AGENDA

Outcomes, Evidence & Performance Board
Advisory Board Meeting, 24th May, 2pm – 4pm
Scottish Enterprise, Atrium Court, 50 Waterloo Street, Glasgow

Agenda
1. **Welcome and Introduction**
2. **Minute & Matters Arising**
3. **OEPB Work Programme Update Report**
4. **Local Outcomes Improvement Plans stocktake – Emerging Themes**
5. **Public Health Reform – Underpinning Data and Intelligence Commission**
6. **Improving Data Availability – Progress and Barriers**
7. **Evaluation Approach and Support for CPPs**
8. **Evaluability Assessment of Community Planning**
9. **AOB**
10. **Future Items & Date of Next Meeting**
11. **Close**

Community Planning - Outcomes, Evidence & Performance Board
Advisory Board Meeting, 30th November, Glasgow
Minutes

Attendees:	Steve Grimmond (Chair, SOLACE); Mark McAteer (Scottish Fire & Rescue); Phil Couser (NSS); Fraser McKinlay (Audit Scotland); David Milne (Scottish Government); Colin Mair (IS); Sarah Gadsden (IS); Gerry McLaughlin (Health Scotland). Nick Watson (What Works Scotland); Alana Atkinson (Health Scotland); Emily Lynch (IS); Audrey McDougal (Scottish Government); Allan Johnstone (VAS); Kenny Richmond (Scottish Enterprise);
Apologies:	Elma Murray (SOLACE); David Martin (SOLACE); John Hawkins (Police Scotland); John Robertson (SDS); Roger Halliday (Scottish Government)
Attending:	Albert King (Scottish Government) Brian Logan, Public Service Reform Division, Scottish Government

Item	Description	Action	Date
1.	**Welcome and Introduction** The Chair welcomed everyone to the twelfth meeting of the Outcomes, Evidence & Performance Advisory Board.		
2.	**Minutes & Matters Arising** 📄 Item 2 - OEP Board Minute 31st August. The Board approved the minute of the last meeting as a true and accurate record. All actions were picked up under the Agenda except:		

Agenda Item	Actions	Progress
2iii) OEPB Membership	**Gerry has lodged a request for a Director of Planning from one of the territorial boards to join the OEPB.**	Gerry has followed up on this request as we are still awaiting a nomination from the NHS Territorial Boards
3. Input at Strategic Scrutiny Group	The Chair and board members will attend the Strategic Scrutiny Group meeting on 17th November	The Chair provided an update on the input at the SSG which covered the role, purpose and scope of the OEPB, and explored how the work of the OEPB and the lessons learned could inform developments within the scrutiny landscape. 📄 OEPB input for SSG 17th November.pptx

5. Evaluability Assessment:	David Milne will present a model for the Evaluability Assessment for the Community Empowerment Act at the next board.	David Milne provided an update on the Evaluability Assessment which reflects a Scottish Government manifesto commitment to review Community Planning. Board members welcomed the opportunity to feed into and shape the narrative around progress, highlighting the need for this work to reflect a focus on outcomes, and to reflect existing frameworks in place around CPP self-assessment activity, particularly around LOIPs. It was agreed this should link in with the OEPB stocktake of the LOIPs as this will highlight areas of progress and areas where further headway is required. **Agreed Action:** Board members agreed to participate in a workshop in the new year to progress this work, with an update to be brought to a future board meeting. Item 2 - Evaluation framework for comn	***OEPB Board Members***	***Early 2018***
6. Communications Plan	Prepare & disseminate 1-page A5 flyer on the purpose, membership & remit of the OEPB	Members approved the draft OEPB flyer with the inclusion of a statement clarifying the purpose of the OEPB is to support better decisions that improve the lives of Scotland's people. **Agreed Action:** Share flyer with CPP's via Community Planning Managers. It was also agreed to write to relevant parliamentary committees to promote the work of the OEPB when further outputs are available. This will be reviewed at future meetings. Item 2b - OEPB flyer.pdf	***IS***	***Dec 2017***
3.	OEPB Work Programme Update Report Item 3 - OEPB Work Programme Progress Board Members welcomed the progress report on the OEPB Work Programme and were pleased to see evidence of real traction, particularly around practical supports which will be helpful to CPPs. The Board agreed the direction and actions set out in the work programme reflect the right balance for where we are currently. Recognising the variability in progress being made across the programme, the board reinforced the role of workstream leads in co-ordinating activity, ensuring sufficient resourcing is available to progress key areas, and highlighting any barriers to progress. Going forward, given the ambitious positioning of the OEPB, the board agreed to give further consideration to how best to ensure sufficient resourcing is available to			

