

# THE DERWENT INITIATIVE

quality standards  
in  
inter-agency work

# **THE DERWENT INITIATIVE**

Registered Charity Number: 1045502

by

**Judith Hughes, Director, The Derwent Initiative**  
**David Settle, Director, Quality Service Matters**

**Published with funding from the Home Office**

**© TDI 2001**

**Reprinted 2004**

**This version re-set from 2004 version, 2016**



# Foreword

The effective community management of sex offenders has attracted both policy and legislative attention in recent years. Inter-agency work has been seen as central to these developments, and as the key to effective work with a challenging and often demonised group of offenders. The Derwent Initiative (TDI) has established a considerable national reputation for its work in promoting inter-agency work. A central feature of this work has been its pioneering development of systems and standards for the quality assurance of processes and the evaluation of key outcomes.

Inter-agency work is often championed as a solution to the practice problems of working with people with complex behaviours and complex lives, and for joining up services from a number of different agencies. However, translating best practice principles into actions has often proved rather more problematic. This document from TDI is novel and important because it provides a tangible and credible way of translating principles into practice. The quality standards framework offered is robust, and will assist policy makers, senior managers and practitioners to evaluate the 'value-added' nature of their inter-agency work. In a climate of limited resources and harsh judgements of failure it is imperative that the time, effort and activities of inter-agency work can be justified. This document offers a clear framework for doing just that.

Whilst the driver for inter-agency work has been largely crime related in recent years, inter-agency work takes place in numerous other arenas. These standards are helpfully generic, and have transferability across locations and settings, and as such they are likely to make a major contribution to the development of effective practice in this important area of work.

**Hazel Kemshall**  
**Professor of Community and Criminal Justice**  
**De Montfort University**  
**Leicester**



# Contents

	Page
1 Introduction	1
2 Characteristics of Inter-agency Work	3
3 Structure of Inter-agency Projects	7
4 The Quality Standards	11

# 1 Introduction

*The art of inter-agency working consists in the bringing together of various agencies, specialities and disciplines as equal partners aligned to a common purpose in order to produce additional value at the point of delivery to the client group, while at the same time acknowledging, maintaining and respecting the integrity of the individual agencies, specialities and disciplines involved.*

## 1.1 Agencies, Specialities and Disciplines

What we say about 'inter-agency' work is meant also to apply to inter-speciality or inter-disciplinary work. Thus the principles of this work can apply to e.g. Multi-disciplinary Health Teams as well as to e.g. Area Child Protection Committees.

## 1.2 Equal Partners

Not all ways of working together are inter-agency ways. Sometimes one agency will simply need the help or advice of another or some input on some small area of the situation. In such cases an inter-agency approach is not necessary. Where the approach is necessary it is vital to recognise in principle and in practice that the agencies are truly inter-dependent even if one or two agencies have a larger role than others. From this inter-dependence arises the recognition of the equal status of the agencies and this must be reflected in the structures and working practices of the project.

## 1.3 Aligned to a Common Purpose

Commitment is needed at all levels to make an inter-agency project work. Because not all agencies will be fully engaged with all parts of the work all of the time, there is a tendency for agencies to commit themselves only to those parts of the project which appear most directly concerned with their own aims and objectives. But if this attitude prevails the chances of true inter-agency co-operation rapidly diminish. Everyone working at any level within an inter-agency project is responsible for the quality and outcomes of that project.

## 1.4 Added Value

Inter-agency work is difficult, time-consuming, costs money and requires great effort. The only point of undertaking it is that with it something can be achieved which cannot be achieved without it. This 'something' must relate to the quality of services that can be provided to the client group.

## 1.5 Integrity of the Agencies

While inter-agency work requires some breaking down of barriers between agencies, three things must be remembered:

- (i) Different agencies may have different statutory obligations that cannot be compromised.
- (ii) Different agencies will always have internal lines of accountability independent of the additional accountability which inter-agency working imposes.
- (iii) The reason for needing different agencies in a project is precisely that they *are* different. Inter-agency work does not entail homogeneity.

## 1.6 The Complexity of Inter-agency Work

These two aspects of inter-agency work, *co-operation as equals* and *maintaining individual integrity*, are inherently contradictory.

Co-operation as equals entails that no one agency will impose its own aims, priorities, methodology or working practices on another. Individual integrity means that each agency's aims, priorities, methodologies and working practices remain intact. Good inter-agency principle and practice is about resolving this conflict through the making of specific commitments to new aims, priorities, methodologies and practices which apply to the interagency aspects of the work. It is to these that these quality standards apply.

## 2 Characteristics of Inter-agency Work

*Inter-agency work is defined by its:*

- *Aims*
- *Committed and Accountable Leadership*
- *Management*
- *Communication Processes*
- *Monitoring and Evaluation Processes*
- *Accountability*

### 2.1 Aims

Clarity of aims is the first essential component of any project, but in inter-agency work this takes on a special significance.

Inter-agency work is necessary when the aim of the activity goes beyond the competence of any individual agency to deliver that aim. 'Child Protection', 'Public Protection', 'Community Safety', may be the primary concern of Social Services, Probation or the Police but they have all had to learn that these aims are not achievable by any single agency.

Inter-agency work is also more than the sum of its parts, it is not about merely co-ordinating bits of existing work (that is multi-agency work), but approaching the issues in a new way.

Inter-agency aims will need to stand above individual agencies' aims and will sometimes need to adjudicate on or prioritise those aims. For example, there may be a conflict between the aims of preventing and detecting crime. In such cases it would be necessary to decide priorities and devise procedures where the likelihood of compromising the different aims was minimised.

So, typically, an inter-agency aim will:

- ♦ not be identical with any single agency's aim
- ♦ not be finitely divisible into single agency tasks
- ♦ need to work with (sometimes conflicting) aims of individual agencies.

To sustain the drive to achieve the inter-agency aims certain processes that enable disparate agencies to develop respect and understanding of other agencies' contributions and limitations need to be initiated and resourced.

If an inter-agency project is to succeed, during its implementation agencies must be willing to modify their own priorities and working practices to accommodate the aim and the decided methods of achieving it. There should be clarity about what is non-negotiable, and this should be only what is statutorily required or prohibited. There are many reasons why an agency might legitimately refuse to accede to certain demands, but there are no reasons, other than legal ones, to refuse to consider those demands.

An agency that decides not to comply with some part of the project should be willing to give a full account of its reasons. However, other agencies should look to ways of modifying the proposals to accommodate any legitimate difficulties faced by a partner (e.g. it might be impossible to provide personnel or resources to a particular project).

## 2.2 Committed Leadership

Leadership of an inter-agency project has two key aspects:

- ◆ Leadership within each individual organisation
- ◆ Leadership of the inter-agency project itself.

