

**The Highland Public Services Partnership
Performance Board
6.6.13**

Agenda Item	4
Report No	

Reviewing community planning arrangements – a discussion document

Report by the Head of Policy and Performance, Highland Council

Summary

This report aims to stimulate discussion on the arrangements for community planning in Highland. It includes a proposed approach for developing the structure in a way that meets the public service reform agenda, builds on current arrangements and links to each partner's governance and accountability arrangements. While it proposes a pan-Highland strategic structure for community planning, further work would be required to scope out the arrangements at operational and local levels. For some policy areas (e.g. older people and early years) this is well defined already.

1. Background

1.1 A review of community planning arrangements was agreed at the Highland Public Services Partnership Performance Board meeting on 23.4.13. Highland Council members are supportive of the review, following the discussion at the Council meeting in May 2013 when the draft Single Outcome Agreement (SOA) and the national audit findings were considered. Board members are aware that a review of arrangements is encouraged in the new guidance for SOAs which states Community Planning Partnerships (CPPs):

“..should already be taking steps to strengthen their governance, accountability and operating arrangements; to ensure a greater pace of change and decisiveness in impact; to develop new and different ways of working and behaviour within and across partners; and to take a more systematic and collaborative approach to performance improvement.” (p.1, guidance Dec 2012).

1.2 At that same partnership meeting it was agreed that Board members from the national services for police and fire and rescue would be invited to attend CPP Board meetings.

1.3 This report sets out a proposed approach for the review.

2. Principles of the review

2.1 It is suggested that the following principles are applied to the review:

1. We continuously learn from our experience and ensure the arrangements support public service reform further in the Highlands (and around the four pillars of reform –prevention, performance, people and partnership, see Appendix 1);

2. The new arrangements support the delivery of the SOA and its future development; and
3. We acknowledge the accountability requirements placed on each partner individually.
4. We address the improvement points identified in the national audit of community planning (see Appendix 2).

3. Community planning at the strategic level

3.1 Based on the principles above and the expectations of the SOA guidance, a proposed structure for partnership working at the strategic level is attached at Appendix 3 for discussion.

3.2 The following assumptions are made for the model:

1. The governing bodies listed at the top of the diagram are based on those organisations currently involved formally in the CPP Performance Board in Highland. This may expand as the review takes place;
2. The work on health inequalities could be taken forward in partnership as a distinct policy area and/or it could be woven through the work of the other partnership groups;
3. The work in progress on community development for the partnership could be formalised as a partnership group and/or it could be woven through the work of other partnership groups;
4. During 2013 the mechanism for the delivery of EU funding programmes for 2014-20 is likely to emerge. This could be a separate group of the CPP reporting either into or out of thematic groups before being considered at the Chief Officer Board level.

3.3 The purpose of the groups at the strategic level

The seven or nine thematic groups (community development and health inequalities could be separate groups or not) at the strategic level would be responsible for:

1. Jointly agreeing the evidence base and planning, coordinating activity, setting targets and reporting performance for that theme and as set out in the outcomes tables of the SOA and any relevant supporting plans.
2. Ensuring appropriate community and stakeholder engagement in the planning and performance processes.
3. Undertaking self-evaluation in the partnership group, preparing for any audits and inspections and implementing any audit and inspection improvement points.
4. Inspiring innovative ways for partners to work together to achieve the results required.
5. On-going development the SOA and any supporting plans for that theme.

3.4 If it helps, the titles of some of the groups could be changed to reflect titles in-use e.g. Safer Highland for community safety and public protection or to reflect the broader partnership agenda e.g. For Highland's Children 4 instead of early years and Strategic Commissioning for adults instead of older people.

3.5 These would be officer groups at the senior level. To be able to carry out this function they would require:

- a named lead officer from the partnership;
- appropriate partnership engagement and input from relevant partners;
- an understanding of the total public resources available for the theme and a willingness to use that collectively (align and/or integrate resources) to meet the agreed outcomes of the joint plan;
- data support to measure performance and impact;
- an understanding of the range of engagement methods to apply and the skills required to deploy them;
- appropriate links to operational management (and sub groups if required) to ensure implementation and to understand the impacts of implementation (see section 4 below).

3.6 The purpose of the Chief Officer Partnership Board would be to drive public service reform, including the delivery of the SOA and continuous improvement of partnership working to achieve better and fairer outcomes by:

1. Ensuring and challenging the partnership's performance against the SOA's outcomes targets - through the thematic groups individually and together across the SOA (and any supporting plans if relevant);
2. Ensuring and challenging whether the partnership's work across all groups is reducing inequalities at the pace required;
3. Ensuring and challenging whether the partnership's work across all the groups is making the decisive shift to prevention required;
4. Ensuring and challenging whether the partnership can demonstrate best practice in community engagement through the thematic groups and across the SOA;
5. Supporting the thematic groups by removing any barriers to reform that arise from current partnership arrangements, resources and behaviours.