	support progress on our shared commitment. This reflects the need to ensure continuity in resourcing with the pressure on current resources. There is a need to assess whether the current approach of corralling projects together will deliver the coherence desired given the differing pace of progress and the need to exploit inter-dependencies. To maximise the value of the OEPB and provide an active focus for CPPs in Scotland, it will be helpful to reflect if a more focussed resource is needed to move beyond individual workstreams to understand what they are telling us as a group, is there something that works, how would we roll this out, and what would happen anyway. It was agreed to revisit the ambition and resources of the OEPB at a future meeting to ask these wider questions as the board matures. What Works Scotland also updated the board on their legacy plan and in particular their commitment to engage with CPPs to share key learning from the programme. It was agreed to link in with the newly recruited CP Support Portal manager when in post to help to make links. **Agreed Actions** • Revisit the resources and ambition of the OEPB at a future board meeting • WWS to meet with Community Planning Support Portal manager to explore how the portal could be used to share learning from the programme	*Board* *WWS/IS*	*Aug 2018* *May 2018*
4.	**Workstrand 1: Data/Analysis/Profiles** Item 4 - OEPB Data Profiles and Analysis Emily Lynch & Albert King presented a paper on improving the availability of local data to support Community Planning. The board supported the principle of a definitive source of outcomes data with national coverage that underpins local profiling and information for CPPs. It was agreed this would help improve national consistency and provide greater emphasis on the message rather than the data, and will also improve streamlining and alignment amongst existing data products. It was agreed that statistics.gov.scot would be that definitive source for outcomes data, with further discussion needed on the links with the NSS central data repository, the role of the new Public Health body, and the potential value of centralised data analysis. The board highlighted the importance of locally disaggregated data to support local partnerships to do what they need to do. Recognising the need for local flexibility, the importance of using standardised geographies such as datazones and intermediate geographies to provide building blocks was emphasised. The board stressed the need for improvements in timeousness in the availability of this data, endorsing the following outcome areas as priority areas where more local data is urgently needed: • Children's Educational attainment • Positive Destinations for young people • Crime rate • Employment/Unemployment rate • Health and wellbeing for older people • Outcomes for vulnerable/looked after children		

	It was agreed the potential of using administrative data should be explored to supplement existing data sources. The board welcomed the commitment to develop a timetable for delivery of this local data on statistics.gov.scot.and agreed the OEPB should play a role in supporting efforts to secure this and challenge providers who don't provide timely data. It was agreed to request support from the board where needed to progress delivery, and to provide an update on progress at a future board meeting. **Agreed Action** Scottish Government to request support from the board where needed to progress improvements in availability of timely locally disaggregated data, and to provide an update on progress at a future board meeting.	*SG/Board*	*May 2018*
5.	Workstrand 3: Performance Management Item 5 - OEPB Performance Manag Mark McAteer (Workstream lead) presented the key challenges facing Community Planning in terms of Performance Management, including preliminary findings from the LOIP stocktake. This emphasised the progress needed to support the development of partnership approaches which are more outcome focussed, more targeted, clearer on partner contributions and more accountable. The board welcomed the focus on supporting progress in these areas, recognising the importance of effective performance management arrangements in improving outcomes. The following challenges to progress were identified: • Governance, scrutiny & accountability - how is data being used to drive collaboration and shared focus? • Impact of ongoing budgetary pressures – how is this affecting commitment to outcomes and collaboration? • How to balance the national and local - what does the National need to be reassured of progress and how do we develop 'light touch' that doesn't undermine local partnerships? The board considered the role of the OEPB in driving further the changes desired for PM, whether our current actions are ambitious enough, and what should be our priorities. The following options to support progress were discussed: • Developing a shared theory of change to support improvements in partnership Performance Management, including culture/relationships/ways of working. This should inform the Evaluability Assessment in identifying the common things to be expected if they are implementing the process/ethos • Scrutiny/audit frameworks for CPPs that supports change • Sharing learning from across OEPB work streams • Supporting CPP's in better understanding local demand/ vulnerability. This could involve a CP partners 'owned' centre of excellence to develop useful data/ intelligence rather than one-off pieces of work • Developing guidance (e.g. resource sharing; evaluation; public reporting) or promoting good practice examples • Actively influencing policy developments based on evidence The Board agreed the following priorities: • The need to be clear about what we're asking of Performance Management - we should be doing less, better.		