A lead showing commitment to the project should come from the highest level within each organisation, be directly communicated to all grades and should be demonstrable and subject to performance measurement.

The leader of the inter-agency project specifies the aims and intended outcomes for the work, gives a sense of common purpose and a demonstration of personal commitment and accountability for the work and its actual outcomes.

But a word of caution; the instigating agency is not necessarily best placed to assume the leadership of the project.

Very often it will be one agency that sees that an inter-agency project is going to be needed to achieve a particular goal. This will usually arise from a realisation that part of its own work is unachievable without this particular kind of co-operation between itself and other agencies. It is therefore tempting for that agency to designate itself as the lead agency and to set about organising others. But if the project genuinely requires an inter-agency approach this temptation must be resisted. The instigating agency will need to distinguish between:

- (a) the leadership which it will show in setting up the project  
*and*  
the management of the project in which it is an equal player with others.
- (b) being the lead agency in parts of the project  
*and*  
being a supporting agency in others.

This indicates the need for an agreed management system that enables agencies to move in and out of the lead as required. This could be achieved in many ways, such as:

- ◆ appointing an independent chair
- ◆ giving primary management responsibility to the least involved agency
- ◆ rotating the primary management responsibility.

What will rarely work is the familiar scenario of the most powerful agency in the project appropriating the lead. The tendency then is for the other agencies to opt out as equal partners thus destroying the inter-agency aspect of the work.

## 2.3 Operational Management

Whilst strong clear leadership is essential it seldom results in successful and sustained outcomes without effective management. Where change is required transformations do not succeed without strong leadership and effective management.

In inter-agency work effective management is required for planning and budgeting. Plans need to be broken down into detailed steps, targets and tasks need to be delegated to named individuals and the resources need to be allocated clearly.

Managers are responsible for implementing the plans, for setting up any structures that are required and for delegating responsibility for targets and tasks in an explicit manner. Where related policies, procedures and guidance exist managers disseminate this information and ensure that staff responsible for the work comply with it. Where such documents do not exist they write them and apply them.

Managers control the activity and when problems arise they solve them. They monitor performance against intended outcomes and are well informed. When necessary they adjust operational activities in order to keep the work on track.

Effective managers involve the staff who work for them in the planning processes and use their feedback as part of the monitoring information. The staff who work for such managers feel positive about their work, understand its purpose and know how well they are doing.

## 2.4 Communications and Information Exchange

Good communications and efficient explicit agreements about information exchange are essential for any inter-agency project. There are two aspects of this:

- ◆ communications *within* agencies
- ◆ communications *between* agencies.

**Within** the agencies there must be explicit, understood and followed lines of communication. How these are set up is a matter for individual agencies, but they should be regularly monitored.

The importance of intra-agency communication cannot be overestimated: failure of communications between agencies is often a direct result of poor communication within agencies.

**Between** agencies there should be:

- ◆ a clear understanding about what information can and cannot be passed to other agencies
- ◆ procedures for passing information between agencies
- ◆ procedures for feedback to the referring agency.

The distinction between intra-agency and inter-agency communication must be preserved so that, whatever the individual agency's internal views on any matter in the project, the same inter-agency message and decisions are communicated to all levels in every participating agency.

## 2.5 Monitoring and Evaluation of Process and Outcomes

If we go to the trouble of setting up an inter-agency project we need to be able to show two things:

- ◆ that the outcomes are those intended
- ◆ that those outcomes could not have been achieved without the process.

To do this we need to produce:

- ◆ clear statements of intended outcomes
- ◆ honestly and independently described actual outcomes
- ◆ outcomes described in terms of outcome for clients as well as outcome for agencies
- ◆ demonstration that at least some outcomes involved activity by more than one agency
- ◆ agreed evaluation methods.

## 2.6 Accountability

In many inter-agency projects, however well executed, things sometimes go wrong. When this is attributable to the failure of one or two agencies to comply with the protocols and procedures of the inter-agency group this should, if possible, be dealt with within the group itself. Nevertheless it will sometimes be necessary for other agencies to disassociate themselves from the problem. But it must also be realised that sometimes things go wrong, full stop. It is no-one's fault.

So, in any inter-agency project there should be a clear, agreed policy on the taking of joint responsibility by the inter-agency group rather than by agencies individually.

This will involve:

- ◆ the existence of such a policy
- ◆ monitoring adherence to the policy
- ◆ procedures for addressing failures to adhere to policy at an early stage
- ◆ a media strategy.

Equally, the agencies should use this process to share credit for the project's success. Nothing sours relationships more than the understandable but destructive tendency of agencies to claim the sole or major credit for what is an inter-agency achievement.

## 3 Structure of Inter-agency Projects

*Inter-agency projects depend for their success upon clear and efficient processes at and between the levels of strategic leadership, executive management and operational implementation. To maximise the chances of success, the interaction between these levels must operate effectively both within and between agencies.*

### 3.1 Strategic Leadership

This level provides:

- ◆ clarity of purpose
- ◆ definition of core business
- ◆ setting the direction and expectations for all work.

### 3.2 Executive Management

At this level the following is required:

- ◆ making and acting on decisions
- ◆ disseminating information
- ◆ clarifying policy and decisions for middle managers
- ◆ ensuring support systems are in place
- ◆ monitoring for compliance
- ◆ assessing outcomes
- ◆ evaluating performance.

### 3.3 Operational Implementation

At this level of front line managers and staff working with service users and each other, the following is needed:

