



## **Chapter 6: Partnership Assessment and Development Toolkits**

**An Overview of Some Available Resources**

**HEALTH, SOCIAL CARE AND HOUSING  
PARTNERSHIP WORKING**

**BRIEFING NOTES FOR PRACTITIONERS AND  
MANAGERS**

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This series of brief guidance notes is aimed at helping managers and practitioners understand and apply the evidence of best practice in partnership to their own practice. Based on extensive review of the literature, it provides short and practical guides, with review questions on:

- 1. Why work in Partnership?**
- 2. What is Partnership?**
- 3. The Scottish Policy Context for Partnership**
- 4. Barriers to Partnership**
- 5. The Characteristics of Successful Partnerships**
- 6. Partnership Assessment and Development Toolkits**
- 7. Bibliography.**

Full references to works cited are given at Chapter 7

## INTRODUCTION

In seeking to develop and sustain partnerships, many people have found a self assessment approach, using toolkits established through evidence based research, a very effective way of focussing on priorities for their own partnership development agenda.

However, there is a plethora of websites and toolkits available and the choice between them can be bewildering and time consuming. The following guide helps to describe the content of some key tools and assist with the selection of the right tool for individual partnerships' needs.

## PERFORMANCE MANAGEMENT FOR PARTNERSHIPS

### The Partnership Outcomes Performance Improvement Tool (POPIT)

This a diagnostic tool to help partnerships:

- reflect on current practice in managing partnership performance
- identify the areas of good progress and those where development is needed
- develop outline improvement plans

It is based around a self assessment questionnaire which sets out the characteristics of effective performance management of partnerships, identifies key questions to help focus attention on what is important and signposts partners to various next steps and resources according to their responses to the questions. The resources have several uses:

- As a basis for action planning
- As a basis for team learning and development
- As briefings for staff and other members of partnerships

There are three types of resource which come with the toolkit:

**Fact Sheets:** Drawn from a review of the literature and covering all aspects of performance management in partnership, these are 27 short (c2 page) sheets which give a brief overview of the subject matter and guide to further resources. They are all available on the web site and individual fact sheets of particular relevance will be identified in the bespoke report which is generated when answering the questionnaire.

**Case Studies:** Drawn from local experience and published evidence of good practice elsewhere, these case studies are arranged in relation to the elements of the performance framework to which they have most relevance. Again, specific case studies will be recommended based on answers to the questionnaires.

**Web resources:** A review of the many web sites covering the management of performance in the public sector has been undertaken to guide people to targeted resources.

## DECIDING TO GO INTO PARTNERSHIP AND DEVELOPING PARTNERSHIPS

### The Readiness Tools

Built on a framework of **30 customised measures** based on a combination of validated research findings into ‘what works’, along with good practice guidance, the [Readiness Tools](http://www.readiness-tools.com/)<sup>1</sup> (RTs) have been developed by the **Care Services Improvement Partnership**, in collaboration with Professor Bob Hudson from Durham University.

The Readiness Tools website allows you to manage the process of sending out tools to individuals for completion, collate their responses and perform some automated reporting which should form the beginning of your analysis. The tools include:

#### *Integrated Team Monitoring and Assessment (ITMA)*

Developed to assist those working in and responsible for, integrated team working. It provides a relatively simple and cost-effective way of assessing the effectiveness of team working through a rapid appraisal of the ‘health’ of a team covering both internal functioning and external factors. ITMA aims to do three main things:

- provide material to conduct an assessment on the current effectiveness of team working;
- with repeated use, allow changes in team functioning to be charted over time;
- provide a common framework and vocabulary for team members to develop a jointly owned approach to tackling some of the barriers to effective team working

#### *The Partnership Assessment Tool 2 (PAT 2)*

PAT 2 is a more accessible version of the PAT previously developed at the Nuffield Institute for Health and produced by The Strategic Partnering Task Force at the Office of the Deputy Prime Minister. Just as ITMA assesses inter-**professional** working, this tool helps partners to assess the readiness of inter-**agency** relationships with similar aims as ITMA against a broader focus. The tool is based around 5 principles:

- Principle 1 - Recognise & Accept the Need for Partnership
- Principle 2 - Develop Clarity & Realism of Purpose
- Principle 3 - Ownership & Trust
- Principle 4 - Robust Governance Arrangements
- Principle 5 - Monitor Measure & Learn

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<sup>1</sup> <http://www.readiness-tools.com/>

### ***Joint Strategic Needs Assessment Tool (JSNA-RT)***

The JSNA-RT assesses readiness for implementing the new requirement to produce a JSNA in England.

### ***Networks Readiness Tool***

Finally, the Networks Readiness Tool is designed to support localities wishing to develop care networks.