	• LOIPs are central to performance management and provide an excellent opportunity to influence progress • Governance is at the heart of performance management. This is a key role for boards and training for boards in this area would be helpful • Structures are important. We are expecting people to work in different ways but have kept the structures the same, with partners all reporting back to their own boards. We need to develop consistency/shared understanding to stop partners going back to their own organisations • Community engagement is critical. If communities don't feel like things are changing they will become disengaged The Board agreed to come back to wider questions about capacity and structural change in the Spring. This will enable us to build on the traction of other workstreams, review where we've got to in terms of progress, identify what we need to do to and if we need something bigger. Board members reiterated the commitment to maintaining momentum and making progress in this area. **Agreed Action** The Board will revisit in the spring to review progress in other workstreams and consider how best to prioritise work in this area		
		Board	***May 2018***
6.	**Local Governance Review** Brian Logan from the Scottish Government's Public Service Reform Division presented an update on the Local Governance Review, due to be launched with COSLA in December 2017. The Government's programme for Scotland 2017-18 set out the importance of empowering communities, large or small, to make more decisions for themselves. The ambition is to place much greater control in the hands of the people who know best what a community needs: those who live or work in the community itself. The review intends to take in the whole landscape to look at the reforms they can drive, with a radical ground up approach echoing Christie, with links to Community Empowerment Act, City Deals, and the Scottish Islands Deal. It will draw on Commission for Local Democracy, LG Regeneration Committee, and international examples. The review will take place in 2 phases 1. Decision making at sub local authority/CPP level with a highly inclusive dialogue with communities 2. Decision making at the larger spatial level of LA/CPP/regions looking at how decisions are made to drive inclusive growth (Easter). The next steps will involve a cross sectoral group to drive engagement process, involving SOLACE, COSLA, SSG, Community Groups. This will lead to proposals to shape the Bill. Phase 2 may not be included in Bill, dependant on time. The board welcomed the opportunity to feed into and inform thinking around the review. The following points were highlighted in the discussion: • Whole system approaches need to be framed around private/third /community stakeholders rather than the usual suspects or it will just be another 'flex' of the system. • Regional structures are not just about economic development but also how social economy contributes to as well as benefits from them		

	• To what extent is our thinking being informed by international examples of where it's working really well, and where other countries have achieved a far more decentralised approach? • It will be important to take account of the modern digital world in how we make decisions (e.g. electoral reform). This shouldn't be applied after as an afterthought but considered in terms of the role it could play to completely transform decision making. • How will we capture those approaches which are developing more organically, e.g. the use of social media to engage specific citizens on specific issues as a driver for change • If we are talking about governance and decision making we need to get into hard edged discussions about power, resourcing and structures. • The proposed 2 phased approach to look at communities and superstructures separately raises concerns. It will deeply frustrate phase 1 by having to look at phase 2 separately. We need to look at the whole system in its entirety. They shouldn't be separated as this will lead to a danger of disconnect. The process needs to provide the feedback loop between the two. • Clarity is required as to whether the aim is consultation or decision making. What capacity do communities have to engage and drive reform? If we are aiming for empowerment, how will we know we've given power up? It will be important to be able to assess the extent to which powers have been transferred.		
7.	**Policy Developments & role for OEP** a. **The development of public health reform work.** The Public Health reform work provides an opportunity for the OEPB to influence this work, particularly around what it will mean for the relationship between public health and CPPs. There are 3 recommendations, the 3rd of which is around the repositioning of Public Health within the wider public sector. This aims to put community assets right up the agenda and provides a focus on outcomes and health inequalities. Both of these will position the Public Health body with CPPs and LOIPS. It will be important to ensure the evidence from the LOIP stocktake helps inform the priorities for Public Health to avoid the serious danger that the focus lapses back towards medical criteria. This group has a strong voice and it will be important for the OEPB to continue to feed into and inform the agenda. Colin and Gerry both sit on the Public Health board, and will represent the OEPB. It was agreed they will report back to the OEPB at the next meeting. b. **Accounts Commission Local Government Financial overview** Fraser provided an update on the Local Government Financial overview, summarising that the world is changing and it is time to look at the funding formula in light of focus on inequalities and outcomes. Audit Scotland's programme of work includes a focus on how resourcing works so that it is not getting in the way.		
8.	**Future items & Date of Next Meeting** 2018 Meeting Dates • May 24th at 2pm, Scottish Enterprise, Glasgow • August 29th at 2pm, Audit Scotland Edinburgh • November 28 at 2pm, Scottish Enterprise, Glasgow		
9.	Close		