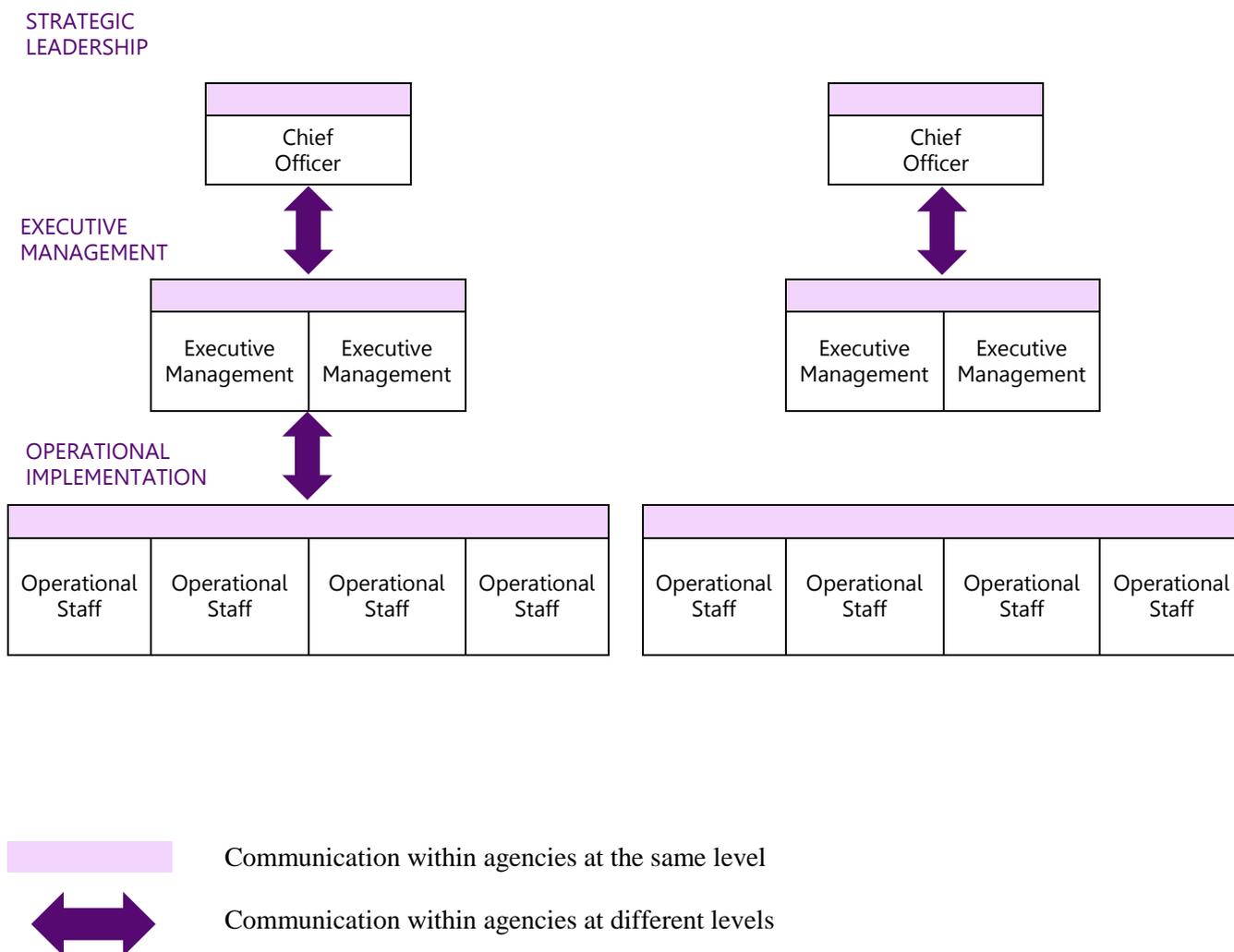
- ◆ compliance with policies, procedures and guidance
- ◆ monitoring of outcomes and service user satisfaction
- ◆ providing feedback to executive management.

In larger agencies these three levels are usually clear and distinct. In smaller agencies one or two people may undertake work at more than one level. It is not necessary that different people undertake the different tasks but it is necessary that the different roles are made explicit.

### 3.4 Intra-agency Work

- ◆ Each agency must have clear internal lines of communication, which enable the individual agency to consider all aspects of its work including its inter-agency arrangements.
- ◆ How this is achieved is a matter for the agency to determine.
- ◆ Given what we have said about the distinctness of agencies, the need for good communications within agencies and the inevitable accountability within agencies, it should be clear that the foundation for good inter-agency work is laid by the quality of the intra-agency work.

### 3.5 Communication and Accountability within Agencies



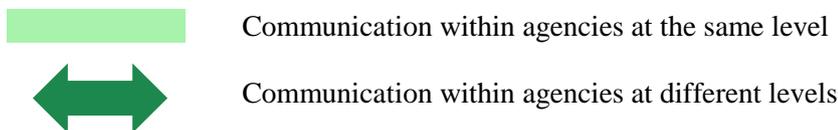
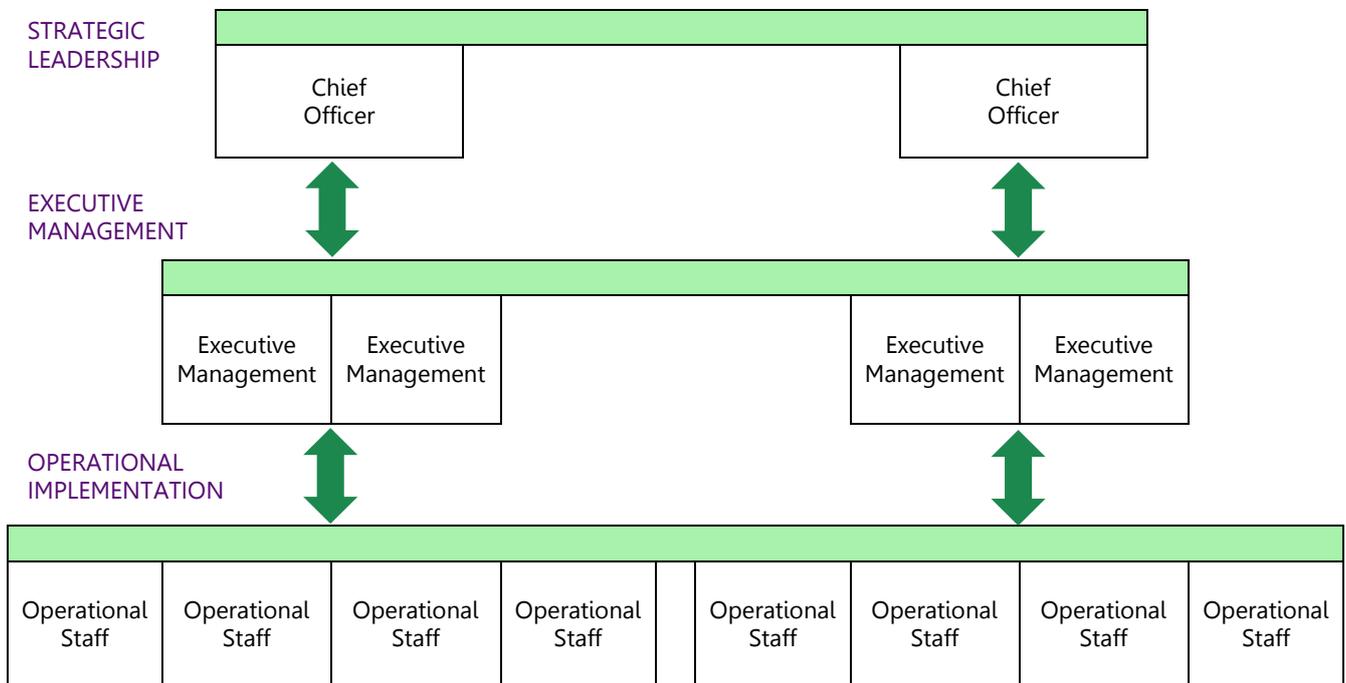
### 3.6 Communication in Inter-agency Work

One vital principle in inter-agency work is that the same inter-agency message is transmitted and received at all levels in every participating agency. This means that communication cannot be left to the individual agencies whose interests and priorities will inevitably distort at least part of the message. A clear and separate line of agreed inter-agency communication must be established.

