

COMMITTEE: 2 NOVEMBER 2009

PARTNERSHIP ASSESSMENT SCORECARD AND IMPROVEMENT PLAN

Report by CHP Facilitator

1. PURPOSE OF REPORT

- 1.1 To inform the Community Health Partnership Committee of the results of the Partnership Assessment Scorecard 2009 and propose improvement areas for the coming year.

2. BACKGROUND

- 2.1 In 2005, Rocket Science Consultancy was commissioned to develop a bespoke Partnership Assessment Scorecard (PAS) to allow the effectiveness of partnership working through Community Planning in East Ayrshire to be measured.
- 2.2 The results of the PAS have been utilised to inform the preparation of future workplans and annual performance reports for Community Planning. In addition, they have supported Partner organisations in identifying and addressing areas for improvement and training needs within their individual organisations in relation to working within a Community Planning framework.
- 2.3 In addition, the PAS allowed Community Planning Partners to monitor their progress in fulfilling their statutory duty under the Local Government in Scotland Act 2003 to participate in the Community Planning process. Furthermore, reviewing the effectiveness of partnership activity was a recommendation contained within Audit Scotland's Community Planning – An Initial Review document.
- 2.4 The PAS exercise was initially undertaken in March 2006 and repeated on an annual basis to March 2008.
- 2.5 Following the evaluation of the PAS in September 2008, at its meeting on 27 January 2009, the Community Planning Joint Officers' Group (JOG) agreed to utilise the 'SurveyMonkey' online survey tool in the future for the implementation of the annual PAS exercise. Arrangements to ensure that the 2009 PAS exercise was progressed were taken forward by the Community Planning and Partnership Unit.
- 2.6 In addition, at its meeting on 24 March 2009, the JOG endorsed the revised PAS question set, which was adapted from the PAS questionnaire used in previous years.

3. PARTNERSHIP ASSESSMENT SCORECARD IMPLEMENTATION 2009

- 3.1 In March 2009, the identified Managers within relevant Partner organisations reviewed and revised the nominated 'Scorer Group' for their organisation. As in previous years, this process was managed by the Community Planning and Partnership Unit.
- 3.2 The PAS was scored by all 'Scorer Groups' between 22 April and 12 June 2009. Scorer Groups for 2009 had been reduced from eight to six following the refocusing of East Ayrshire Community Health Partnership within NHS Ayrshire and Arran and the transfer of local enterprise companies to Scottish Enterprise, leaving a small number of staff operating in the local area. The views of Partner agencies, including Scottish Enterprise, Skills

Development Scotland and Strathclyde Partnership for Transport, continue to be represented through the Partnership groups.

- 3.3 A total of 389 individuals within the identified Scorer Groups had an opportunity to participate in the PAS 2009, with 236 (61%) individuals completing and returning the scorecard, including 97 (41%) participants who were new scorers this year.
- 3.4 The response rates for the 2009 PAS exercise and a comparison with the response rates for the previous years are as follows:

Partner/Group	2006 Response Rates	2007 Response Rates	2008 Response Rates	2009 Response Rates
Partnership - Strategic	65%	74%	78%	82%
Partnership - Operational	76%	85%	75%	83%
East Ayrshire Council	56%	66%	63%	67%
NHS Ayrshire and Arran	32%	27%	24%	35%
Strathclyde Police	100%	100%	100%	80%
Strathclyde Fire and Rescue	80%	100%	100%	88%

- 3.5 Whilst NHS has increased its response rate for 2009 it still remains the lowest of the Community Planning Partners. This low response rate is also reflected in the East Ayrshire CHP staff survey results which was the lowest in Ayrshire. Through various improvement and awareness raising activities it is hoped that this rate will continue to improve in 2010.

4. PARTNERSHIP ASSESSMENT SCORECARD RESULTS

- 4.1 Displayed in Appendix One are the Combined Results for all 'Scorer Groups' 2009. The NHS Ayrshire and Arran results have been marked in bold for ease of comparison with other Community Planning Partners.
- 4.2 Partners have access to a wider range of information in respect of their organisations' scores through their identified 'Scorer Group' Managers and are requested to consider this information, and implement an action plan in respect of identified issues, as appropriate.

PAS 2008 – Agreed Priorities

- 4.3 Following the PAS exercise in 2008, the issues detailed below were identified as priorities to be addressed through the Joint Officers' Group Workplan:
- Awareness of Local People; and
 - Awareness of Partners' Operational Staff.

