



EAST AYRSHIRE PARTNERSHIP ASSESSMENT SCORECARD

Board Meeting - 15 December 2005

1. PURPOSE OF THE REPORT

- 1.1 To update the Community Planning and Partnership Board (CPPB) on progress in relation to the East Ayrshire Partnership Assessment Scorecard (PAS) and proposals for implementation.

2. PURPOSE OF THE PARTNERSHIP ASSESSMENT SCORECARD

- 2.1 Following the successful pilot with the Community Planning Joint Officers' Group (JOG) of the Scorecard developed under the auspices of Communities Scotland to facilitate the integration of Social Inclusion Partnerships with Community Planning, the Rocket Science consultancy was commissioned to develop a bespoke PAS to allow the effectiveness of partnership working through Community Planning in East Ayrshire to be measured.
- 2.2 The results of the PAS will be utilised to inform the preparation of the annual performance reports for Community Planning, the Community Regeneration Fund and the Community Voices Programme.
- 2.3 In addition, the PAS will allow 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.
- 2.4 Furthermore, through the facility to produce detailed action plans, it will support Partner organisations in identifying and addressing training needs in relation to working within a Community Planning framework.

3. DEVELOPMENT OF THE PARTNERSHIP ASSESSMENT SCORECARD

- 3.1 The Community Planning Monitoring and Evaluation Working Group was remitted by the JOG to drive this activity forward and, to date, two workshops have been facilitated by Rocket Science to construct the appropriate question set.
- 3.2 The question set, attached at Appendix 1 for information, has been considered and approved by JOG members and the scorecard has been web enabled.
- 3.3 A pilot of the East Ayrshire PAS was carried out with the JOG in early November 2005 to test the process and assess the appropriateness of the revised question set.

4. TIMESCALE FOR IMPLEMENTATION

- 4.1 It is proposed that the PAS will be utilised at the beginning of February 2006 to establish a baseline in relation to the perceptions of staff at all levels in the Partner organisations in respect of the effectiveness of Community Planning and the associated structures and processes.
- 4.2 Thereafter, it is proposed that it be used routinely in February each year to measure progress against this baseline.
- 4.3 This timescale will allow the results to inform the preparation of the annual performance reports as detailed at 2.2.

5. MANAGING THE PROCESS

- 5.1 It is proposed that activity in relation to the PAS will be co-ordinated by the Community Planning and Partnership Unit (CPPU) within East Ayrshire Council and supported by the Community Planning Monitoring and Evaluation Working Group. The detail of the process is as follows.
- 5.2 To ensure that the perceptions of a broad range of staff, both in terms of seniority and level of involvement in Community Planning processes and structures are gathered and that comparisons can be made, a number of different 'Scorer Groups' will be established.
- 5.3 A 'Scorer Group' is defined as a group of staff/Board members/Community Planning Group members/community representatives, who are invited to 'score' on a scale of 1 to 5, from their individual perspective, the position in relation to the range of topics within the PAS.
- 5.4 The high level results from all 'Scorer Groups' will be collated by the CPPU to provide a consolidated report.

Community Planning

- 5.5 To capture the perceptions of those involved on a routine basis at the strategic level in the Community Planning process, it has been proposed that 'Scorer Groups' will be established for the following:
 - ? Community Planning Partnership Board;
 - ? Core Partners' Group;
 - ? Joint Officers' Group;
 - ? Coalfield Communities Federation; and
 - ? East Ayrshire (North) Communities Federation.
- 5.6 All Partner agencies have signed up to participate in the process and support of the two Federations of Community Groups to participate in this process is requested via this paper.

5.7 Similarly, 'Scorer Groups' will be established for those involved in Community Planning at a more operational level, as follows:

- ? each of the six thematic Action Plan Working Groups;
- ? Research and Information Group; and
- ? Monitoring and Evaluation Working Group.

5.8 The 'Scorer Groups' in relation to the above Community Planning structures will be managed by the CPPU.

Partner Organisations

5.9 Although Community Planning as a way of working is at the heart of the activity of all services and organisations, the majority of staff are not involved on a day-to-day basis in the formal Community Planning process.

5.10 For this reason, it is essential that their perceptions and awareness of the process and associated structures are measured. Detailed below are the proposals for gathering these views utilising the PAS.