## **Guidance Notes and Checklists for Partnership**

**Guidance Notes and Checklists for Partnership** (of which this guide is one part) is a series of short guides based on a comprehensive review of the literature and best practice. They are intended to act as briefings for members of health, housing and social care partnerships and as materials for use in the development of partnership. The guidance notes cover:

- What is Partnership?
- The Scottish Context for Partnership in health, housing and social care
- What is the evidence base for Partnership?
- What are the Problems and Barriers to Partnership Working?
- What are the Success Factor for Partnership?
- Partnership development Toolkits and Checklists – an overview of some available resources

Two checklists have been produced for use in partnership development:

- Problem and Barrier to Partnership
- Success Factors for Partnership

These are intended to help partnerships identify which of the common barriers to partnership are problems for their own situation and which of the ingredients for successful partnership they have successfully incorporated into their partnership approach and where further development is needed.

## **CONTINUOUSLY IMPROVING PARTNERSHIP**

### **The Improvement Service**

Established as a partnership between the Scottish Government, the Convention of Scottish Local Authorities (CoSLA) and the Society of Local Authority Chief Executives (SOLACE), the [Improvement Service](http://www.improvementservice.org.uk/)<sup>2</sup> organises its work around a number of core programmes, which include:

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<sup>2</sup> <http://www.improvementservice.org.uk/>

- [Partnership and Joint Venture](#)<sup>3</sup>
- [Single Outcome Agreements](#)<sup>4</sup>

The **Community of Practice for Partnership and Joint Venture** also contains a number of links to helpful fact sheets and checklist to help you consider whether partnership working is appropriate for a particular issue and to help in deciding when to leave a partnership.

The [Document Library](#)<sup>5</sup> is particularly useful, giving direct access to a range of toolkits and documents and organised by category. Of particular relevance to the development of partnerships are the sections on:

- [Community Planning](#)<sup>6</sup>
- [Partnership and Joint Venture](#)<sup>7</sup>

The Improvement Service also lists several very useful links to other relevant websites on Local Government Improvement.

### **Dudley's Partnership Evaluation Tool**

A tool designed to answer three questions:

1. How important to the Council is our involvement in this partnership?
2. How effective is our involvement in this partnership?
3. What are our priority actions for increasing the effectiveness of our involvement in this partnership?

The simple scoring and prioritisation across 6 key themes – Strategic, Inclusive, Action focussed, Performance managed, Efficient and Learning & Development allows prioritisation of improvement actions.

## **SKILLS DEVELOPMENT**

[Smarter Partnerships](#)<sup>8</sup> was developed by EDuce for the Employers Organisation for Local Government, which no longer exists, but the site is still live and contains a range of self-assessment toolkits and development tools to promote learning and skills development for effective collaborative working:

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<sup>3</sup> <http://www.improvementservice.org.uk/core-programmes/partnership-and-joint-venture/>

<sup>4</sup> <http://www.improvementservice.org.uk/core-programmes/single-outcome-agreements/>

<sup>5</sup> [http://www.improvementservice.org.uk/component/option,com\\_docman/Itemid,43/task,do/](http://www.improvementservice.org.uk/component/option,com_docman/Itemid,43/task,do/)

<sup>6</sup> [http://www.improvementservice.org.uk/psif/component/option,com\\_docman/Itemid,556/task,cat\\_view/gid,11/](http://www.improvementservice.org.uk/psif/component/option,com_docman/Itemid,556/task,cat_view/gid,11/)

<sup>7</sup> [http://www.improvementservice.org.uk/component/option,com\\_docman/Itemid,43/task,cat\\_view/gid,63/](http://www.improvementservice.org.uk/component/option,com_docman/Itemid,43/task,cat_view/gid,63/)

<sup>8</sup> <http://www.lgpartnerships.com/>

- [The Partnership Health Check](#)<sup>9</sup> asks eight questions to give a high-level health check for a partnership and identify areas for improvement;
- [Digging Deep, Finding Answers](#)<sup>10</sup> give a more in-depth analysis and;
- [Developing Skills for Partnership Working](#)<sup>11</sup> helps people and partnerships to assess their learning needs focussed on four areas: Leadership, Trust, Learning and Managing for Performance.

## PARTNERSHIP STRUCTURES AND GOVERNANCE

**We have to stop meeting like this: the governance of inter-agency partnerships**<sup>12</sup> is a discussion paper written in 2006 by John Glasby and Edward Peck for the Integrated Care Network. It includes a **governance assessment tool for partnerships** in appendix B.

Margaret Edwards and Clive Miller's book (2003) **Integrating health and social care and making it work**<sup>13</sup>, published by the [OPM](#), whilst slightly out of date and based on English systems, contains systematic information on aspects of integration, including:

- Service Integration and Outcomes
- Commissioning
- Involving patients, service users, carers and the public
- Financing, including pooling budgets
- Human resource management
- Information and ICT
- Governance

Each chapter takes a practical approach, offers case studies and presents 'Try This' exercises for people seeking to improve integration and partnership in each area.