Awareness of Local People

- 4.4 Improving the 'Awareness of local people' was addressed through a range of mechanisms. In addition to strengthening and increasing community representation in Community Planning decision making, the establishment of the four new Local Community Planning Forums from 1 April 2008 was effective in promoting awareness of Community Planning in local communities. In addition, the Community Planning and Partnership Unit's Consultation and Engagement staff, in conjunction with members of the Federations of Community Groups, continued to deliver presentations to Community Councils, which have been well received by local people. The first Community Planning Partnership Awards Ceremony, held on 26 March 2009, to honour East Ayrshire's 'local heroes' for their tireless work towards making life better within their local communities, raised the profile of Community Planning locally, and 'The Work That They Do' booklet, which was prepared highlighting the

work of the community and voluntary groups involved, will further improve the awareness of local people.

Awareness of Partners' Operational Staff

- 4.5 To raise awareness of Partners' operational staff, a range of 'Quick Word About' documents continued to be prepared and circulated in relation to Community Planning related topics. In addition, the Community Planning website continued to provide a useful resource for staff in terms of awareness raising and provision of information. 'The Work That We Do' booklet was prepared and distributed to highlight how a range of staff across the Partner agencies and community representatives contribute to Community Planning through their daily activity.
- 4.6 It can be noted from Appendix 1 that the average score for 'Awareness of Partners' Operational Staff' is 2.8. Once again, Partners may wish to continue to progress work in this area.

PAS 2009 – Issues for consideration

- 4.7 The revisions to the PAS question set for 2009 mean that it has not been possible to make a comparison with scores from the previous years. Consequently, it is proposed that the 2009 PAS results will provide a new baseline for the purpose of comparison as we go forward.
- 4.8 Highlighted below, for noting, are the top five average scores in 2009.

Sub-topic	Topic	Score
Delivering the right services for communities	Community Engagement	3.7
Personal Awareness	Awareness	3.6
Understanding the needs of different groups	Community Engagement	3.5
Making a difference	Impact	3.4
Awareness of Partners' Strategic Staff	Awareness	3.4

- 4.9 Highlighted below are the sub-topics, which received an aggregated score of 2.5 or less in the PAS 2009 exercise.

Sub-Topic	Topic	Score
Awareness of Key Stakeholders	Awareness	2.5
Sharing Information	Structures & Processes	2.4
Targeting additional mainstream financial resources	Structures & Processes	2.4
Awareness of Local People	Awareness	2.2

- 4.10 At the meeting of 14 July 2009, JOG members considered the issues above and recommended that the following sub-topics be addressed as part of the JOG Workplan during 2009/10:
- Awareness of local people;
 - Awareness of key stakeholders; and
 - Awareness of Partners' operational staff.
- 4.11 Highlighted below are further areas from the NHS results which scored 1.9 or less (and not included in 4.10 above) in the PAS 2009 exercise

Sub-Topic	Topic	Score
Shared Vision	Ownership & Commitment	1.9
Staff Roles	Ownership & Commitment	1.7
Joint Resourcing	Ownership & Commitment	1.9
Understand how to contribute	Structures & Processes	1.9
Communication	Structures & Processes	1.9

4.12 In addition to the JOG Workplan, it is considered appropriate for the CHP to consider additional improvement activities in response to the above. It is felt that a focus upon improving perceptions in the areas above will also assist in addressing some of the lower performing areas in the CHP Staff Survey particularly around roles, communication and vision. There is a need to raise awareness about the wider community planning agenda and how all staff have a role in delivering this. To this end, a proposed improvement plan has been detailed at Appendix 2 of this report for Committee consideration.

5. INITIAL REVIEW OF THE REVISED PAS PROCESS

5.1 Overall, there were no significant process issues during the implementation of the PAS exercise through utilising the 'SurveyMonkey' online survey tool. Technical issues arising were in the main easily resolved.

5.2 Additional functionality provided by the 'SurveyMonkey' tool included being able to identify where invitations which were issued to scorers were 'undeliverable', for example through the recipient's mailbox being full. This allowed remedial action to be taken.

6. RECOMMENDATIONS

6.1 The CHP Committee is requested to:

- i) note the progress in relation to the Partnership Assessment Scorecard;
- ii) agree to work with Community Planning Partners through the Joint Officers' Group to implement the annual work programme;
- iii) agree to implement the CHP Improvement Plan as detailed in Appendix 2 to the report and agree to receive a progress report on an annual basis; and
- iv) otherwise, note the content of the report.

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CHP Facilitator

6 October 2009

(Adapted from a previous report by Elizabeth Morton Depute Chief Executive to Joint Officers Group)