Outcomes, Evidence and Performance Board work programme 2017/18

Activity	Lead Responsibility	Contribution	Timescale	Quarterly Reporting Progress & Communications Update February – May 2018
1. Data/Analysis/Profiles *Improve access to and understanding of the data available that can help CPP's understand need and measure progress* LEAD: Roger Halliday, Scottish Government				
1.1 Raise awareness of, and access to, data and support already available using the Community Planning Support Portal to signpost	IS	NSS/HS/HIS/ NRS/Audit and Inspection Bodies	Aug 17	IS and HS have recruited a CP Support Portal manager who is leading this work. A full update on the CP Support Portal is available in 4.1
1.2 Explore opportunities to consolidate existing data resources/profiles across Scotland's public services, e.g. all public sector data being available from the Scottish Government national data repository	HS	SG/IS/NSS/ GCPH	Oct 17	A workshop was held in March looked at the range of profiles currently being produced and examined areas of overlap. Although there is a commitment to using the two open data repositories, there was no agreement within the meeting to reduce the number of profiling products or rationalise their production. That said, the Improvement Service are going to consider an offer to collaborate on a single set of profiles with ScotPHO.

An event was co-hosted by ScotPHO and LARIA on the 8th May to discuss the use of profiles and data in decision-making. There is a general recognition that the default situation in Scotland is that there is a huge disconnect between people asking for 'more data, more local, more frequently, more contemporaneously' and the actual use of the data to inform decision-making. The event explored how we can spend a much greater proportion of our time interpreting data, and supporting its use alongside effectiveness evidence and methodological support to make a real difference to decision-making at national and local levels. ScotPHO are taking |

					forward a project to explore and pilot different ways of supporting decision-making more consistently.
1.3	Identify gaps/limitations in data currently available to measure progress in outcomes at a local level	IS	NSS/GCPH/SG/ SE	Oct 17	This is covered under Agenda Item 6.
1.4	Explore opportunities to broker changes to fill identified gaps (e.g. through development of existing and future national surveys).	SG	NSS/GCPH/IS/SE	Jan 18	This is covered under Agenda Item 6.
1.5	Open up data (a) by significantly increasing the local data available in open formats, and (b) develop a flexible tabulation tool that would enable the public to get aggregate disclosure controlled tables of person/business level data.	SG/NSS		(a) ongoing, but significant increase by Dec 17 (b) business case – Oct 17, pilot Mar 18	39 datasets have been added or updated since start of March on statistics.gov.scot and new atlas feature to make accessing and using geographical information has been launched. We continue to working with data owners to get more data on to the site, and we're running many events for users of statistics about the possibilities these sites give. We have completed an analysis of the options for a statistical disclosure control tool that would enable the delivery of a flexible tabulation platform. We are considering the options and identified and possible next steps.

