

WIRRAL LOCAL STRATEGIC PARTNERSHIP - EXECUTIVE BOARD**WEDNESDAY 19th MAY 2010****REPORT OF THE DEPUTY CHIEF EXECUTIVE / DIRECTOR OF CORPORATE SERVICES****KNOWLEDGE MANAGEMENT****1. EXECUTIVE SUMMARY**

- 1.1. Good knowledge management (KM) is necessary to achieve success in service delivery and improve outcomes for our local communities. Organisations are increasingly recognising its importance.
- 1.2. Comprehensive Area Assessment demands that not only organisations develop their approach to KM, but that partnerships also consider how knowledge is used in order to inform, and then to deliver their priorities.
- 1.3. In the North West there is an opportunity through the North West Improvement and Efficiency Partnership (NWIEP) to test out a KM framework developed by Manchester University (2007). The framework is attached to the report.
- 1.4. The following working definition of knowledge management is offered for the purposes of the project:
 - *Knowledge management is about enabling people to improve how they work. It involves capturing, creating, distilling, sharing and using know-how in order to help individuals, teams and organisations improve performance. It goes beyond passive provision of information to active engagement with knowledge held by people working within and with the organisation.*

2. BACKGROUND

- 2.1. The model identifies a number of generic, organisational KM themes, i.e. categories under which KM activities are grouped:
 - Knowledge procedures and infrastructure
 - Capturing and sharing knowledge
 - People management

It then goes on to identify different levels of maturity at which organisations / partnerships operate and the various activities that characterise these different levels. The model offers opportunity to identify good practice that already exists across the Partnership that promotes knowledge transfer and learning, what factors are necessary to create these conditions, and any barriers that may exist.

3. PROJECT OVERVIEW

- 3.1. The project would evaluate, for the first time, the KM model that has been developed by the University in collaboration with NWIEP and IDeA and with a number of local authorities throughout the North West. The project would determine the potential usefulness of the model to Local Strategic Partnerships.
- 3.2. There would be no monetary cost to the Partnership however the project would need to be agreed by June 2010 in order to be certain of securing funding from NWIEP. The project team from the University would include a project director / researcher and administrative support. A commitment would be required from partners to:
 - Participate in an initial self assessment questionnaire
 - Feedback to each collaborating partner
 - A facilitated meeting of the partnership to share findings and agree next steps

The timescale for the project would be July – December 2010.

- 3.3. The focus of the work will be inequalities. The KM framework will be tested by collaborating with Partnership staff who are at the forefront of knowledge transfer between the partners *and* who are specifically involved in initiatives that address inequalities.

4. PROJECT BENEFITS

- 4.1. Testing the model would help the Partnership, and organisations, to answer a number of questions which provide the framework for the project:
 - How might the partnership use knowledge to best effect?
 - How does KM inform the decision making process?
 - What are the critical success factors for managing knowledge efficiently and effectively?
 - What barriers exist to effective KM?
 - Do conditions already exist for knowledge transfer and learning, i.e. where is the Partnership operating at high levels of maturity? How might these conditions then be adapted across the Partnership?
 - How might Joint Strategic Needs Assessment be integrated into a KM framework for the Partnership?
- 4.2. The project would also link to Wirral LSP Self Evaluation conducted during 2009 (Part 2, *How the LSP goes about achieving its objectives*) which made reference to:
 - Learning and whether the Partnership was incorporating all its knowledge into the performance management cycle and,
 - Research and data and how a more joined up approach using local intelligence from all sources should be incorporated into the Community Engagement Strategy.

5. INTELLIGENT NETWORKS

- 5.1. There is another piece of research underway currently that links to this proposal and was commissioned by the Liverpool City Region Directors of Public Health during 2009. This project is being led by Manchester Business School in collaboration with Sefton; Dr Stephen Brookes is the Project Lead and Dr Adrian Nelson the Project and Research Coordinator.
- 5.2. This research is exploring the roles of collective leadership, social networks and effective intelligence in partnership working in the area of health inequalities and will focus on three themes:
- Leadership in a collaborative environment
 - Intelligent networks through partnership activity
 - Effective use of intelligence in the application of knowledge and skills for joint working

The project will take the form of:

- Part 1 – an overarching online survey which asks questions about 'collective leadership' and will provide an overview for the partnership. This should take about 15 minutes to complete.
- Part 2 - a 'networking' online survey which basically asks who talks to who regarding health inequalities and should give an assessment of different organisations and teams and how involved they are in health inequalities. This survey will take approx. 30 minutes.

6. WHY UNDERTAKE BOTH PROJECTS?

- 6.1. The two projects are complementary. The Intelligent Networks approach will allow us to benchmark our leadership capacity against Sefton and other City Region authorities and compare *how information about health inequalities flows around ours and other Partnerships*.
- 6.2. The KM project examines in greater depth the organisational strengths and weaknesses in relation to the management of knowledge, and assesses our level of maturity in respect of:
- Capturing and sharing knowledge
 - The people management aspects of KM
 - Knowledge procedures and infrastructure
- 6.3. Some of the partners completing the intelligent networking questionnaires will also be asked to fill in the KM questionnaire, but the lengths of time required for these activities is relatively modest in comparison to the potential benefits for the partnership.

7. RECOMMENDATIONS

- 7.1. To consider the proposal with particular reference to the questions outlined in 4.1 and their relevance to the Partnership.
- 7.2. To agree the time commitment that will be necessary to support the project such as self assessment outlined in 3.2.

Jim Wilkie

Deputy Chief Executive / Director of Corporate Services

This report was prepared by Carolyn Curr, Head of Policy, who can be contacted on 0151 691 8152