APPENDIX 1

Sub-topic	Topic	Partnership (Overall)	EAC	NHS	Police	Fire
Personal Awareness	Awareness	3.6	3.5	2.7	3.0	3.2
Awareness of Partners' Strategic Staff	Awareness	3.4	3.3	2.6	2.7	4.7
Awareness of Partners' Operational Staff	Awareness	2.8	2.9	2.1	2.9	3.2
Awareness of Local People	Awareness	2.2	2.2	1.6	2.6	3.0
Awareness of Decision Makers	Awareness	3.1	3.0	2.3	2.7	4.3
Awareness of Key Stakeholders	Awareness	2.5	2.5	2.0	2.3	3.8
Shared Vision	Ownership & Commitment	2.9	2.8	1.9	2.9	3.8
Ownership	Ownership & Commitment	3.0	2.7	2.2	2.9	4.2
Delivery	Ownership & Commitment	2.9	2.7	2.1	2.7	4.2
Staff Roles	Ownership & Commitment	2.7	2.6	1.7	3.0	3.6
Joint Resourcing	Ownership & Commitment	2.7	2.5	1.9	3.1	4.0
Understand how to contribute	Structures & Processes	2.8	2.7	1.9	2.4	3.5
Communication	Structures & Processes	2.7	2.7	1.9	2.4	3.3
Targeting additional mainstream financial resources	Structures & Processes	2.4	2.4	1.6	2.0	3.7
Effective structures and processes	Structures & Processes	2.8	2.9	2.0	2.3	2.7
Sharing Information	Structures & Processes	2.4	2.3	1.8	2.3	2.8
Structures and opportunities	Community Engagement	3.1	2.8	2.3	2.9	3.3
Providing training and support	Community Engagement	2.8	2.6	2.0	2.6	3.2
Engaging with communities on strategies and plans	Community Engagement	2.9	2.6	2.1	2.6	3.0
Community influence: CPP decisions	Community Engagement	2.9	2.5	2.0	2.4	2.7
Understanding the needs of different groups	Community Engagement	3.5	3.1	2.6	3.6	4.5
Delivering the right services for communities	Community Engagement	3.7	3.6	2.7	3.7	4.4
Joint Monitoring Framework	Impact	3.0	2.4	2.5	4.0	3.8
Making a difference	Impact	3.4	3.1	2.7	3.4	4.5
Total Score		70.2	66.4	51.2	67.4	87.4

APPENDIX 2

Area For Improvement Addressed	Action	Owner(s)	Timescale
<ul style="list-style-type: none"> • Awareness of Key Stakeholders 	Increase the NHS Response Rate for Partnership Assessment Scorecard return	CHP Chairs CHP Lead Officers CHP Facilitator	April 2010
<ul style="list-style-type: none"> • Awareness of Key Stakeholders • Sharing Information/communication • Shared Vision • Staff Roles 	Cascade Information presentation on Community Planning, CHP Structure and operations to wider EAC and NHS Staff teams	CHP Lead Officers OLG members	November 2009 and ongoing
<ul style="list-style-type: none"> • Awareness of Key Stakeholders • Sharing Information • Shared Vision 	Publish and distribute Community Planning 'A Quick Word About' document focusing on East Ayrshire CHP	CHP Facilitator Community Planning and Partnership Unit (CPPU)	February 2010
<ul style="list-style-type: none"> • Awareness of Key Stakeholders • Sharing Information/communication • Shared Vision • Staff Roles 	Publish and distribute an East Ayrshire CHP edition of the Community Planning document-'The Work We Do' Contribute to the planned production of 'A Guide To Community Planning' articulating the role of the CHP	CHP Facilitator CPPU	March 2010 March 2010
<ul style="list-style-type: none"> • Awareness of Key Stakeholders • Sharing Information • Awareness of local People 	Outline the work of Community Planning and the CHP in full page advert in the 'Be Active Guide'	CHP Facilitator Leisure Development	January 2010
<ul style="list-style-type: none"> • Awareness of Key Stakeholders • Sharing Information • Shared Vision 	Encourage CHP nominations to local (EAC, NHS) and National Awards	Lead Officers OLG members	October 2010
<ul style="list-style-type: none"> • Awareness of Key Stakeholders • Sharing Information/communication • Shared Vision 	Further develop CHP content on East Ayrshire Community Planning Website	CHP Facilitator CPPU Lead Officers (to supply content)	March 2010 and ongoing
<ul style="list-style-type: none"> • Awareness of Key Stakeholders • Sharing Information/communication • Shared Vision 	Further develop interactive CHP member area on East Ayrshire Community Planning website	CHP Facilitator CPPU Lead Officers (to supply content)	January 2010 and ongoing
<ul style="list-style-type: none"> • Awareness of Key Stakeholders • Sharing Information/communication • Shared Vision • Joint Resourcing 	Raise awareness and engage CHP membership in the Integrated Resource Framework Initiative via stakeholder events and information cascading.	IRF Programme Manager CHP Forum members CHP Facilitator Lead Officers	October 2009 and ongoing
<ul style="list-style-type: none"> • Awareness of Key Stakeholders • Sharing Information/communication • Awareness of local People 	Develop a coordinated approach to engaging with staff and the public via a series of Community Planning- CHP road shows and themed health events including Alcohol Awareness Week	PPF Coordinator Financial Inclusion Lead Leisure Development (CHIP Van) CHP Facilitator	March 2010 and ongoing