Activity	Lead Responsibility	Contribution	Timescale	Quarterly Reporting Progress & Communications Update February – May 2018
2. Sharing Actionable Intelligence *Support CPP's to improve their approach to sharing of real time data and intelligence at a local level* LEAD: Phil Couser, NSS NHS				
2.1 Scope actionable intelligence for locality management pilot and secure participation of up to 5 CPPs	NSS/IS	SG	Oct 17	Work underway in a number of CPPs – Renfrewshire (Ex Prisoner Homelessness), East Ayrshire (Supporting vulnerable families), West Lothian (Health indicator review), Police Scotland (Transformation of data into intelligence from custodial information system – data visualisation) Scoping work with Falkirk Council (Use of data and intelligence). NSS to contribute to a series of more focussed workshops, to help Falkirk get the most of national data, links with local data, and most up-to-date analytical tools and techniques. The IS will be refocusing its contribution to the actionable intelligence work as part of its involvement in the Public Health Reform Commission on Underpinning Data and Intelligence, which is being co-led by NHS NSS, NHS Health Scotland and the IS. At the Community Planning Managers Reference Group meeting in May, three Community Planning Managers expressed an interest in their CPPs working with the IS and partners involved in the Commission to look at issues around actionable intelligence, within the context of public health, and this will be progressed as part of the work of the Commission.
2.2 Deliver and evaluate actionable intelligence for locality management pilot and share lessons learned with other CPPs	NSS/IS	SG	March 18	Work continuing in a number of areas as outlined above, continued communication and feedback from CPP partners and proposed LIST CPP engagement review to be initiated.

2.3 Identify potential barriers to sharing data and intelligence as part of the delivery of the pilot	NSS/IS	SG/Police/SF RS	March 18	• **Communication** - Where a certain level of discussion has taken place in scoping a project, for communication to be dropped. This may be a result of resource concerns, local sensitivities or prioritisation of work. • **Local organisational culture –** historic wariness to share data out with department/organisation • **Information Governance –** New legislation (GDPR) has added a level of complexity to some data sharing discussions.
2.4 Discuss barriers with Information Commissioner and Caldicott Guardians and other key stakeholders to identify solutions	SG	NSS/IS	June 18	After initial discussions between LIST and Digital Directorate – Scottish Government, within which discussions centred upon data sharing challenges, a further series of meetings are to be scheduled to take place - no meetings have yet taken place since October 2017.

Activity		Lead Responsibility	Contribution	Timescale	Quarterly Reporting Progress & Communications Update February – May 2018
3.	**Performance Management** *Ensure performance management arrangements for Community Planning in Scotland are fit for purpose and reflect the reform agenda* LEAD: Mark McAteer, SFRS				
3.1	Revisit and update where necessary work undertaken by the PSRB to review performance management arrangements across the Community Planning sector	IS	SG/NSS/HS/PS/SFRS/ SE/SDS/Audit Scotland	Sept 17	We have updated the previous PSRB Performance Management Infographic following our preliminary review of performance management arrangements outlined in the recently published LOIPs.
3.2	Contact Harry Burns to discuss how best OEPB can input to and inform his review of Health and Social Care performance management arrangements	OEPB Chair	IS	Sept 17	HSC review key challenges & next steps were presented at the August OEPB meeting, and key findings from review are being used to inform wider workstream.
3.3	Conduct interviews with up to six local authority and NHS chief executives to augment the OEPB's performance management survey findings and establish the key issues CPP's are grappling with which require a strengthened data and evidence base	IS		~~Nov 17~~ May 18	IS/SFRS is continuing work to develop a national guidance note/ universal principles around performance management that local and national CPP partners and owners of performance management frameworks can buy into. IS/SFRS have established a reference group of Community Planning Managers to help shape and validate recommendations, and will test with the wider CP Managers Network over the summer. This is making use of the wealth of information available from published LOIPS and the key findings from the recent LOIP stocktake. IS/SFRS will revisit following the May OEPB board meeting once the board has reviewed progress in related workstreams, to ensure the performance management workstream is focussed in the areas where traction is most needed. The guidance note/principles will be presented at the August OEPB meeting, along with proposals for next steps

3.4	Report on key findings of review of performance management arrangements	IS	SG/ Police Scotland/SFRS	March 18	This will flow from the above workstreams
3.5	Propose recommendations for national and local consideration arising from findings of review, e.g. including how OEPB can influence Scottish Government policy teams and the generation of new performance frameworks	OEPB Members		March 18	This will flow from the above workstreams
3.6	Implement the above recommendations	Dependant on findings of review		From April 18 onwards	This will flow from the above workstreams

