

Highland Single Outcome Agreement 2013/14-2018/19: Development Actions
Update as at March 2014

Agenda Item	4ii
Report No	COG 6/14

Development actions

The Quality Assurance process for the Highland SOA 2013-18 highlighted six areas for improvement. These are listed below along with proposed improvement activity. ***Updates are shown in italics and bold.***

Area for Improvement	Improvement Activity	Timescale
SOA to capture sufficient details about delivery, measures and the performance framework against which progress can be evaluated.	<ul style="list-style-type: none"> • Delivery plans for the seven themes within the SOA to be finalised. • Systems to be in place for performance data to be gathered, base-lines set, data analysed and reported and as part of the new governance arrangements for the CPP. • An interim performance report drawing on available indicators and a narrative update on progress with the SOA for 2013/14 to be produced. • First performance report covering all themes and indicators will be for the 2014/15 period. 	<ul style="list-style-type: none"> • Before March 2014 • March 2014 • September/October 2014 • September/ October 2015
	<p><i>Quarterly up-dates of progress provided for each them in the SOA to CPP Board. Discussion around performance reporting took place in the COG in January and February2014.</i></p> <p><i>Discussion at CPP Board in March (item 4) may change the SOA delivery plans and reporting around 5 new priorities identified. Alignment with SOA guidance and Govt. requirements are still to be considered.</i></p>	

Area for Improvement	Improvement Activity	Timescale
Develop a strategic partnership approach to tackling inequalities and prevention	<ul style="list-style-type: none"> • Establish the remit and working arrangements for the partnership theme group at Director level on deprivation and health inequalities, as part of the CP structure review. • Establish the new Chief Officers Group with its role to ensure and challenge whether the CPP's work is reducing inequalities at the pace required and whether it is making the shift to prevention required (part of the CP structure review). 	<ul style="list-style-type: none"> • October 2013 <i>Done</i> • September 2013 <i>Done</i>

	<ul style="list-style-type: none"> • Continue to develop the Partnership Prevention Plan. Contribute to any further work done nationally. • Annual review of progress with the Partnership Prevention Plan to be reported. 	<ul style="list-style-type: none"> • On-going National group meeting 1.4.14 and CPP represented • First annual review June 2014 On target
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Area for Improvement	Improvement Activity	Timescale
Develop a clear line of sight between SOA priorities and local needs and intervention	<ul style="list-style-type: none"> • Complete the review of community planning arrangements, including mapping out the links across operational, local and strategic arrangements • Key role for the thematic groups to ensure appropriate community and stakeholder engagement in planning and performance processes • Each thematic group identifies how to reflect local variation in delivery plans 	<ul style="list-style-type: none"> • By March 2014 On target and linking to District Partnership development • From October 2013 New priority proposed reinforces this activity • March 2014 Delivery plans to be reviewed against new priorities if agreed. Mitigating against rural inequality is a proposed priority.

Area for Improvement	Improvement Activity	Timescale
Ensure local communities' needs drive the partnership action in areas of deprivation and rural fragility	<p>Through the partnership group on community learning and development:</p> <ul style="list-style-type: none"> • Develop an asset-based approach and the employment of local health co-ordinators in the four most multiply deprived communities. • Develop further the asset-based approach in four fragile rural communities to be identified 	<ul style="list-style-type: none"> • Co-ordinators recruited September 2013 Done • Approach developed 2013 Underway in four areas

Area for Improvement	Improvement Activity	Timescale
Culture of partnership working supported at operational as well as strategic levels	<ul style="list-style-type: none"> • Partnership self-evaluation supported across groups. Develop a programme of self-evaluation. • The thematic groups (at Director level) have a role to inspire innovative ways for partners to work together to achieve the results required. • The Chief Officers Group has a role to support the thematic groups by removing any barriers to reform that arise from current partnership arrangements, resources and behaviours. • The Chief Officers Group learns from approaches elsewhere on partnership management and leadership development to agree the process for the Highland CPP 	<ul style="list-style-type: none"> • Programme agreed by March 2014 Approach agreed in December 2013 at Board. • From October 2013 Underway • From September 2013 Underway • By March 2014 Agreed to use Audit Scotland 4 key lines of enquiry, initial focus on priorities.

Area for Improvement	Improvement Activity	Timescale
Identifying joint resources	<ul style="list-style-type: none"> • Partnership resources for shared outcomes to be identified by each theme group and then aligned and integrated where appropriate. • Through the development of the Partnership Prevention Plan, partner resources will be identified. This will be reported in the annual report as noted above. 	<ul style="list-style-type: none"> • During 2013-18 Submission to National CPP Group Nov 2013 and COHI presentation March 2014

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Strengths identified:

The Quality Assurance process for the Highland SOA 2013-18 highlighted the following strengths:

- The CPP is mature, results oriented and relationships are well developed amongst partners.
- The CPP is taking steps to develop its SOA and has good self-awareness of what needs to be done to sharpen the SOA and deliver further improvement.
- There is a strong ethos and growing momentum for partnership delivery with the integration of health and social care and the £3m prevention fund and plan highlighted.
- The SOA provides a sense of industry and energy and shows successful partnership approaches.
- Key partners have had a significant role in producing the SOA and with commitment.
- The SOA shows a clear sense of place and makes national priorities meaningful for the Highlands.
- The SOA covers all 6 national policy priorities and feels like a genuine plan that can be translated into delivery.
- The CPP is making good progress to develop effective governance around community planning – the current review is seen as a positive step.
- The CPP is self-aware with the work on community engagement to help shape priorities noted, including the role of the third sector interface in supporting this work.

CPP request for support nationally

The CPP is seen to have a strong expectation of what is needed nationally to support further progress within the partnership. Those identified at the meeting on 13th June 2013 are listed below. The Highland CPP will work with Government on these issues.

- Support to develop and facilitate joint resourcing.
- Clarity on the scope and definition around prevention and how impacts, including financial impact, may be measured.
- Support on managing any potential conflicts for partners in reporting their performance locally and nationally.
- Support for further integration of services (given the benefit of the support provided for integrating health and social care).