**CSIT**

A toolkit to help the culture, sport, green space & tourism sectors to

***re-group, survive & re-grow the services for the community***

Document 3.4:

**Self-Assessment of ‘Outcomes Focus’**

**Assessing & understanding your organisation’s, or partnership’s,**

**current strengths & areas for improvement**

***“He who asks the questions cannot avoid the answers”***

A Cameroon proverb!

Version 2 – July 2011

**Introduction**

The *Red* *Thread* Self-Assessment tools enable you to focus on one or more *threads* running throughout the CSIT Benchmark, which represent vital subjects for the culture, sport, green space & tourism sectors. The *threads* are based on the *Vision* for *Excellence* shown in Document Two, and contain ‘key features’ from the CSIT[[1]](#footnote-1) Benchmark.

**What are you working towards by using this ‘Outcomes Focus’ Red Thread?**

*Excellent organisations understand that their existence depends upon achieving tangible & sustainable social, economic, environmental & health outcomes; they define what outcomes they are striving to achieve based on the identified needs of the communities they serve, focus all activities on achieving these results, measure & predict the achievement of these outcomes and base all decisions on facts.*

**Self-Assessment method**

The ‘Outcomes Focus’ Self-Assessment can be conducted by a single organisation or an existing partnership (which will help to explore the opportunities arising from collaborative working). The organisation or partnership should establish a cross-functional Self-Assessment Team, responsible for reaching consensus on current strengths & areas for improvement and planning improvement projects. This should take approximately one day.

The following process is recommended (adjust this to suit your specific needs & style – it is your Self-Assessment!):

1. Take one section at a time (e.g. ‘Establishing the desired outcomes’, etc)
2. Individually (i.e. each Self-Assessment Team member by themselves) consider the ‘key features’ shown on the Self-Assessment Questionnaire, reading the words carefully, and decide which of the following statements best reflects the organisation or partnership’s current progress for each key ‘feature’:

**a = Not yet**

**b = We are in the early stages of developing this**

**c = We partly do this**

**d = We do all of this, most of the time**

**e = We have been doing all of this for a few years - we have assessed & refined our behaviour in this area**

Shade or tick the appropriate box

1. When everyone has completed this for the section, discuss your perceptions and reach a team consensus on ratings, strengths & areas for improvement (focus the discussions on the disparities)
2. Move on to the next section and repeat the process
3. When you have completed this, review your Self-Assessment and discuss & agree the following:

**What are the most significant areas for improvement?**

**What themes run through your Self-Assessment (‘golden threads’ & ‘fault lines’)?**

**What are the few underlying causes of most of the areas for improvement?**

**Health Warning!**

**Remember that self-assessment is not a competition, a points-scoring exercise, a ‘blame game’ or a way to improve your image; it is merely an exercise to help you to agree priorities for improvement.**

