champion organisational change	Leaders identify and champion some organisational change which is hard won	Leaders identify and champion a significant amount of organisational change that is well communicated	Leaders identify and champion positive organisational change that is generally well supported	Leaders identify and champion organisational change. They inspire others to follow.

***Definitions:***

*Leadership - The people who coordinate and balance the interest of all who have a stake in the project. (Project management group, managers, team leaders or those with subject leadership roles).*

*Customers - Anyone who gains resources, services, or some other benefit from Sure Start - e.g. parents to be, children under 4*

*and their families, the community, linked services, funders, Local, Regional & National Government*

**Your SureStart Project - People**

**Ensuring that Sure Start project's staff and volunteers have the required knowledge and skills and are motivated, supported and rewarded**

Please consider the 5 elements below and make a judgement about how good your project 'People' dimension is at this moment in time. You can score anything from 0% to 100%.

Please read the five statements across the table below and form an individual opinion as to where you believe your project is at this moment in time. For each element list your current strengths and areas for improvement. It is OK to have different views and opinions.

Take a moment to consider the discussion then score individually. Now add your individual scores and divide by the number of people involved in the self-assessment. Eg Individuals score 35%; 45%; 50% and 38% respectively. Total score 168/4 = 42%  
Finally enter your score on the score sheet provided.

**Please be realistic and base your judgements on supporting evidence.**

**Please note that 50% is a good score. Anything above this is moving into the realms of excellence and will need to be well supported by clear evidence in a full service review.**

**At 50% you should expect to have the evidence to support the following:**

People policies, strategies and plans are in place  
There is a policy to include local parents in the recruitment, selection and retention of SS workers.  
Each person has a training and development plan  
There is a plan for team training and skill development  
People work well together in teams  
People at all levels have the opportunity to involve themselves in improvement of the project  
Individuals & teams are all working towards programme objectives  
Conditions of service are good  
on  
Best practice and knowledge are shared  
People are recognised and rewarded appropriately

All individuals have regular supervision and appraisal  
Feedback from surveys and/or supervision drives the improvement of policies, strategies and plans  
People have access to mentoring and coaching  
There are structured and unstructured learning opportunities for all SS people.  
People attend conferences and ceremonies  
Equal opportunity and diversity are promoted  
Communication needs are identified  
There are communication policies, strategies and plans based  
communication needs

**Your SureStart Project - People**

Excellent projects manage, develop and release the full potential of their people. They promote fairness and equality and involve and empower them. They care for, communicate, reward and recognise, in a way that motivates and builds commitment to using their skills and knowledge for the benefit of the project.

	0%	50%			100%
<b>1</b>	People resources are not planned or managed	There is some evidence that people resources are planned and managed	There is good evidence that people resources are planned, managed and improved	There is clear evidence that people resources are planned, managed and improved with confirming positive people results	People resources are planned, managed and improved to an excellent degree
<b>2</b>	People's knowledge and competencies are not identified, developed or sustained	There is some evidence that people's knowledge and competencies are identified and developed	There is good evidence that people's knowledge and competencies are identified and developed	There is clear evidence that people's knowledge and competencies are identified, developed and sustained	People's knowledge and competencies are identified, fully developed to an excellent degree
<b>3</b>	People are not involved or empowered	There is some evidence that people are involved and empowered	There is good evidence that people are involved and empowered	There is clear evidence that people are involved and empowered with confirming positive people results	All the (Project) People are fully involved and empowered
<b>4</b>	People and the project have little or no communication	People and the project have some communication	People and the project have good communication	People and the project have very good communication with confirming positive people results	Communication is excellent
<b>5</b>	People are not rewarded, recognised or cared for	There is some evidence that people are rewarded, recognised and cared for	There is good evidence that people are rewarded, recognised and cared for	There is clear evidence that people are rewarded, recognised and cared for with affirming positive people results	Reward, recognition and care for people is excellent

**Definitions:**

*People - All of the individuals working for the project including full time, part-time, temporary and volunteers.*  
*Empowerment - Individuals who feel confident that they have the skills, knowledge and information to take the responsibility for a piece of work.*

## **Your SureStart Project - Policy & Strategy**

### **How the Sure Start project sets out what it wants to achieve, and the way it will do it.**

Please consider the 4 elements below and make a judgement about how good your project's Policy and Strategy is at this moment in time. You can score anything from 0% to 100%.

Please read the five statements across the table below and form an individual opinion as to where you believe your project is at this moment in time. For each element list your current strengths and areas for improvement. It is OK to have different views and opinions. Take a moment to consider the discussion and then score individually. Now add your individual scores and divide by the number of people involved in the self-assessment. Eg Individuals score 35%; 45%; 50% and 38% respectively. Total score 168/4 = 42%. Finally enter your score on the score sheet provided.

**Please be realistic and base your judgements on supporting evidence. Please note that 50% is a good score. Anything above this is moving into the realms of excellence and will need to be well supported by clear evidence in a full service review.**

**At 50% you should expect to have the evidence to support the following:**

There are clear plans, objectives & targets                      Policy is clear and understood by people in the project  
P+S is based on good quality information from stakeholders and future stakeholders, including customers, employees, partners and funders.