### 3.7 Accountability in Inter-agency Work

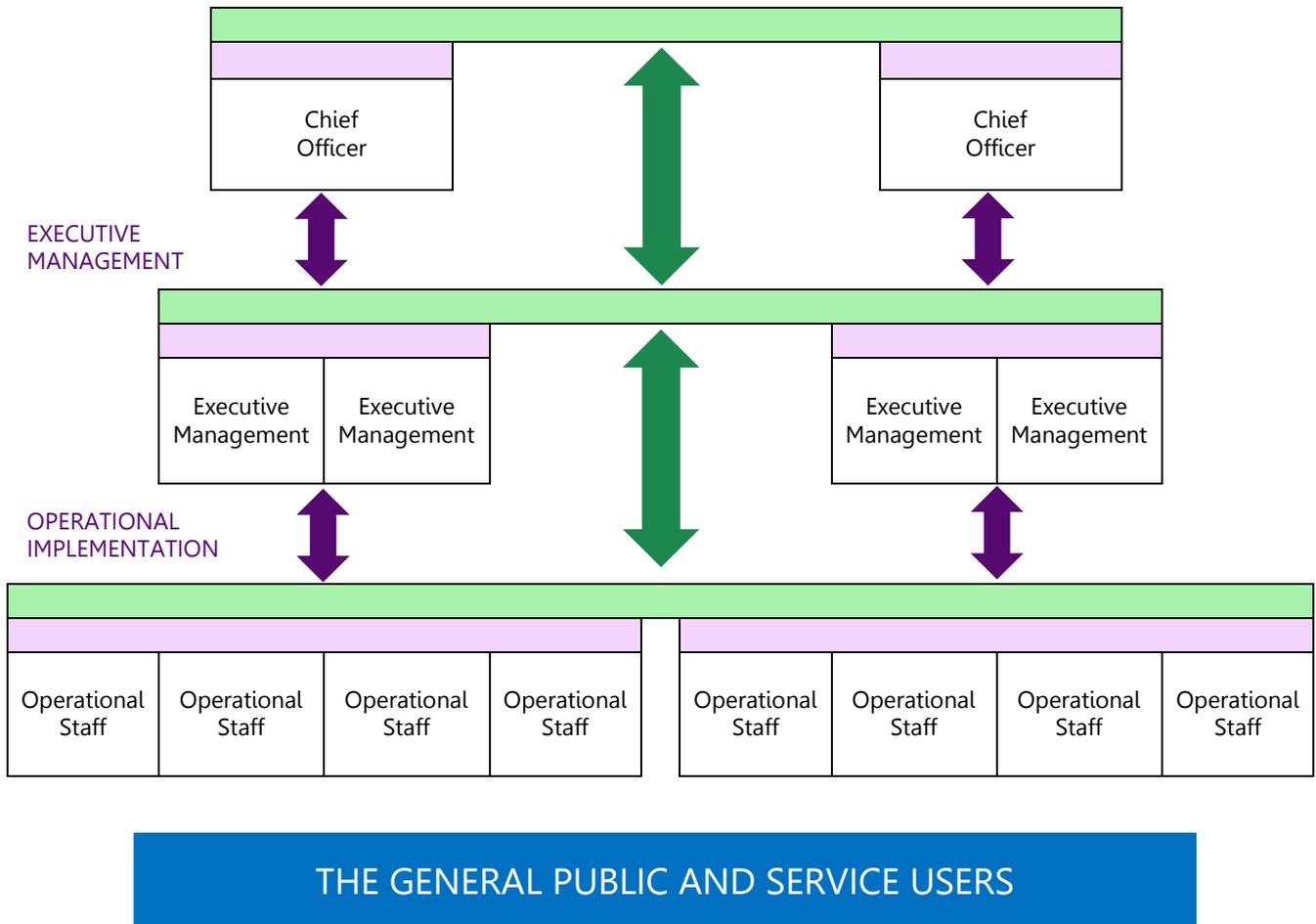
This line of communication can also serve as a clear and separate line of accountability for the inter-agency project. It depends upon a joint strategy that ensures that the joint responsibility cannot splinter in times of stress or crisis.

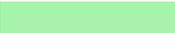
### 3.8 Communication and Accountability between Agencies



### 3.9 The Two Routes of Communication and Information Exchange

Agencies keep their own internal processes of communication and information exchange but do not use these routes for the inter-agency project. Separate routes are established to ensure consistency throughout the project.



-  Communication within agencies at the same level
-  Communication within agencies at different levels
-  Communication between agencies at the same level
-  Communication within agencies at different levels

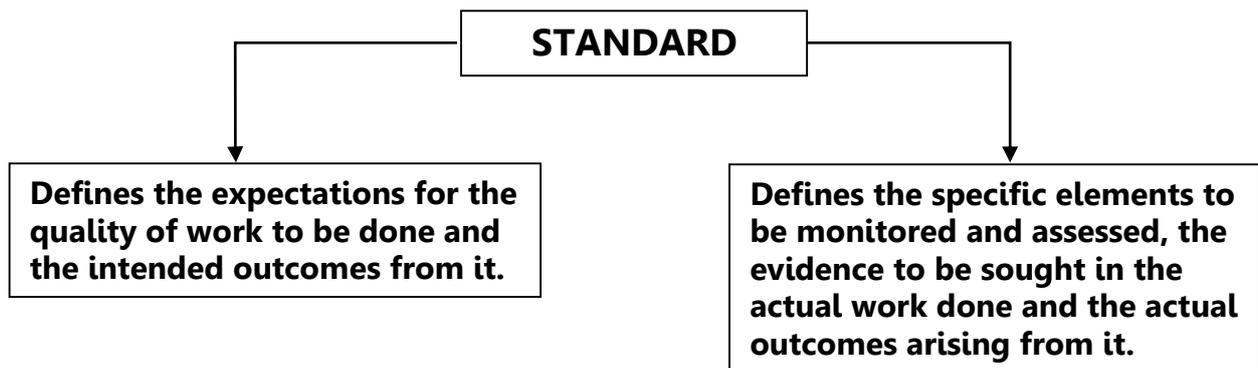
## 4 The Quality Standards

*The quality of an inter-agency project will depend upon how seriously it respects the defining characteristics and adheres to the special structure described in the two previous sections.*

### 4.1 The Standards Framework

Having explicit standards for inter-agency work is essential. Statements of standards serve two fundamental purposes:

- ♦ they set out clear expectations for the work to be done, the manner in which the work is to be done and the intended outcomes from it; and
- ♦ they provide the explicit framework against which the actual work done, the actual manner in which the work was done and the actual outcomes arising from it, may be monitored, assessed and compared with the intentions.



