

Newcastle Wellbeing and Health Partnership

Partnership Improvement Plan

to March 2010

**Plan owner: Wellbeing and Health Partnership Executive
(Chair: Ewen Weir Vice Chair: Danny Ruta)**

Plan lead: Helen Wilding, Wellbeing and Health Partnership Coordinator

What we are aiming for

Our partnership improvement activities need to make sure that we are:

“A high quality, effective, well-connected and motivated partnership”

Executive members: Does this wording encapsulate what you aspire to? Are there any ways in which you can improve it?

Being a high quality, effective, well-connected and motivated partnership is a core part of us improving the wellbeing of adults in Newcastle.



We will know if we are a high quality, effective, well-connected and motivated partnership if:

- We have high Attendance rate at meetings (quantitative indicator)
- We leave meetings feeling positive about the work (qualitative indicator)

And in the long-term we can see that we are making a difference to the lives of adults in the City.

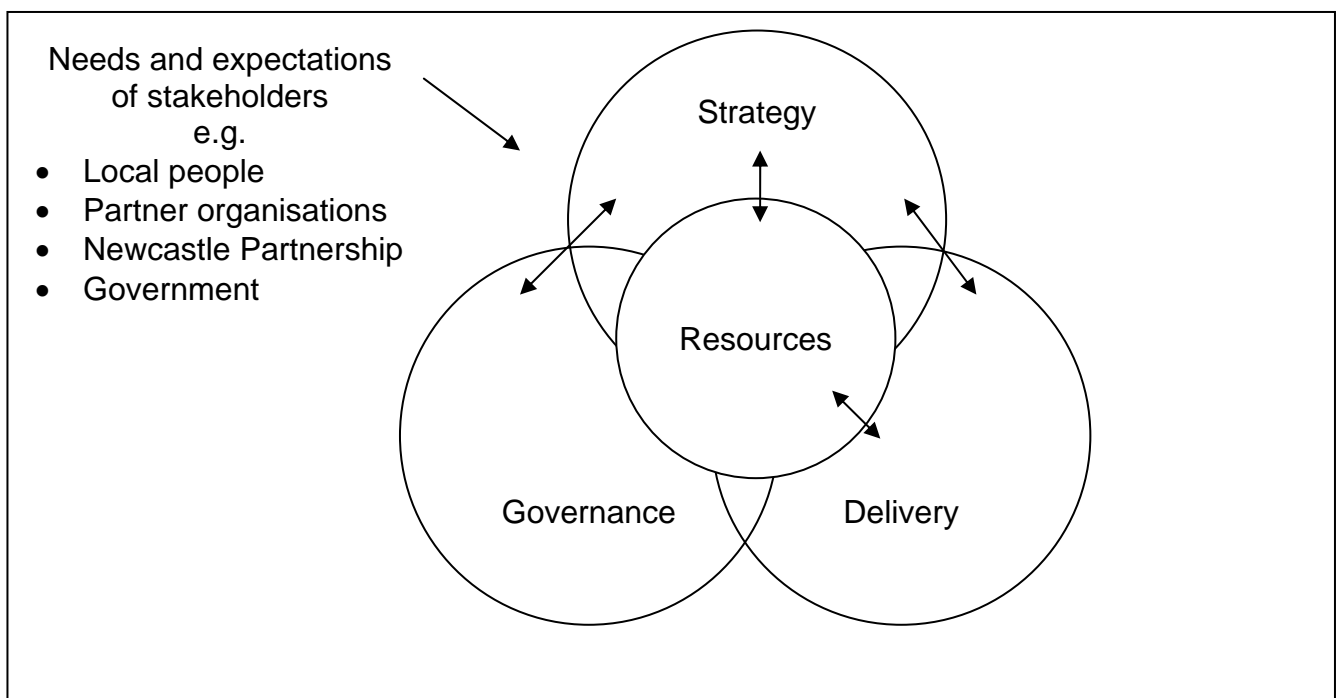
Executive members: Can you think of Indicators that would demonstrate that we are making progress to being a high quality, effective, well-connected and motivated partnership. We don't want a data collection industry but a few simple ways of seeing a change in the partnership.

A model for partnership development

Recent discussions within Safe Newcastle led to the development of a model to guide planning around partnership improvement. This is also appropriate for use in the Newcastle Wellbeing and Health Partnership.

A partnership needs to make sure four key elements – governance; strategy; delivery; and, resources – are in place and interact in a way that support and enable each other. The system needs to be responsive to the changing needs and expectations of stakeholders. This is shown diagrammatically below.

For planning purposes we take each of the elements separately – but, throughout all the work we will be aware of the importance between the interaction between the components and the importance of keeping them in alignment.



Executive members: Does the suggested model help you? Are there any ways you would improve the written description?

Governance

What do we mean by Governance?

- Arrangements for dividing up the work and then co-ordinating it
- Arrangements for leadership within the partnership and by key players within partner organisations
- Arrangements for getting the right people together to carry out a defined job for the partnership
- Arrangements for making sure that partnership groups have the information, knowledge, tools and resources they need to undertake their role
- Arrangements for ensuring there is accountability within and between different parts of the partnership
- Arrangements for working with other partnerships to identify and deliver on areas of mutual interest
- Arrangements for including and engaging all stakeholders, with a particular emphasis on the community; voluntary and community sector organisations; and, businesses.

What happens if we get Governance wrong?

- Key partner organisations will not be accountable to the partnership for their contribution to the wellbeing agenda
- We will not be able to develop and deliver good strategies
- We will not be visible to, and accountable to, stakeholders – particularly the people of Newcastle
- We will not understand and meet the expectations of all stakeholders
- We will not be able to work with other parts of the Newcastle Partnership in a productive way
- And ultimately, we do not improve the wellbeing of adults in Newcastle.