- P+S is based on information from project monitoring and evaluation, best practice, and benchmarking activity.
- P+S is based on information regarding existing and potential partners and what they bring to the table
- P+S is based on data for both long and short term, social, environmental, safety, legal and political issues.
- P+S is based on identifying and understanding economic and demographic indicators.
- P+S is developing, reviewed and updated consistently with the projects mission, vision, and concept of excellence
- P+S is based on risk assessment and ways of addressing the risk
- P+S is based on aligning strategy with those of partners
- P+S is based on the identification of success factors
- There is an effective and efficient way of communicating P+S to all stakeholders and evaluating the awareness of it

### Your SureStart Project - Policy & Strategy

Excellent projects adopt the Sure Start mission and vision by developing a stakeholder focused strategy within their sector. Policies, plans, objectives, and processes are developed and deployed to deliver the strategy.

	0%		50%		100%
<b>1</b>	P+S is not based on the needs and expectations of Sure Start Stakeholders	In a limited number of areas, P+S takes the needs and expectations of Sure Start Stakeholders into account	There is good evidence that P+S takes the needs and expectations of Sure Start Stakeholders into account	The needs and expectations of Sure Start stakeholders are clearly evident in most areas of the projects P+S.	The needs and expectations of all Sure Start stakeholders are clearly evident in every area of the projects P+S.
<b>2</b>	P+S are not based on information from performance measurement, research and learning	P+S are based on some information from performance measurement, research and learning	P+S are based on good information from performance measurement, research and learning	Information from performance measurement, research, and learning are clearly evident in most areas of the projects P+S	Information from performance measurement, research, and learning are clearly evident in every area of the projects P+S

<b>3</b>	The project's P+S is not developed, reviewed or updated	P+S are occasionally developed, reviewed or updated	There is good evidence that P+S is developed, reviewed and updated	P+S is developed, reviewed and updated in an effective way	P+S is developed, reviewed and updated in a systematic and effective way
<b>4</b>	There is no process through which the project's P+S is communicated	There is some process by which limited areas of P+S are communicated and implemented	There is good evidence that P+S is communicated and implemented	There is a clear and efficient process through which most areas of P+S are communicated and implemented	There is a clear and efficient process through which P+S is communicated and implemented

**Definitions:**

*Policy & Strategy -*

*Strategy is the way the project implements its mission and vision, based on the needs of major stakeholders and supported by relevant policies, plans, objectives, targets and processes.*

*Stakeholders -*

*All those people who have an interest in the project, its activities and its achievements. These may include customers, employees, government, and funders.*

*Deployment -*

*To bring into effective action across the project*

**Your SureStart Project - Partnership & Resources**

**Working with partners and the Sure Start project resources in ways that achieve the target results**

Please consider the 5 elements below and make a judgement about how well your project's Partnerships and Resources are managed at this moment in time. You can score anything from 0% to 100%.

Please read the five statements across the table below and form an individual opinion as to where you believe your project is at this moment in time. For each element list your current strengths and areas for improvement. It is OK to have different views and opinions. Take a moment to consider the discussion and then score individually. Now add your individual scores and divide by the number of people involved in the self-assessment. Eg Individuals score 35%; 45%; 50% and 38% respectively. Total score 168/4 = 42%. Finally enter your score on the score sheet provided.

**Please be realistic and base your judgements on supporting evidence. Please note that 50% is a good score. Anything above this is moving into the realms of excellence and will need to be well supported by clear evidence in a full service review.**

**At 50% you should expect to have the evidence to support the following:**

**Partnerships** - Good quality effective partnerships with relevant agencies and organisations. Good communication and understanding of each others strengths and weaknesses. Joint training and development opportunities. Creativity and innovation thinking. Evidence that working in partnership has created synergy and added value.

**Finances** - Good financial strategies and processes support the projects P+S. Good financial management systems. Risk is manage well. Good governance processes are in place at all appropriate levels in the organisation.

**Buildings, equipment and materials (B+E+M)** - There is a strategy for managing B+E+M that supports the projects P+S. Maintenance is effective. Health and safety are well managed. Inventory is full and current. Waste is minimal. Transport arrangements are efficient.

**Technology** - There is a strategy for managing technology that supports the projects P+S. Information and communication technology supports and improves the effective operation of the project. Dated technology is identified and replaced.

**Information + Knowledge (I+K)** - There is a strategy for managing I+K that supports the projects P+S.

## Your SureStart Project - Partnership & Resources

Excellent Sure Start projects manage their partnerships and resources exceptionally well in order to support their policy and strategy.