Standards are often set out in detailed and complex statements. Or they may appear as unstructured aspirations. In either form they are seldom of much practical use to the staff that work to them and the managers of these staff.

Therefore for the purposes of additional clarity and practicality the standards in this document are broken down into statements of:

- ♦ intended outcomes
- ♦ behaviours
- ♦ skills and abilities
- ♦ knowledge and understanding.

### 4.1.1 Intended Outcomes

These describe specific, measurable and achievable products of the work or the manner in which the work is to be done, e.g.

- ♦ *aims are broken down into explicit intended outcomes, targets and tasks*
- ♦ *all agencies agree a lead agency*
- ♦ *confidentiality is maintained.*

They are worded in such a way as to enable the monitoring and assessment processes to be readily implemented (i.e. either the aims are broken down as required or they are not: either there is a lead agency or there is not).

### 4.1.2 Behaviours

In the context of this work 'behaviours' refers to what people do, the actions they take or the reactions they make. As such they are observable and measurable. They lend themselves to monitoring and assessment processes, e.g.

- ♦ *Lead Officers collect service user information over time to enable comparisons to be made.*

As with intended outcomes the wording enables ease of monitoring and assessment (either there is or there is not evidence that service users are asked to provide information, and there is or there is not evidence that it is subsequently used to make comparisons).

The word 'behaviours' in this sense does not refer to the manner in which two or more people relate to each other, i.e. behaving properly, behaving in a nice way etc. However, this does not mean that these particular meanings are excluded. It is conceivable that such behaviours are significant to particular intended outcomes, in which case statements relating to such meanings would be equally explicit.

### 4.1.3 Skills and Abilities and Knowledge and Understanding

These are the essential attributes that enable individuals to carry out their work in the required way. If procedures exist they must be known and understood. If the work requires the collection of information from face to face contact, staff need to be able to question, listen, clarify and record skilfully.

Once more these are listed clearly under the various statements of standards. They are capable of assessment, usually by direct observation or by collecting the views of those with whom the staff have worked, e.g.

- ♦ *Did she listen to you?*
- ♦ *Were you involved in making the record?*
- ♦ *Did you understand her questions?*

## 4.2 The Standard Groups

We have divided the standards under four main headings:

- ♦ Leadership
- ♦ Operational Management

- ◆ Communication and Information Exchange
- ◆ Monitoring and Evaluation

In this section we list their main components and this can be used as:

- ◆ a guide in establishing inter-agency projects
- ◆ a way of identifying and possibly resolving problems which may arise in a project
- ◆ a quick check on the integrity of the project as an inter-agency project.

### **4.2.1 Leadership**

At Chief Officer level, leadership requires:

- ◆ commitment to make the process work
- ◆ commitment to financial input
- ◆ commitment to using the results of the work.

At Executive level, leadership:

- ◆ must be credible
- ◆ must be agreed by all agencies
- ◆ must have own agency's support.

It is also the responsibility of the leadership to determine, specify and communicate the aims of the project to all those involved in it. In order to bind all the agencies in the project, the leadership must ensure that there is:

- ◆ a clear definition of the aims
- ◆ a shared understanding of the aims
- ◆ a shared understanding of the need for project commitment to make the project work.

### **4.2.2 Operational Management**

Senior officers responsible for the conduct and outcomes of inter-agency work must ensure that:

- ◆ there is an explicit action plan
- ◆ responsibilities and accountabilities for targets and tasks are clearly communicated and understood
- ◆ meetings are well planned and are a purposeful use of time
- ◆ decisions are taken and acted upon
- ◆ team working is promoted.

### **4.2.3 Communication and Information Exchange**

All agencies must agree to protocols and working practices that promote:

- ◆ integrity re. confidentiality
- ◆ consistency of procedures
- ◆ investment in training and development
- ◆ trust in honesty and openness of communication

- ◆ clarity in documentation
- ◆ commitment to use feedback.

#### **4.2.4 Monitoring and Evaluation**

Monitoring and evaluation must take account of three main aspects of inter-agency work: outcomes for the users, outcomes for the agencies, and justification of the commitment and resources to the inter-agency process. This involves:

- ◆ agreement about the monitoring and evaluation of the inter-agency aspects of the work as well as the outcomes for specific agencies
- ◆ direct involvement of members of the public who are users of the services
- ◆ explicit performance measures
- ◆ explicit method of assessment and evaluation
- ◆ explicit methods of disseminating information, especially to service users
- ◆ explicit methods for using performance information to plan developments
- ◆ agreed desired outcomes in each agency.

#### **4.3 The Standards**

The following tables detail the standards themselves. They enable comprehensive monitoring and evaluation of the project.

## LEADERSHIP

Leaders specify the aims and intended outcomes of the inter-agency work, provide a sense of common purpose and demonstrate their personal commitment and accountability.

