

**ARE RUBRICS IN YOUR
TOOLKIT?**

ChEW Festival of Impact
and Evaluation

3 July 2024

BRIGHTPURPOSE

RU-WHAT?

- You've seen them before
- A framework for measuring performance and progress
- Descriptive and narrative
- Draws on diverse types of evidence to measure performance
- Work in progress example from Great Yarmouth Homeless Alliance:

TREAT ME WITH KINDNESS AND RESPECT

BASIC	BETTER	BEST	UNACCEPTABLE
Uses my name when talking to me	Actively listens to what I'm saying	Treats me as an equal, whilst remaining professional and supportive	Talks negatively about me to others
Does not dismiss or judge me	Responsive to communications	Respects and embraces my differences	Treats me primarily as a safety concern
Makes eye contact when I enter	Respects my time	Feels accessible to me	
Smiles when I enter	Reliable with appointments or plans made		
Offers me a drink			

WHEN ARE RUBRICS USEFUL?

- When change is complex and multi-dimensional
- When 'simple' or conventional measures of success don't apply
- When change is likely to take a long time
- To understand how conditions and context are changing
- To build a shared understanding of what matters
- As a development tool, to plan next steps and agree priorities when there are many options



CASE EXAMPLE

LLOYDS BANK FOUNDATION PEOPLE AND COMMUNITIES TEAM

Working alongside six communities to facilitate and support them to change their systems.

Vision

A future where local communities collaborate equally – including strong, small, community-led organisations – to design and deliver services that meet the complex needs of individuals, whenever and however they need them

HOW THE HECK DO YOU MEASURE THAT?



- System change is complex and relies on many different factors
- Success will look different in each community
- Very long-term goal – we may not be around to see the final results
- We need ways to see how things are changing in the shorter term
- We need to reflect the nuance and complexity of system change whilst also being accountable to the Board



THE SYSTEM MATURITY MODEL

- What factors underpin a system that behaves as described in the vision?
 - evidence from others trying to facilitate system change
 - experience from the Team and the six communities about what matters
- Initially identified five domains
- Through testing and discussion, it expanded to nine



NINE DOMAINS

- Vision
- Collaboration
- Accountability
- Involvement
- Planning/Strategy/
Programming
- Finance
- Service delivery
- Workforce development
- Learning, evaluation and
continuous improvement