	0%		50%		100%
<b>1</b>	No evidence of partnership working	Some evidence of partnership working	Good evidence of partnership working	Clear evidence of effective and efficient partnership working	The project demonstrates 'best practice' partnership working
<b>2</b>	The project does not manage its finances	Some evidence of financial management	Good evidence of financial management	Clear evidence of effective, efficient and creative financial management	The project demonstrates 'best practice' financial management
<b>3</b>	Building, equipment and materials are not managed	Some evidence that buildings, equipment and materials are managed	Good evidence that buildings, equipment and materials are managed	Clear evidence that buildings, equipment and materials are managed effectively, efficiently and creatively	The project demonstrates 'best practice' in its management of Building, equipment and materials
<b>4</b>	Technology is not managed	Some evidence that technology is managed	Good evidence that technology is managed	Clear evidence of the effective, efficient and creative management of technology	The project demonstrates 'best practice' in its management of technology
<b>5</b>	Information and knowledge are not managed	Some evidence that information and knowledge are managed	Good evidence that information and knowledge are managed	Clear evidence of the effective, efficient and creative management of information and technology	The project demonstrates 'best practice' in its management of information and knowledge

### **Definitions:**

*Partnership - A working relationship between two or more parties creating added value for the customers*  
*Technology - All technologies including Information Technology*  
*Knowledge - Information that guides action*

## **Your SureStart Project - Processes**

**Designing and managing ways of working so that the Sure Start project's products & services are delivered efficiently, effectively and to the standard that meets customers needs and expectations**

Please consider the 5 elements below and make a judgement about how well your project's Partnerships and Resources are managed at this moment in time. You can score anything from 0% to 100%.

Please read the five statements across the table below and form an individual opinion as to where you believe your project is at this moment in time. For each element list your current strengths and areas for improvement. It is OK to have different views and opinions. Take a moment to consider the discussion and then score individually. Now add your individual scores and divide by the number of people involved in the self-assessment. Eg Individuals score 35%; 45%; 50% and 38% respectively. Total score  $168/4 = 42\%$ . Finally enter your score on the score sheet provided.

**Please be realistic and base your judgements on supporting evidence. Please note that 50% is a good score. Anything above this is moving into the realms of excellence and will need to be well supported by clear evidence in a full service review.**

**At 50% you should expect to have the evidence to support the following:**

A process map has been drawn up to identify, manage and continuously improve key process for the project.

The following broad headings will have been mapped and process owners identified:

### **Process 1 - Direction and Decision making**

**Governance (Leadership, authority and control):**

People who are responsible for managing the project have clear and defined roles, responsibility and accountability; this is effectively communicated to all stakeholders

**Policy + Strategy development and improvement:**

There is a system in place to decide the what, how, when, why, who and where of what you do. Part of the system is the regular review and reflection of how effective you are.

**Community Accountability (Parental Involvement):**

There is a policy and strategy in place and evidence of community involvement. Evidence that the views of parents, children and the local community are taken into account when designing, delivering and reviewing services/product.

**Partnership Management:**

There is evidence of effective work with partners in planning, delivery and review of services and/or products

**Process 2 -**

**Satisfying Customer needs**

There is an effective system for identifying and responding to the needs of all stakeholders\*.

*Stakeholders\* - Anyone who gains resources, services, or some other benefit from Sure Start - e.g. parents to be, children under 4 and their families, the community, linked services, funders, local & national Government*

Service + product development and delivery are regularly reviewed and improvements recorded.

**Process 3 -**

**Measure and improve performance**

The project uses information from monitoring + evaluation; target setting and benchmarking to demonstrate that things are getting better.

**Your SureStart Project - Processes**

Excellent Sure Start projects design, manage and improve processes in order to fully satisfy, and generate increased value for, customers and stakeholders.

	0%		50%		100%
<b>1</b>	Processes are not managed	Some awareness of process management	Some Key processes are identified and managed	Most processes are identified and managed	All key processes are systematically designed and managed effectively
<b>2</b>	Processes are not managed	Some evidence that processes changes lead to service improvement	Good evidence that processes are reviewed and changes lead to service improvement	Clear evidence that processes are systematically monitored and changes lead to service improvement	Processes are continuously improved using innovation
<b>3</b>	Products and services are not designed and developed based on customer needs and expectations	Some products and services are designed and developed based on customer needs and expectations	A good number of products and services are designed and developed based on customer needs and expectations	Most products and services are designed and developed based on customer needs and expectations	All products and services are designed and developed based on customer needs and expectations
<b>4</b>	Products and services are incomplete and those that exist are delivered to a poor standard	Some products and services are produced, delivered and serviced	A good number of products and services are produced, delivered and serviced	An extensive number of products and services are produced, delivered and serviced	All products and services are produced, delivered and serviced to a world class standard
<b>5</b>	There are poor customer relationships	There is some evidence that customer relationships are managed and enhanced	There is good evidence that customer relationships are managed and enhanced	There is clear evidence that customer relationships are managed and enhanced to an extensive degree	Customer relationships are managed and enhanced to an excellent degree

**Definitions:**

*Processes - A sequence of activities that adds value by producing the **required outputs and outcomes** from a variety of inputs*

*Eg Governance - the what, why, who, are clear and the how, when, where are tracked for effectiveness and efficiency*