INTENDED OUTCOMES	BEHAVIOURS	SKILLS and ABILITIES	KNOWLEDGE and UNDERSTANDING
<p><b>Chief Officers demonstrate:</b></p> <p>1.1 Full commitment to the inter-agency work and designate named Lead Officers at an appropriate level of seniority in their organisation</p>	<p><b>Chief Officers and their designated Lead Officers:</b></p> <p>1.1 Publicly sign up to the aims of the inter-agency work</p>	<p><b>Chief Officers can:</b></p> <p>1.1 Identify Lead Officers with appropriate knowledge, skills and abilities for the work</p>	<p><b>Chief Officers understand:</b></p> <p>1.1 The fundamental purpose of the inter-agency work</p> <p>1.2 Why it needs to be conducted in the ways agreed</p>
<p>2.1 All agencies agree a lead agency and the individual officer responsible for overall leadership of the inter-agency work</p>	<p>2.1 Meet together and agree the lead agency and Lead Officer for the overall inter-agency work</p>	<p>2.1 Delegate responsibility to other officers</p>	<p>2.1 The need for a designated lead agency and officer</p> <p>2.2 The need to delegate powers of decision making and action to a designated senior representative officer</p>
<p>3.1 The aims of the inter-agency work are wider than the related aims of the constituent agencies</p>	<p><b>Lead Officers for each agency:</b></p> <p>3.1 Work together to define and agree the aims for the inter-agency work</p>	<p><b>Lead Officers with delegated powers can:</b></p> <p>3.1 Work as members of a team</p> <p>3.2 Use clear language</p>	<p><b>Lead Officers understand:</b></p> <p>3.1 The need for explicit aims for the inter-agency work</p> <p>3.2 The purpose of the inter-agency work</p>
<p>4.1 The aims are in line with the constituent agencies' aims and not in opposition with them</p>	<p>4.1 Take responsibility for checking that the agreed aims of the inter-agency work are in line with the constituent agencies' aims and not in opposition with them</p>	<p>4.1 Compare related documents and assess their alignment</p>	<p>4.1 The related aims of their own agency</p>
<p>5.1 The aims are specific, measurable, achievable and have realistic timescales</p>	<p>5.1 Write specific aims that they believe are achievable and state the timescales for their fulfilment and the means whereby progress will be monitored and assessed</p>	<p>5.1 Write clear, achievable aims</p> <p>5.2 Specify appropriate timescales for targets and tasks</p> <p>5.3 Define arrangements for monitoring and assessing outcomes</p>	<p>5.1 The need for explicit information</p> <p>5.2 The need for explicit monitoring</p> <p>5.3 Assessment arrangements</p>
<p>6.1 The aims are broken down into explicit intended outcomes, targets and tasks</p> <p>6.2 Have resources allocated to the individual components</p>	<p>6.1 Attach to the aims statements of explicit intended outcomes, targets and tasks</p> <p>6.2 Allocate resources to each component</p>	<p>6.1 Write explicit intended outcomes, targets and tasks</p> <p>6.2 Allocate specific resources to agreed targets and tasks</p>	<p>6.1 The need for explicit information</p>
<p>7.1 Named Lead Offices for each constituent agency have explicit powers delegated to them, shared and understood by all other agency representatives</p>	<p>7.1 Play an active role in discussions</p> <p>7.2 Make decisions in line with the agreements of the inter-agency body</p> <p>7.3 Act on decisions</p>	<p>7.1 Work well in group situations</p> <p>7.2 Consult widely and effectively</p> <p>7.3 Make decisions</p> <p>7.4 Act on decisions</p>	<p>7.1 Their delegated powers</p>

## LEADERSHIP

Leaders specify the aims and intended outcomes of the inter-agency work, provide a sense of common purpose and demonstrate their personal commitment and accountability.

INTENDED OUTCOMES	BEHAVIOURS	SKILLS and ABILITIES	KNOWLEDGE and UNDERSTANDING
<b>Chief Officers demonstrate:</b> 8.1 Sufficient financial and other resources are provided by all participating agencies to enable the work to progress as agreed	<b>Lead Officers for each agency:</b> 8.1 Arrange for money and other agreed resources to be allocated to the Lead Officer for the inter-agency work	<b>Lead Officers with delegated powers can:</b> 8.1 Allocate money to agreed work	<b>Lead Officers understand:</b> 8.1 The resources allocated to them
9.1 Agency representatives work to an agreed schedule of work and deadlines and agree to attend all planned and time-tabled meetings	9.1 Attend agreed meetings 9.2 Provide well briefed substitutes when they are unavailable 9.3 Work to agreed deadlines	9.1 Plan and keep appointments 9.2 Identify and brief appropriate substitutes	9.1 The need for good planning attendance at agreed meetings
10.1 There is full commitment from all Chief Officers to act on the results of the work	10.1 Keep their Chief Officers well informed of possible implications for action within the agency arising from the inter-agency work	10.1 Write concise briefing notes 10.2 Identify implications for necessary action	10.1 The need to keep their Chief Officer fully briefed
11.1 All staff from all agencies that are actively involved in the work share a common understanding of the aims and intended outcomes of the work  11.2 Know the targets and tasks allotted to them and the resources available to them	11.1 Keep all their staff who are actively involved in the work fully informed	11.1 Communicate effectively orally and in writing	11.1 The need for effective communication

## OPERATIONAL MANAGEMENT

Lead Officers of the constituent organisations play an active part in the production of an agreed, written, clear plan of action with explicit intended outcomes linked to named individuals with responsibility for managing the work, using the resources allocated to fulfil the specified targets and tasks.

INTENDED OUTCOMES	BEHAVIOURS	SKILLS and ABILITIES	KNOWLEDGE and UNDERSTANDING
<p><b>All the Lead Officers of the constituent organisations:</b></p> <p>1.1 Have an explicit action plan setting out the agreed targets and tasks for the work</p>	<p><b>Lead Officers on the inter-agency group:</b></p> <p>1.1 Work together to produce explicit action plans each with a named leader, setting out agreed targets, tasks; deadlines, and allocations of resources</p>	<p><b>Lead Officers on the inter-agency group:</b></p> <p>1.1 Can write clear action plans</p>	<p><b>Lead Officers on the inter-agency group:</b></p> <p>1.1 Understand the need for clear, structured action plans</p>
<p>2.1 Have targets and tasks for which they are personally accountable</p>	<p>2.1 Work together to agree allocations of targets and tasks in order to spread the work load equitably and amicably</p>	<p>2.1 Can co-operate with each other to allocate targets and tasks</p>	<p>2.1 Understand the need for the distribution of targets and tasks</p>
<p>3.1 Accept their individual responsibilities to fulfil the work necessary to meet the intended outcomes associated with the targets and tasks for which they are personally accountable to the inter-agency group</p>	<p>3.1 Clarify and accept their personal responsibilities for work required by the interagency group</p>	<p>3.1 Can take personal responsibility for targets and tasks in the setting of inter-agency work</p>	<p>3.1 Understand the need for clarity regarding their personal responsibilities</p> <p>3.2 Understand the need for total commitment to fulfil their allocated targets and tasks</p>
<p>4.1 Have resources allocated to them for their personal work</p>	<p>4.1 Allocate available resources to designated Lead Officers</p>	<p>4.1 Can allocate resources effectively</p>	<p>4.1 Understand the resources allocated to the whole group</p> <p>4.2 Understand the resources allocated to the targets and tasks for which they are personally responsible</p>
<p>5.1 Have a full set of dates for all the planned meetings of the inter-agency group, and attend the meetings on time</p>	<p>5.1 Put the dates of all meetings in their diary and plan ahead to ensure their attendance</p> <p>5.2 When unavoidably prevented from attending arrange for a well briefed substitute to attend in their place</p> <p>5.3 Inform the chair person of this change as soon as possible</p>	<p>5.1 Can plan their diaries and identify a suitable substitute to represent them at meetings</p> <p>5.2 Can provide clear briefings for substitutes</p>	<p>5.1 Understand the need for forward planning</p> <p>5.2 Understand the need for substitutes when unable to attend meetings</p> <p>5.3 Understand the need for thorough briefings for substitutes</p>
<p>6.1 Receive agendas, papers and minutes of previous meetings at least five working days in advance of future</p>	<p>6.1 Provide their written contributions to minutes and agendas by the agreed deadline</p>	<p>6.1 Can manage their papers effectively</p> <p>6.2 Can work to deadlines</p>	<p>6.1 Understand the need to work to deadlines</p>

## OPERATIONAL MANAGEMENT

Lead Officers of the constituent organisations play an active part in the production of an agreed, written, clear plan of action with explicit intended outcomes linked to named individuals with responsibility for managing the work, using the resources allocated to fulfil the specified targets and tasks.