5.11 Members of the Monitoring and Evaluation Working Group will be remitted to identify a manager within each of their respective local Core Partner organisations, namely:

- ? East Ayrshire Council;
- ? NHS Ayrshire and Arran;
- ? East Ayrshire Community Health Partnership (CHP);
- ? Scottish Enterprise Ayrshire;
- ? Strathclyde Police; and
- ? Strathclyde Fire and Rescue.

5.12 The remit of the managers will be to:

- ? identify a 'Scorer Group' within their organisation, consisting of a representative sample of staff at all levels who are not routinely involved in Community Planning processes;
- ? invite 'scorers' to score the PAS during the first two weeks in February each year; and
- ? make the results of the exercise available to the CPPU for inclusion in appropriate annual reports as detailed at 2.2.

Guidance and Training for Managers

5.13 Guidance is currently being produced for the managers identified within each Partner organisation and training will be delivered in January 2006, prior to the PAS being utilised in February 2006.

6. RECOMMENDATIONS

6.1 The Community Planning Partnership Board is asked to:

- i) note the progress in relation to the PAS and the proposals for its implementation;
- ii) formally request that the two Federations of Community Groups participate in the PAS process; and
- iii) otherwise, note the content of the report.

Gwen Barker
Community Planning and Partnership Manager
29 November 2005

SCORECARD TOPIC	1	2	3	4	5
Topic: AWARENESS					
Awareness of Partners' Strategic Staff	? No strategic staff in Partner organisations are aware of the content and relevance of Community Planning	? Hardly any strategic staff in Partner organisations are aware of the content and relevance of Community Planning	? Some strategic staff in Partner organisations are aware of the content and relevance of Community Planning	? Almost all strategic staff in Partner organisations are aware of the content and relevance of Community Planning	? All strategic staff in Partner organisations are fully aware of the content and relevance of Community Planning and evidence can be produced to demonstrate this
Awareness of Partners' Operational Staff	? No operational staff in Partner organisations are aware of the content and relevance of Community Planning	? Hardly any operational staff in Partner organisations are aware of the content and relevance of Community Planning	? Some operational staff in Partner organisations are aware of the content and relevance of Community Planning	? Almost all operational staff in Partner organisations are aware of the content and relevance of Community Planning	? All operational staff in Partner organisations are fully aware of the content and relevance of Community Planning and evidence can be produced to demonstrate this
Awareness of Local People	? Local people and community and voluntary groups are not aware of the content and relevance of Community Planning	? Local people and community and voluntary groups are vaguely aware of the content and relevance of Community Planning	? Local people and community and voluntary groups are somewhat aware of the content and relevance of Community Planning	? Local people and community and voluntary groups are almost fully aware of the content and relevance of Community Planning	? Local people and community and voluntary groups are fully aware of the content and relevance of Community Planning and evidence can be produced to demonstrate this
Awareness of Decision Makers	? Key decision makers (such as local politicians and agency Board Members) are not aware of the content and relevance of Community Planning	? Key decision makers (such as local politicians and agency Board Members) are vaguely aware of the content and relevance of Community Planning	? Key decision makers (such as local politicians and agency Board Members) are somewhat aware of the content and relevance of Community Planning	? Key decision makers (such as local politicians and agency Board Members) are almost fully aware of the content and relevance of Community Planning	? Key decision makers (such as local politicians and agency Board Members) are fully aware of the content and relevance of Community Planning and evidence can be produced to demonstrate this
Awareness of Key Stakeholders	? Key stakeholders (such as the business community, the colleges and the voluntary sector) are not aware of the content and relevance of Community Planning	? Key stakeholders (such as the business community, the colleges and the voluntary sector) are vaguely aware of the content and relevance of Community Planning	? Key stakeholders (such as the business community, the colleges and the voluntary sector) are somewhat aware of the content and relevance of Community Planning	? Key stakeholders (such as the business community, the colleges and the voluntary sector) are almost fully aware of the content and relevance of Community Planning	? Key stakeholders (such as the business community, the colleges and the voluntary sector) are fully aware of the content and relevance of Community Planning and evidence can be produced to demonstrate this