## MAPPING AND RATIONALISING PARTNERSHIPS

### Governing Partnerships: Bridging the Accountability Gap

The Audit Commission report (2005) **Governing Partnerships: Bridging the Accountability Gap**<sup>14</sup> urges local public bodies to take a much harder look at whether the partnerships they are involved in are delivering. The report is primarily intended to be of practical help to those involved in partnerships. Its starting point is

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<sup>9</sup> <http://www.lgpartnerships.com/howhealthy.asp>

<sup>10</sup> <http://www.lgpartnerships.com/digging.asp>

<sup>11</sup> <http://www.lgpartnerships.com/developingskills.asp>

<sup>12</sup> <http://www.integratedcarenetwork.gov.uk/icn/index.cfm?pid=10&catalogueContentID=842>

<sup>13</sup>

[http://www.opm.co.uk/resources/papers/children\\_bhlp/Integrating\\_health\\_and\\_social\\_care\\_article.pdf](http://www.opm.co.uk/resources/papers/children_bhlp/Integrating_health_and_social_care_article.pdf)

<sup>14</sup> <http://www.audit-commission.gov.uk/reports/NATIONAL-REPORT.asp?CategoryID=&ProdID=1CDA0FEF-E610-463c-B3F3-220F607B1A2C>

a **checklist of questions** that all public bodies should ask themselves about their partnerships.

### **Hull City Council's Partnership Toolkit**

**Hull City Council's Partnership Toolkit**<sup>15</sup> was developed with the Audit Commission to guide elected Members and employees of the Council when working within partnerships. The toolkit is intended to ensure, in the particular context of each partnership, that:

- The Council is clear about its purpose and expected outcomes when entering into partnerships;
- The Council's own agreed objectives and priorities are being met;
- Best use is made of available resources;
- There is clarity in relation to accountability for outcomes and quality;
- Partnership involvement, activity and outcomes are monitored and reviewed in line with the Council's Performance Management Framework;
- Risks for the Council, and for the partnership, are assessed and agreed, e.g. in achieving delivery of statutory or other targets;
- Each partnership maintains a relevance to its agreed purpose over time;
- Partnerships are properly authorised and empowered, and their legal status understood.

### **A Fruitful Partnership**

**A Fruitful Partnership**<sup>16</sup> (1998) is a dated, but classic and very useful text on partnership by the Audit Commission. It identifies a number of factors that can help organisations to decide when to work in partnership and to help partnerships to be effective. They have been translated into a series of questions for partnerships, and for councils, health bodies and police forces that are involved in partnership working. These questions have been drawn together into a checklist, the aim of which is to assist partnerships and their members in reviewing their effectiveness. Questions are organised into 4 sections:

- Deciding to go into Partnership
- Getting Started
- Operating Efficiently and Effectively
- Reviewing Success

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<sup>15</sup> [http://www.hullcc.gov.uk/portal/page?\\_pageid=221,52565&\\_dad=portal&\\_schema=PORTAL](http://www.hullcc.gov.uk/portal/page?_pageid=221,52565&_dad=portal&_schema=PORTAL)

<sup>16</sup> <http://www.audit-commission.gov.uk/Products/NATIONAL-REPORT/A190CA25-7A7E-47D1-BCAB-373A86B709C0/A%20Fruitful%20Partnership.pdf>

## TOPIC-SPECIFIC SELF ASSESSMENT

### Drug Action Teams and Crime Reduction Partnerships

The Home Office produced a [Self-Assessment for Crime and Disorder Reduction Partnerships and Drug Action Teams](#)<sup>17</sup> in 2003/4 to judge how combined DATs and crime and disorder partnerships in England and Wales are performing as a partnership and to assist with the completion of improvement plans.

In Scotland in 2003, the **Effective Interventions Unit** issued [A Guide to Working in Partnership](#)<sup>18</sup> which was specific to employability provision for drug users, but which included a **checklist to help assess the health of a partnership**.

### Economic Development and Regeneration

[5 Vital Lessons](#)<sup>19</sup> is an interactive web site developed by Educe Ltd for the Department for Education and Skills, principally to support the development of economic development partnerships, but many of the lessons are generic. The site includes tools, good practice lessons and case studies including self assessment tools and guidance on:

- High Performing Partnerships (how well is your partnership performing?)
- Partnership Life Cycle (work out how to make your partnership more productive)
- Involving the Private Sector (ways of maximising the benefits of business involvement in partnerships)

The Renewal.net [Build a Partnership Toolkit](#)<sup>20</sup> gives information and a checklist for regeneration and renewal programmes, and four further overviews on:

- Deciding on Partnership Roles and Membership
- Working in Partnership
- Building Capacity
- Establishing Accountability

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<sup>17</sup> <http://www.crimereduction.homeoffice.gov.uk/selfassessment/>

<sup>18</sup> <http://www.scotland.gov.uk/Publications/2003/03/16641/19341>

<sup>19</sup> [http://fivevital.educe.co.uk/index\\_1.htm](http://fivevital.educe.co.uk/index_1.htm)

<sup>20</sup> <http://www.renewal.net/toolkits/BuildPartnership/>