Where are we now?

- The work we carried out to develop our Risk Register, noted the following as areas for improvement:
 - governance arrangements for joint commissioning between Newcastle City Council and Newcastle Primary Care Trust.
 - Making sure the Executive Group is fit for purpose in terms of membership
 - Building relationships between key pieces of wellbeing work and the partnership governance structure
 - information flows – particularly in relation to timely availability of performance information at the Executive.
- There are changes to community involvement arrangements within the Newcastle Partnership which will mean that we no longer have Community Voices within our key meetings. But, there are other opportunities for future community engagement through the Citizen's Assembly and through LINKs
- We have active involvement of the voluntary/community sector in key groups and NCVS manages a Wellbeing and Health VCS reference group.

Our priorities to March 2010

- Create/improve accountability links between key structures in the partnership
- Develop and introduce key communication tools to develop shared understanding of the work of the partnership and enhance performance management
- Establish/re-design parts of the governance structure

- Build on existing arrangements to ensure voluntary organisations; community groups; people from communities of interest, identity and geography; and businesses are actively enabled to be part of the partnership and its work.
- Review purpose and membership of partnership groups and document in a standard Terms of Reference template.

Please see Governance section of Action Plan

Executive members: Is there anything you would add to, amend or delete in this section?

Strategy and Delivery

As it is difficult to draw a line where strategy stops and delivery starts we have chosen to take them together.

What do we mean by Strategy and Delivery?

- Processes for sharing our understanding and ownership of the Outcomes we are aiming to achieve for the adults of Newcastle (as outlined in the Sustainable Communities Strategy)
- Processes for working together to identify and understand the wellbeing needs of adults in Newcastle
- Processes for deciding on our priorities for action – taking a balanced consideration of available resources; national requirements; local needs; and expressed views of local people.
- Processes for working out how we will translate our priorities for action into delivery – this could be about:
 - operational delivery – the quantity and quality of interventions we will deliver with our current services; or
 - change/improvement projects (e.g. new services; redesign of existing services; or, introducing ways of working that provide for better co-ordination between services)
- Processes for planning, documenting, monitoring, and evaluating our delivery

What happens if we get Strategy and Delivery wrong?

- We have services that do not meet the needs of people in Newcastle
- Services are not coordinated as one system – potentially leading to fragmentation or duplication
- We may not get best use of available resources or be in a position to identify/develop new resources
- Our governance structures will not be fit for purpose
- And ultimately, we do not improve the wellbeing of adults in Newcastle

Where are we now?

- We have the Adult Wellbeing Outcomes in the Sustainable Communities Strategy
- We have the first version of our Joint Strategic Needs Assessment (JSNA) on a website www.newcastlejsna.org.uk. This gives us a clear platform from which we can continue to develop a shared evidence base and shared understanding of priorities.
- The work we carried out to develop our Risk Register, noted processes for joint commissioning between Newcastle City Council and the Primary Care Trust as an area for improvement. This will build on existing areas of good practice.
- Multiple accountability arrangements mean that we sometimes re-write the same information into different plans and report in different places.
- Our written strategies and related action plans all have slightly different formats and styles making it difficult to gain a full overview of the work and have a sense of overall progress.

Our priorities to March 2010

- Continual improvement of the content of the JSNA; making sure the content is fully owned by relevant governance groups.
- Develop a shared understanding of commissioning and potential areas of alignment between Newcastle City Council and NHS North of Tyne
- Develop and introduce ways of drawing together and communicating the full range of change/improvement work that is being delivered by partners – either individually or as a partnership; whilst minimising the need for duplicate paperwork.

Please see Strategy and Delivery section of Action Plan

Executive members: Is there anything you would add to, amend or delete in this section?

Resources

What do we mean by Resources?

- They are the 'building blocks' which we need to get the work done:
 - Tangible resources could include – finances; buildings; equipment
 - Intangible resources could include – procedures to get things done; reputation/brand; culture
 - Human resources could include – job roles; skills; competences; motivation

What happens if we get Resources wrong?

- We do not have the 'building blocks' we need to do translate our aspirations into practice.
- We cannot effectively develop or deliver strategies
- We will not have effective governance arrangements
- And ultimately, we will not improve the wellbeing of adults and older people in Newcastle

Where are we now?

- We have recently established a Wellbeing and Health Partnership Coordinator post; although this is currently filled on a secondment to mid-July
- There are fragmented arrangements for administration of partnership meetings
- We do not have the capacity and expertise to maintain and develop the Joint Strategic Needs Assessment (JSNA)
- The Partnership has access to Project Management capacity, Communications Advice and Event Management within the Adult Services Directorate Strategic Projects Division
- The Older People Strategy Board; Learning Disability Partnership Board and Safeguarding Adults Board have coordinators in place to support their work, related working groups and relevant infrastructure
- The need has been identified for coordination capacity in relation to the work of the Alcohol Strategy Delivery Board
- The partnership does not have a universal identity through which it can establish its reputation
- The partnership does not have a single database of members to support communication across the partnership
- People attending partnership meetings are motivated to be part of improving the current arrangements.

Our priorities to March 2010

- Create, maintain and coordinate capacity for partnership's coordination and development
- Create partnership brand and use it to identify all partnership working in relation to adult wellbeing
- Build understanding of, and commitment to, working in partnership to deliver adult wellbeing amongst partner organisations

Please see Resources section of Action Plan

Executive members: Is there anything you would add to, amend or delete in this section?