INTENDED OUTCOMES	BEHAVIOURS	SKILLS and ABILITIES	KNOWLEDGE and UNDERSTANDING
<p><b>All the Lead Officers of the constituent organisations:</b></p> <p>7.1 Support decisions made by the group and act on them in a manner supportive of the intended outcomes of the agreements</p>	<p><b>Lead Officers on the inter-agency group:</b></p> <p>7.1 Consult each other when decisions are required</p> <p>7.2 Support each other in the decision making process and act in line with joint decisions when agreement is reached</p>	<p><b>Lead Officers on the inter-agency group:</b></p> <p>7.1 Can take a corporate line in support of the needs of the inter-agency group</p> <p>7.2 Can make decisions in a systematic way</p>	<p><b>Lead Officers on the inter-agency group:</b></p> <p>7.1 Understand the need for clear decisions</p> <p>7.2 Understand decision making processes</p>
<p>8.1 Are well informed of progress made and know when targets have been met and where difficulties are being encountered</p>	<p>8.1 Keep each other well informed of progress made and difficulties encountered</p> <p>8.2 Solve problems to overcome difficulties</p>	<p>8.1 Can communicate effectively orally and in writing</p> <p>8.2 Can solve problems</p>	<p>8.1 Understand the need for clear communication</p> <p>8.2 Understand the need for effective problem solving</p>
<p>9.1 Feel enabled to participate in the inter-agency work</p>	<p>9.1 Play an active part in the work</p>	<p>9.1 Can listen actively and identify key information</p> <p>9.2 Can analyse complex information and identify patterns within it</p> <p>9.3 Can speak with clarity and confidence when expressing information in a group setting</p>	<p>9.1 Understand the need for active listening</p> <p>9.2 Understand the need to analyse information to seek patterns within it</p>
<p>10.1 Work as an effective team</p>	<p>10.1 Provide leadership when required and act as supportive team member when required</p>	<p>10.1 Can lead a group</p> <p>10.2 Can be a group member supportive of the group leader</p>	<p>10.1 Understand the need for leadership and support for leaders of groups</p>

## COMMUNICATE EFFECTIVELY

Lead Officers communicate effectively with each other, their line managers, the staff they line manage and members of the public who are the intended beneficiaries of the inter-agency work.

INTENDED OUTCOMES	BEHAVIOURS	SKILLS and ABILITIES	KNOWLEDGE and UNDERSTANDING
<b>Members of the public who are the intended beneficiaries of the outcomes of the inter-agency work:</b> 1.1 Are kept informed of developments and recommendations for action arising from the inter-agency work	<b>Lead Officers on the inter-agency group:</b> 1.1 Keep users of their services well informed	<b>Lead Officers on the inter-agency group:</b> 1.1 Can relate well to users of their services 1.2 Can provide clear information for users of their services	<b>Lead Officers on the inter-agency group:</b>
2.1 Are asked for their views on the recommendations and have their views taken into account when final decisions for action are taken	2.1 Seek the views of users of their services regarding recommendations for action arising from the inter-agency work	2.1 Can listen actively to users of their services	
3.1 Are informed of the final decisions and related implementation plans	3.1 Keep users of their services well informed about final decisions arising from the work	3.1 Can provide clear information for users of their services	
4.1 Have their rights protected	4.1 Protect the rights of their service users		4.1 Know the rights of users of their services
5.1 Have greater involvement in processes that affect their lives	5.1 Involve their service users in the processes that affect their lives	5.1 Can enable service users to become involved in their work	
6.1 Feel increased satisfaction with the services they receive		6.1 Can promote service users satisfaction and confidence	
<b>Lead Officers of the contributory agencies:</b> 7.1 Are well informed of progress made and know when targets have been met and where difficulties are being encountered	7.1 Keep each other well informed of progress made and difficulties encountered 7.2 Solve problems to overcome difficulties	7.1 Can communicate effectively orally and in writing 7.2 Can solve problems	7.1 Understand the need for clear communication; 7.2 Understand the need for effective problem solving
8.1 Their line managers and the staff they line manage are well informed of developments	8.1 Keep their line managers and the staff they line manage well informed	8.1 Can communicate effectively orally and in writing	8.1 Understand the need for effective communications
9.1 Confidentiality of information is maintained	9.1 Protect the confidentiality of information	9.1 Can apply the confidentiality procedures	9.1 Understand confidentiality procedures
10.1 Outcomes from the work are introduced into normal working practice	10.1 Apply their learning in working practice 10.2 Ensure staff are trained to apply the learning in their practice	10.1 Can adapt their practice to implement change 10.2 Can inform and train others to implement change	10.1 Understand change management processes

## COMMUNICATE EFFECTIVELY

Lead Officers communicate effectively with each other, their line managers, the staff they line manage and members of the public who are the intended beneficiaries of the inter-agency work.

INTENDED OUTCOMES	BEHAVIOURS	SKILLS and ABILITIES	KNOWLEDGE and UNDERSTANDING
<p><b>Members of the public who are the intended beneficiaries of the outcomes of the inter-agency work:</b></p> <p>11.1 Develop greater shared knowledge and understanding of policies and procedures to be followed</p>	<p><b>Lead Officers on the inter-agency group:</b></p> <p>11.1 Seek greater knowledge and understanding</p>	<p><b>Lead Officers on the inter-agency group:</b></p> <p>11.1 Can learn new knowledge and skills</p>	<p><b>Lead Officers on the inter-agency group:</b></p> <p>11.1 Understand the need for acquitted knowledge and skills</p>
<p>12.1 Develop standardised documentation</p>	<p>12.1 Work as a team to write standardised documentation</p>	<p>12.1 Can write with clarity</p>	<p>12.1 Understand the information needs of the staff across the agencies</p>
<p>13.1 Develop inter-agency training</p>	<p>13.1 Work as a team to develop training materials and programmes to meet the needs of the staff in the constituent agencies that work in inter-agency settings</p>	<p>13.1 Can work as a team member 13.2 Can write training materials 13.3 Can devise training programmes 13.4 Can act as an effective trainer</p>	<p>13.1 Understand the training needs of staff across the constituent agencies 13.2 Understand a range of training methods</p>
<p>14.1 Increased insight into service user's perceptions of service quality</p>	<p>14.1 Listen actively to users of their services</p>	<p>14.1 Can listen actively 14.2 Can clarify meanings</p>	<p>14.1 Understand the need to listen actively to private clear information for users of their services</p>

## MONITORING AND EVALUATION OF PRACTICE AND OUTCOMES

Information is sought continuously from users of the services, the staff who provide and manage the services and other professionals who are involved with users of the services in order to assess its effectiveness, to judge the impact in the lives of service users and to improve quality continuously.