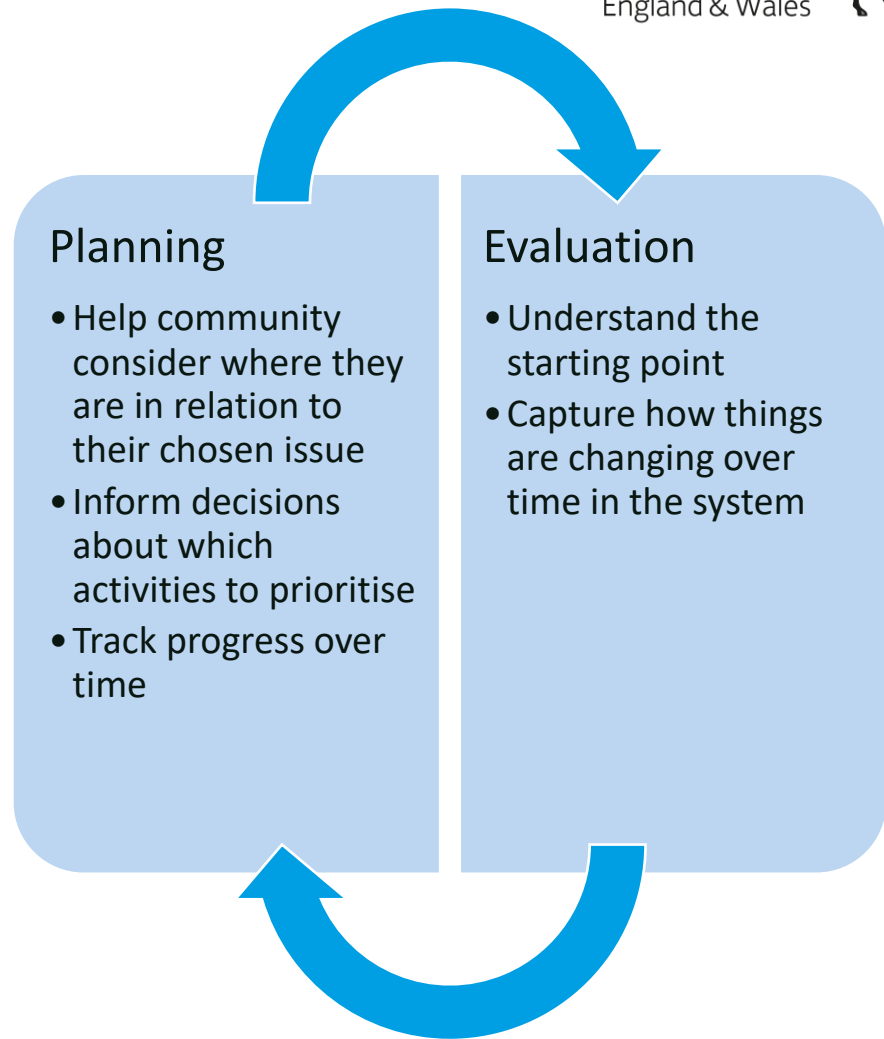


	5	4	3	2	1
1. Vision	The shared vision is embedded in everything that people do. It flows from top to bottom and all organisations articulate it in similar ways, allowing for their differing cultural norms.	The shared vision sets a clear direction, and articulates where organisations and people fit in to achieving it.	The shared vision is well formed and commonly understood, but is articulated in different ways by different organisations.	There is a shared vision, but it is loosely formed, which leads to different organisations/people interpreting it in different ways.	There is no clear shared vision for the future, or there are competing visions.
2. Collaboration	Partner organisations work collaboratively. This sometimes involves compromising their individual organisational priorities, in the interest of achieving the shared vision.	Roles, responsibilities and incentives reflect the need to collaborate, leading to new ways of working.	Many decisions are made across boundaries. Shared outcomes are starting to be developed.	There is some mutual understanding between local partners. Collaborative behaviour is not yet commonplace.	Collaboration across boundaries is limited.
3. Accountability	Partners are accountable to each other and to the community for achievement of the shared vision, and hold each other to account on an ongoing basis.	Partner organisations have agreed their respective accountability to each other and the community, and have begun to change their internal systems to support this.	There is broadly the right partnership structure to enable shared accountability and decision-making.	There is a recognition that shared accountability will be needed between partners to achieve the shared vision.	Responsibilities and accountabilities are limited to within individual organisational boundaries. There is no shared accountability between partners.

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A DUAL-PURPOSE TOOL

**LLOYDS BANK
FOUNDATION**
England & Wales





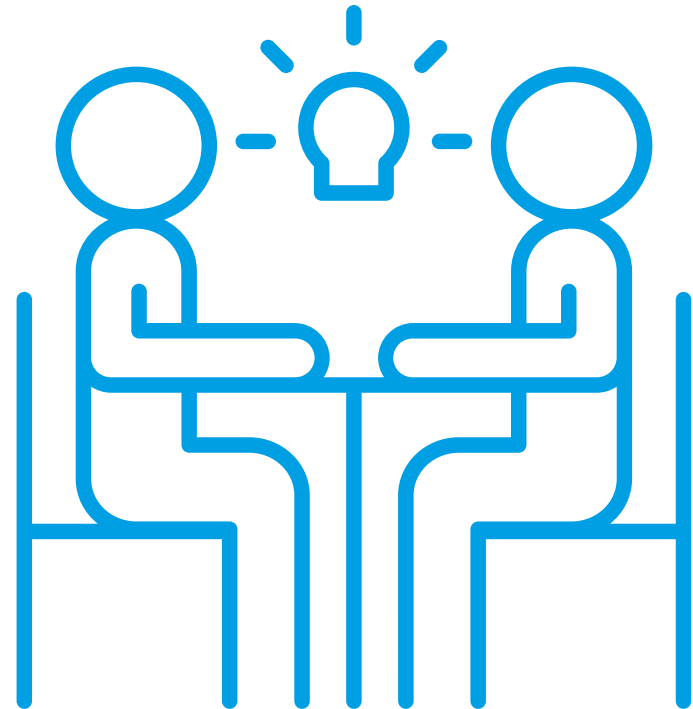
HOW WE USE IT

- Community partners agree a baseline when they have decided on their system change theme
- They use the domain scores to prioritise what actions to take first
- Follow-up at least every 18 months for evaluation
- Follow-up as often as is helpful for charting progress and revisiting priorities
- Currently identifying the behaviours which support each domain



FACILITATION IS CRUCIAL

The scores are the output, but the discussion is the thing that really matters



5 TOP TIPS FOR BUILDING RUBRICS

1. Co-develop and pilot with a small group of users
2. Combine research evidence and real experience
3. Get the language right
4. No more than 12 domains, preferably fewer
5. Find a different name for it as quickly as you can!

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RESOURCES



System Maturity Model



Community Resilience Framework



Get in touch to talk Rubrics:
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QUESTIONS





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