SCORECARD TOPIC	1	2	3	4	5
TOPIC: OWNERSHIP & COMMITMENT					
Shared Vision	? No Partners use the shared vision to guide their actions and contributions	? Hardly any Partners use the shared vision to guide their actions and contributions	? Some Partners use the shared vision to guide their actions and contributions	? Almost all Partners use the shared vision to guide their actions and contributions	? All Partners use the shared vision to guide their actions and contributions
Staff Roles	? No staff have an understanding of how to contribute to the vision	? Hardly any staff have an understanding of how to contribute to the vision	? Some staff have an understanding of how to contribute to the vision	? Almost all staff have an understanding of how to contribute to the vision	? All staff have an understanding of how to contribute to the vision
Ownership	? No Partners feel a strong sense of shared ownership and responsibility for the success of Community Planning	? Hardly any Partners feel a strong sense of shared ownership and responsibility for the success of Community Planning	? Some Partners feel a strong sense of shared ownership and responsibility for the success of Community Planning	? Almost all Partners feel a strong sense of shared ownership and responsibility for the success of Community Planning	? All Partners feel a strong sense of shared ownership and responsibility for the success of Community Planning and this generates real commitment
Delivery	? No Partners invest the time needed to ensure delivery of the Community Plan in their organisations	? Hardly any Partners invest the time needed to ensure delivery of the Community Plan in their organisations	? Some Partners invest the time needed to ensure delivery of the Community Plan in their organisations	? Almost all Partners invest the time needed to ensure delivery of the Community Plan in their organisations	? All Partners invest the time needed to ensure delivery of the Community Plan in their organisations
Joint Resourcing	? Partners do not create opportunities for joint resourcing and delivery	? Partners do a little to create opportunities for joint resourcing and delivery	? Partners make some effort to create opportunities for joint resourcing and delivery	? Partners make quite a lot of effort to create opportunities for joint resourcing and delivery	? Partners can demonstrate that they maximise all opportunities for joint resourcing and delivery



SCORECARD TOPIC	1	2	3	4	5
TOPIC: STRUCTURES & PROCESSES					
Understand how to contribute	? No Partners are aware of the structures of the partnership, how it operates and how to fully participate within it	? Hardly any Partners are aware of the structures of the partnership, how it operates and how to fully participate within it	? Some Partners are aware of the structures of the partnership, how it operates and how to fully participate within it	? Almost all Partners are aware of the structures of the partnership, how it operates and how to fully participate within it	? All Partners are fully aware of the structures of the partnership, how it operates and how to fully participate within it
Communication	? No Partners take responsibility for communicating decisions and actions to other partners and within their organisation	? Hardly any Partners take responsibility for communicating decisions and actions to other partners and within their organisation	? Some Partners take responsibility for communicating decisions and actions to other partners and within their organisation	? Almost all Partners take responsibility for communicating decisions and actions to other partners and within their organisation	? All Partners take responsibility for communicating decisions and actions to other partners and within their organisation
The right members - Representation	? None of the representatives on key community planning structures are appropriate in terms of responsibility and delegated authority	? Hardly any of the representatives on key community planning structures are appropriate in terms of responsibility and delegated authority	? Some of the representatives on key community planning structures are appropriate in terms of responsibility and delegated authority	? Almost all of the representatives on key community planning structures are appropriate in terms of responsibility and delegated authority	? All of the representatives on key community planning structures are appropriate in terms of responsibility and delegated authority
Targeting additional mainstream financial resources	? No Partners target additional mainstream financial resources at identified priority areas	? Hardly any Partners target additional mainstream financial resources at identified priority areas	? Some Partners target additional mainstream financial resources at identified priority areas	? Almost all Partners target additional mainstream financial resources at identified priority areas	? All Partners target additional mainstream financial resources at identified priority areas
Sharing Information	? The Partners do not share essential information and knowledge	? The Partners share information and knowledge on an ad hoc basis	? The Partners have some systems to ensure regular sharing of essential information and knowledge about needs, priorities and what does or does not work	? The Partners have integrated systems to ensure regular sharing of essential information and knowledge about needs, priorities and what does or does not work	? The Partners have one joint system to ensure regular sharing of essential information and knowledge about needs, priorities and what does or does not work
Effective structures and processes	? No structures and processes are well defined and designed to ensure that they encourage joined up behaviour and approaches	? Hardly any structures and processes are well defined and designed to ensure that they encourage joined up behaviour and approaches	? Some structures and processes are well defined and designed to ensure that they encourage joined up behaviour and approaches	? Almost all structures and processes are well defined and designed to ensure that they encourage joined up behaviour and approaches	? All structures and processes are well defined and designed to ensure that they encourage joined up behaviour and approaches