INTENDED OUTCOMES	BEHAVIOURS	SKILLS and ABILITIES	KNOWLEDGE and UNDERSTANDING
<p><b>Members of the public who are the intended beneficiaries of the outcomes of the inter-agency work:</b></p> <p>1.1 Are asked regularly to provide feedback through their perceptions of the quality of service they receive and the outcomes in their lives</p>	<p><b>Lead Officers on the inter-agency group:</b></p> <p>1.1 Use a range of tools and techniques to collect service user feedback</p> <p>1.2 Review procedures and guidance in the light of service user feedback</p> <p>1.3 Assess the extent to which actual outcomes match intended outcomes</p>	<p><b>Lead Officers on the inter-agency group:</b></p> <p>1.1 Can devise and produce a range of tools for collecting service user feedback in the ways in which they want to provide it</p> <p>1.2 Can compare information to seek 'cause and effect' relationships</p>	<p><b>Lead Officers on the inter-agency group:</b></p> <p>1.1 Understand service users' views of the quality of services provided in detail</p>
<p>2.1 Experience changes and improvements in the quality of service they receive</p>	<p>2.1 Provide clear performance information for service users to understand</p>	<p>2.1 Can collate and analyse performance information to determine where service users led satisfaction and where they are dissatisfied</p>	<p>2.1 Understand what service users find effective and what they find ineffective</p>
<p>3.1 Feel positive about the opportunities provided for them to affect the quality of service they receive</p>	<p>3.1 Provide a range of opportunities for service users to be involved in service improvement activities, in the ways they want to be involved</p>	<p>3.1 Can devise and produce a range of tools for collecting service user feedback in the ways in which they want to provide it</p>	<p>3.1 Understand the need to involve service users directly in the processes of assessing service quality</p>
<p>4.1 More service users are more satisfied with the services they receive</p>	<p>4.1 Collect service user information over time to enable comparisons to be made and fed-back to the users of the services</p> <p>4.2 Collate and analyse feedback to seek recurring patterns</p> <p>4.3 Use feedback to create a baseline against which future changes in performance can be assessed</p>	<p>4.1 Can collate and analyse service user feedback to create a baseline of performance against which future changes can be assessed</p>	<p>4.1 Understand the need for establishing an accurate baseline assessment for future comparison of performance</p>
<p><b>Lead Officers of the contributory agencies:</b></p> <p>5.1 Improve the quality of their personal work and inter-agency work by applying lessons learned</p>	<p>5.1 Review regularly evidence for the quality of their work</p> <p>5.2 Seek other people's views of the strengths and weaknesses of their work</p>	<p>5.1 Can devise tools for collecting feedback from users of their services</p> <p>5.2 Can analyse findings, draw reliable conclusions and write clear recommendations for future action</p>	<p>5.1 Understand the need to apply lessons learned from user feedback</p> <p>5.2 Understand the need to inform service users about the lessons learned and the changes made to procedures and practice</p>

## MONITORING AND EVALUATION OF PRACTICE AND OUTCOMES

Information is sought continuously from users of the services, the staff who provide and manage the services and other professionals who are involved with users of the services in order to assess its effectiveness, to judge the impact in the lives of service users and to improve quality continuously.

INTENDED OUTCOMES	BEHAVIOURS	SKILLS and ABILITIES	KNOWLEDGE and UNDERSTANDING
<p><b>Lead Officers of the contributory agencies:</b></p> <p>6.1 Improve the quality of the inter-agency work in which they are involved</p>	<p><b>Lead Officers on the inter-agency group:</b></p> <p>6.1 Monitor directly the quality of work of front line staff and managers involved in inter-agency work</p> <p>6.2 Review regularly evidence for the quality of their inter-agency work</p> <p>6.3 Seek other people's views of the strengths and weaknesses of their inter-agency work</p>	<p><b>Lead Officers on the inter-agency group:</b></p> <p>6.1 Can use performance information to assess where targets are being met and where shortfalls exist</p> <p>6.2 Can use staff performance information to increase their self-awareness of the strengths and areas for development</p>	<p><b>Lead Officers on the inter-agency group:</b></p> <p>6.1 Understand the need for shared understandings of what is acceptable as effective practice across the agencies</p>
<p><b>Front line managers and their staff:</b></p> <p>7.1 Work to clear standards and know the expectations against which their work is assessed</p>	<p>7.1 Monitor performance against the explicit standards for the work staff do</p> <p>7.2 Observe the standards of work directly at the point of service delivery</p> <p>7.3 Practice self-review of their own standards in order to model good practice for those they line manage</p>	<p>7.1 Can break down standards into intended outcomes; behaviours, skills and knowledge in order to enable staff and managers to see clearly what's expected of them</p> <p>7.2 Can observe, record and feedback accurately</p>	<p>7.1 Understand the need for explicit statements of standards expressed as intended outcomes, behaviours, skills and knowledge</p>
<p>8.1 Use a range of tools for the purposes of collecting feedback from their service users on the perceived quality of their work</p>	<p>8.1 Provide a range of tools for staff self-review</p> <p>8.2 Use the findings from staff self-review and direct observation of practice in supervision appraisal sessions</p>	<p>8.1 Can organise and operate effective supervision and appraisal sessions for staff they line manage</p>	<p>8.1 Understand the importance of supervision and appraisal based on accurate performance information</p>
<p>9.1 Ensure that good practice is promoted</p>	<p>9.1 Ensure that examples of good practice are exchanged, promoted and celebrated</p>	<p>9.1 Can identify the relationship between positive feedback and those aspects of the work done that results in the identified success</p>	<p>9.1 Understand the need to build on good practice and celebrate achievements</p>



The Derwent Initiative  
St Cuthbert's House  
West Road  
Newcastle upon Tyne  
NE15 7PY

Tel: (0191) 274 5858 Fax: (0191) 274 5959  
Email: [director@tdinorthumbria.org](mailto:director@tdinorthumbria.org)  
Website: [www.derwentinitiative.co.uk](http://www.derwentinitiative.co.uk)