This would help support the values adopted by the Partnership that *'We are here to serve the Highland people and we will do this with honesty, openness and commitment. We will challenge each other constructively when necessary to ensure we deliver beyond expectations for the Highlands.'*

6. Promoting the on-going development of the SOA as a means of achieving public service reform.
7. Supporting constructive challenge of the partnership through honest reflection, structured self-evaluation, peer review, audits of community planning and any consequential improvement activity.

- 3.7 Board membership would be drawn from the Chief Officers of the partners (represented by the local senior officers for national bodies). The lead officer from the thematic groups would attend Chief Officer Partnership Board meetings for scrutiny and challenge and to make any requests for partnership support.
- 3.8 The purpose of the Members Partnership Board is to provide political leadership and expertise to drive and enable public service reform and better and fairer outcomes for the Highland population. This would be not only in the partnership setting, but also to make the connections required in the Boards of partner organisations and in the Council to support the changes and improvements required.
- 3.9 Membership would be drawn from the Boards of partners (normally the Chair) and from the Council's senior members. The members of the Chief Officer Partnership Board would be in attendance for scrutiny and challenge and for leadership support. The Members Partnership Board could be supported with self-evaluation of their partnership leadership within a framework of public service reform.

4. **Community planning at the operational level**

- 4.1 While the strategic arrangements cover partnership aims and service planning for the region, the implementation of those plans requires partnership operational arrangements and engagement locally. Appendix 4 starts to map out what these might be, using community safety for illustration only. This example would need further discussion with partners and there is an opportunity for this at a partnership community safety meeting (currently the Safer Highland Leadership Group) on 18th June 2013.
- 4.2 This work would be required by partners to complete this task for all seven or nine thematic groups. For some policy areas this may be already in place, for example the new arrangements to support the delivery of integrated services to achieve outcomes for older people and children. The map is likely to be different for different themes and that may be appropriate.
- 4.3 In taking forward the task, some key questions to ask might be:
- What partnership sub-groups are needed to manage the plan at a Highland level?
 - Are there local partnership groups that are already working on this theme and how can they evolve/be integrated? Examples would include area regeneration groups, district partnerships for health and social care.
 - How are elected members involved in this theme locally? Can Ward Forums and Area Committees be helpful?
 - How are the general public, specific interest and third sector groups and service users formally involved in this theme/service area?
 - Are their informal arrangements on engagement to note?
- 4.4 Further work should challenge current arrangements:

- to improve them in the context of public service reform,
- fill any gaps that exist and
- take advantage of new developments such as the emergence of some ward forums as community planning forums (e.g. in Skye) and the roll out of Area Committees currently being planned.

5. Recommendations

5.1 Board members are asked to discuss the principles and proposals set out in this report and to agree the next steps.

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The four pillars of public service reform

All public services are expected to drive reform at a pace across mainstream services. All partners are to prioritise action around four pillars:

1. **Prevention** – Reduce future demand by preventing problems arising or dealing with them early on. To promote a bias towards prevention, help people understand why this is the right thing to do, the choices it implies as well as the benefits it can bring.
2. **Performance** – To demonstrate a sharp focus on continuous improvement of the national outcomes, applying reliable improvement methods to ensure that services are consistently well designed based on the best evidence and are delivered by the right people to the right people at the right time.
3. **People** – We need to unlock the full creativity and potential of people at all levels of public service, empowering them to work together in innovative ways. We need to help create ways for people and communities to co-produce services around their skills and networks.
4. **Partnership** – We need to develop local partnership and collaboration, bringing public, third and private sector partners together with communities to deliver shared outcomes that really matter to people.

Appendix 2

Summary of the findings from the national audit of community planning 2013

The following points were highlighted at the CPP Performance Board in April 2013 and at the Council meeting in May 2013.