| Ref | Key Feature | Tick the appropriate box |
| --- | --- | --- |
| **Establishing the desired outcomes** |
| 1 | Leaders understand the required social, economic, environmental & health-related outcomes for the community (*overarching* *outcomes*) [[2]](#footnote-2) | a | b | c | d | e |
| 2 | Leaders create & communicate a *vision* for culture, sport, green space and/or tourism on behalf of the community and inspire others to adopt this *vision* | a | b | c | d | e |
| 3 | Leaders develop & communicate the organisation’s raison d’être (i.e. a *mission*) and trigger & support strategic thinking & action throughout the organisation to achieve this mission | a | b | c | d | e |
| 4 | An ‘Outcomes Framework’ is incorporated within the organisation or partnership’s strategy, comprising *overarching* *outcomes*, *intermediate* *outcomes* & *service* *outcomes*, with clear links between each level (including outcomes relating to health, community cohesion, youth crime, adult social care, the wider environment & the economy) | a | b | c | d | e |
| 5 | Leaders collaborate with other agencies to develop Outcomes Frameworks for the wider system that they are part of | a | b | c | d | e |
| 6 | The Outcomes Framework relates to the *vision* & *mission*, links directly to the outcomes within the sustainable community strategy & other relevant strategies for the area and is based on stakeholder needs & the demands of the external environment | a | b | c | d | e |
| 7 | The organisation & its partners establish performance measures & related targets to quantify & predict achievement of outcomes | a | b | c | d | e |
| 8 | The organisation or partnership maintains focus on its strategic priorities to ensure the desired impact is achieved | a | b | c | d | e |
| Strengths |
| Areas for Improvement |
| Aligning resources to outcomes |
| 9 | The organisation’s financial resources, including revenue & capital, are allocated & planned to support achievement of the outcomes | a | b | c | d | e |
| 10 | The organisation proactively explores & secures external investment into the services (provided by all delivery agents & consortia) to help achieve outcomes | a | b | c | d | e |
| 11 | The organisation proactively seeks out & develops strategic, development & delivery partners from the public sector, commercial sector & civil society to help achieve the outcomes | a | b | c | d | e |
| 12 | The organisation establishes the capabilities (knowledge, competencies & capacity) required to achieve the outcomes bearing in mind the capabilities of partners | a | b | c | d | e |
| Strengths |
| Areas for Improvement |
| Communicating outcomes |
| 13 | Outcomes are communicated with all staff in a meaningful way | a | b | c | d | e |
| 14 | Outcomes are communicated with all partners in a meaningful way and encouraged to adopt shared outcomes | a | b | c | d | e |
| 15 | Outcomes are communicated with the community in a meaningful way | a | b | c | d | e |
| Strengths |
| Areas for Improvement |
| Achieving outcomes through the services provided for the community |
| 16 | The organisation or partnership ensures that the outcomes drive innovative design & development of the service offer (i.e. the outputs) throughout the organisation, partnership & wider delivery network | a | b | c | d | e |
| 17 | Long-term development plans for facilities & public green space are created & implemented in partnership with stakeholders to achieve the strategic outcomes | a | b | c | d | e |
| 18 | The organisation establish prices for the services in line with service outcomes and the need to generate income where this is possible without adversely affecting accessibility | a | b | c | d | e |
| 19 | The organisation & its partners plan, implement & review innovative methods of engaging the community in the services in line with the outcomes | a | b | c | d | e |
| Strengths |
| Areas for Improvement |
| Achieving outcomes through organisational change |
| 20 | The organisation investigates & implements innovative organisational & partnership models & working methodologies to provide the best platform for achieving outcomes | a | b | c | d | e |
| 21 | Organisational or partnership improvement plans are developed & implemented to increase the capability to achieve outcomes (e.g. using Self-Assessment against the CSIT Benchmark) | a | b | c | d | e |
| Strengths |
| Areas for Improvement |
| Achieving outcomes through individuals & teams |
| 22 | The organisation recruits people with the competencies needed to achieve outcomes & the potential to develop these | a | b | c | d | e |
| 23 | People agree team & individual goals in line with outcomes | a | b | c | d | e |
| 24 | People are supported to plan personal development / improvement goals & activities to enable them to develop the required competencies & knowledge to achieve outcomes | a | b | c | d | e |
| 25 | The contribution of people & teams is recognised & valued in a way which supports continuous improvement & achievement of outcomes | a | b | c | d | e |
| **Strengths** |
| **Areas for Improvement** |
| Measuring the achievement & relevance of outcomes  |
| 26 | Leaders establish an integrated system for measuring, predicting reviewing & improving performance results relating to the outcomes | a | b | c | d | e |
| 27 | Adequate and compatible systems are in place with partners to generate the information needed to measure performance on shared outcomes & priorities | a | b | c | d | e |
| 28 | Progress in achieving outcomes is reviewed on a regular basis, and resources, service offer, marketing plans, pricing, change / improvement plans & individual goals are adjusted | a | b | c | d | e |
| 29 | The relevance & effectiveness of outcomes is reviewed on a cyclical basis and the Outcomes Framework is adjusted | a | b | c | d | e |
| **Strengths** |
| **Areas for Improvement** |
| **Results** |
| To what extent have we achieved service outcomes? (what do the results tell us?)To what extent have we contributed to the achievement of intermediate & overarching outcomes? (what do the results tell us?) |
| **Strengths** |
| **Areas for Improvement** |

What are the most significant areas for improvement (bearing in mind what is required to survive & thrive in the future)?

What themes run though your Self-Assessment results (‘golden threads’ & ‘fault lines’)?

What are the few underlying causes of the areas for improvement?

1. This version of CSIT has been designed and developed in association with Steve Wood steve-wood@talktalk.net [↑](#footnote-ref-1)
2. Guidance on ‘Outcome Frameworks’ is available via the LGID website <http://www.idea.gov.uk/idk/core/page.do?pageId=21649171> [↑](#footnote-ref-2)