SCORECARD TOPIC	1	2	3	4	5
TOPIC: COMMUNITY ENGAGEMENT					
Structures and opportunities	? There are no structures and opportunities for the community to play an active role in community planning	? There are hardly any structures and opportunities for the community to play an active role in community planning	? There are some structures and opportunities for the community to play an active role in community planning	? There are quite a lot of structures and opportunities for the community to play an active role in community planning	? There are excellent structures and opportunities for the community to play an active role in community planning
Providing training and support	? There are no opportunities for the community to develop the skills they need to engage in the community planning process	? There are hardly any opportunities for the community to develop the skills they need to engage in the community planning process	? There are some appropriate and high quality opportunities for the community to develop the skills they need to engage in the community planning process	? There are quite a lot of appropriate and high quality opportunities for the community to develop the skills they need to engage in the community planning process	? There is a full range of appropriate and high quality opportunities for the community to develop the skills they need to engage in the community planning process
Engaging with communities on strategies and plans	? The community does not participate in the preparation of plans and strategies	? The community hardly participates in the preparation of plans and strategies	? The community somewhat participates in the preparation of plans and strategies	? The community mostly participates in the preparation of plans and strategies	? The community fully participates in the preparation of plans and strategies and evidence can be produced to demonstrate this
Community influence: CPP decisions	? The community has no influence on the Community Planning Partnership's decisions	? The community has very little influence on the Community Planning Partnership's decisions	? The community has some influence on the Community Planning Partnership's decisions	? The community has quite a lot of influence on most of the Community Planning Partnership's decisions	? The community has a very significant influence on all of the Community Planning Partnership's decisions and evidence can be produced to demonstrate this
Understanding the needs of different groups	? No Partners have an in depth understanding of the issues and needs for different groups including the hard to reach groups in local communities	? Hardly any Partners have an in depth understanding of the issues and needs for different groups including the hard to reach groups in local communities	? Some Partners have an in depth understanding of the issues and needs for different groups including the hard to reach groups in local communities	? Almost all Partners have an in depth understanding of the issues and needs for different groups including the hard to reach groups in local communities	? All Partners have an in depth understanding of the issues and needs for different groups including the hard to reach groups in local communities



East Ayrshire Community Planning Partnership

SCORECARD TOPIC	1	2	3	4	5
TOPIC: COMMUNITY ENGAGEMENT – continued					
<i>Delivering the right services for communities</i>	? None of the services delivered meets the identified needs of the community	? Hardly any of the services delivered meet the identified needs of the community	? Some of the services delivered meet the identified needs of the community	? Almost all of the services delivered meet the identified needs of the community	? All of the services delivered meet the identified needs of the community and evidence can be produced to demonstrate this
<i>Reporting back to communities</i>	? The Partners do not report back to communities	? The Partners hardly ever report back to communities	? The Partners sometimes report back to communities	? The Partners almost always report back to communities	? The Partners always report back to communities



SCORECARD TOPIC	1	2	3	4	5
TOPIC: IMPACT					
Evidence: difference made	? No data is collected to measure the difference made	? Hardly any data is collected to measure the difference made	? Some data is collected to measure the difference made	? Quite a lot of data is collected to measure the difference made	? Comprehensive and high quality data is collected to measure the difference made
Joint Monitoring Framework	? The Partners do not have any system for joint monitoring	? The Partners have hardly any systems for joint monitoring	? The Partners have some systems for joint monitoring	? The Partners have joint and integrated monitoring frameworks	? The Partners have a single interactive monitoring framework which is regularly updated
Measuring the impact of services to communities	? The Partners never measure the impact of the Partnership's activities on the community	? The Partners hardly ever measure the impact of the Partnership's activities on the community	? The Partners sometimes measure the impact of the Partnership's activities on the community	? The Partners regularly measure the impact of the Partnership's activities on the community	? The Partners always measure the impact of the Partnership's activities on the community
Making a difference	? Working in partnership has resulted in no improvement to outcomes for communities	? Working in partnership has resulted in very little improvement to outcomes for communities	? Working in partnership has resulted in some improvement to outcomes for communities	? Working in partnership has resulted in quite a lot of improvement to outcomes for communities	? Working in partnership has resulted in significant improvement to outcomes for communities and evidence can be produced to demonstrate this

NOTES

There are five main topics in the scorecard:

- ? Awareness (5)
- ? Ownership and commitment (5)
- ? Structures and processes (6)
- ? Community engagement (7)
- ? Impact (4)

There are currently 27 features in the scorecard.