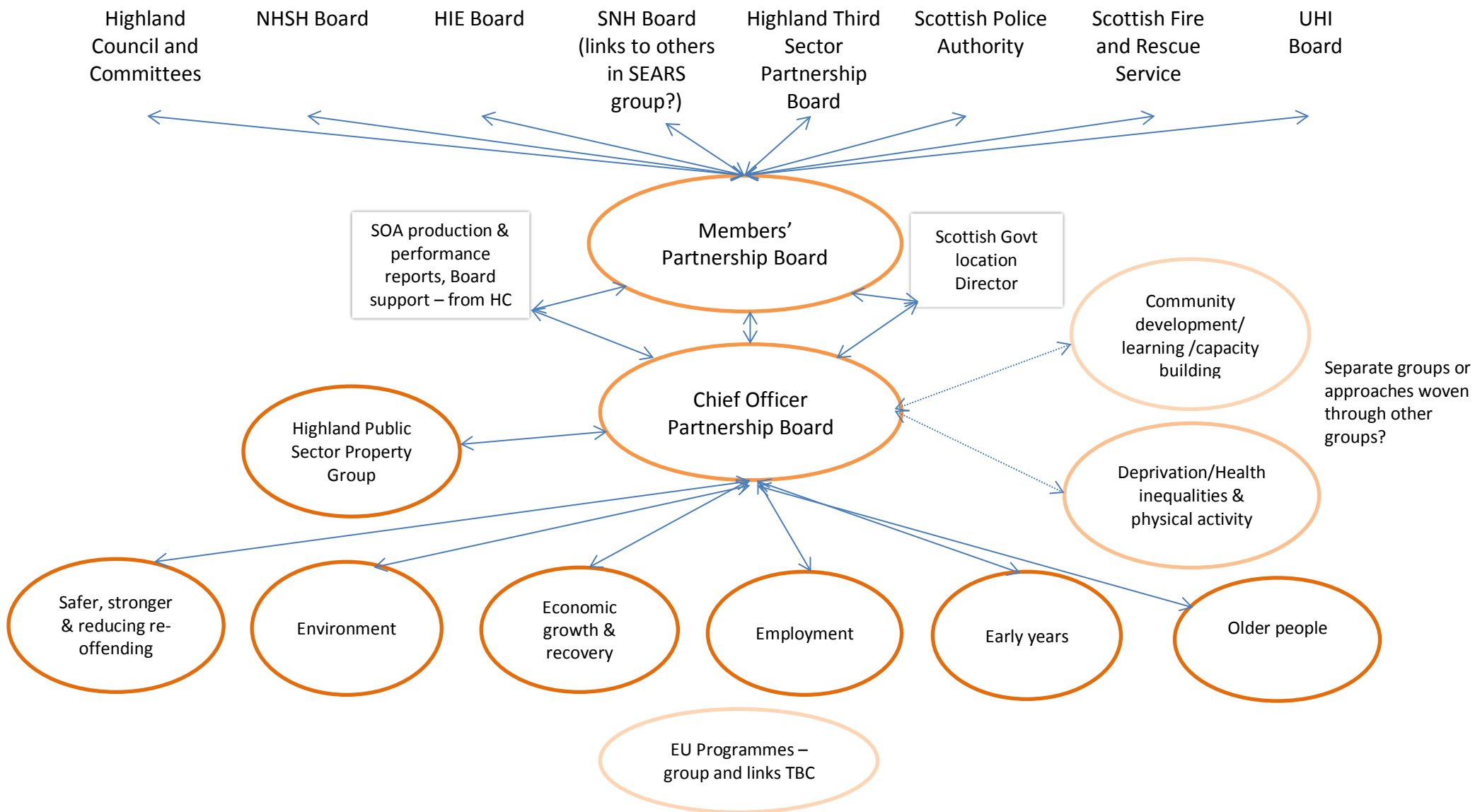
Audit Scotland published its report into [Improving community planning in Scotland](#) in March 2013.

The key audit findings and recommendations for CPPs are that:

1. Many examples of good joint working can be found across Scotland with improvements seen at a local level.
2. Community planning has been seen as a council-driven exercise and not part of the day job for anybody.
3. CPPs are not yet able to show consistently that they have made a significant impact in delivering improved **outcomes** across Scotland.
4. CPPs have had weak **governance and accountability** and more is needed to improve planning and **performance management**.
5. Community planning has had little influence over **mainstream resources** and collective resources are not well known or used.
6. Community planning partners need to work together to overcome **barriers** to improve local services and make best use of scarce resources.
7. CPPs need shared leadership with each partner held to account for their contribution to the CPP and development and delivery of SOAs.
8. CPPs need to be clear about the **key priorities** for improvement in their area.
9. CPPs have not made an impact on **reducing social inequality**. The requirement for **prevention** to become a focus of new SOAs and national priorities are noted as ways of addressing this.
10. Public service reform -the creation of national services could bring risks and tensions locally and there is a lack of clarity in how health and social care integration aligns with CPP reform.

CPPs need to: use the SOA guidance; have partner resources aligned and focused on partnership priorities; and improve their governance and accountability and their planning and performance management

Proposed community planning partnership working structure – Highland¹



¹ Please see the assumptions in the report attached.

Starting to map out the CPP operational, local and strategic arrangements: Community safety as a suggested example