Activity	Lead Responsibility	Contribution	Timescale	Quarterly Reporting Progress & Communications Update February – May 2018
4 **Community Planning Support and Capacity Building** *Support CPP's to deliver their duties under the Community Empowerment (Scotland) Act 2015 by providing access to more targeted and coordinated support* LEAD: Sarah Gadsden, Improvement Service				
4.1 Continue to develop the Community Planning support portal to share details of all resources and support available to CPPs and health and social care partnerships, and to develop an approach to capture support requests from CPP's	IS/HS	NSS/HIS/Audit & Inspection Bodies	Ongoing	The IS and NHS Health Scotland are jointly funding a portal project manager for 2 ½ days a week and the website is undergoing review with a view to increase the awareness and uptake of the support available on the website by CPPs and strategic partnerships working in community planning. As part of this work, website users and key networks are being surveyed to inform further developments and updates on the website. A new Community Planning Knowledge Hub group will also be created to provide webinars and further support in relation to the resources provided on the website.
4.2 Expand the Community Planning support portal to showcase how CPP's are working, approaches they are taking and progress they are making in tackling inequalities, e.g. through case studies and evidence collated under items 5.2 and 5.3	IS/HS	SG/NSS/WWS	Dec 17 then ongoing	This is not currently available on the website, but will be part of the content expected to be hosted on the Knowledge Hub group and newsletter related to the portal, as these will demand a degree of interactivity, which the website is less suitable for. Planning of a content structure and schedule for the Khub group started in mid-May with an expectation of launching the group in August. Khub use and comment will influence future content creation on the website. Meetings are underway to ensure WWS publish legacy content to a dedicated Khub site.

4.3	Develop proportionate approach to monitoring usage and impact of the Community Planning support portal and the quality and impact of the support provided by partners via the portal	IS/HS	NSS/HIS/Audit & Inspection Bodies	Dec 17	As part of the review structure the project manager is contacting the organisations who are offering support and resources on the platform to encourage them to review current content and potential gaps. These conversations will include asking for feedback on the impact of the portal. The project will also use Google Analytics and feedback from the survey to evaluate the quality and impact of the current content.
4.4	Identify areas where support is not currently available to CPPs and develop and resource collaborative locally tailored solutions (link to 3.3)	OEPB Members		Ongoing	SCDC and the IS have been working in partnership to deliver the CPP Community Empowerment Action Learning Programme in 6 regional groupings of CPPs, with a second round of workshops currently taking place.
4.5	Develop approach to analytical capacity building across the public sector and deliver support	SG/NSS		Oct 17 then ongoing	SG, NSS and NRS are jointly working on the Scottish Analytical Infrastructure Collaborative. There are two active work-streams, where good progress has been made on shared approaches to tools and training. The challenge in the context of the OEPB is how these shared approaches to building national infrastructure can be expanded to CPPs. LIST analysts are benefitting from this capacity building and represent a potential way of sharing the approaches to CPPs, though this is dependent on being able to increase the reach of LIST into CPPs.

Activity	Lead Responsibility	Contribution	Timescale	Quarterly Reporting Progress & Communications Update February – May 2018
5 Evidence & Evaluation *Undertake more targeted analysis of progress being made to tackle inequalities of outcomes across Scotland, to strengthen the narrative around what works and to influence national and local policy* LEAD: Gerry McLaughlin, Health Scotland				
5.1 Develop and disseminate a narrative of current patterns of outcomes across Scotland using a wide range of data, information and available evidence	IS/SG		March 18	IS research is being finalised on identifying long term trends in Scottish demography, economy and society across the next 20 years using a series of graphs and we will share this in due course with SG colleagues for critical friend feedback. IS has commenced work on thematic reporting to examine the relationship between performance information in the Local Government Benchmarking Framework (LGBF) and outcomes. The LGBF Board has agreed to develop a series of thematic reports focussing on those themes common to all LOIPs (e.g. Children and Young People, Health and Wellbeing, Community Safety and Enterprise/Fair Work). The first thematic report is currently being developed in the area of Children and Young People, working closely with relevant professional associations to develop a meaningful and robust narrative linking performance information and outcomes, drawing on outcome information within the Community Planning Outcomes Profile (CPOP) and the new online tool linking the LGBF to outcomes. IS is working with regulators/inspectors (e.g. Audit Scotland and Care Inspectorate) to support them to use the CPOP to provide a narrative around progress in outcomes and inequalities within their scrutiny work.
5.2 Develop and disseminate a narrative of what works based on the research undertaken to date by WWS and use this to influence national and local policy	WWS		March 18	See **Appendix 2** for an update of events and published papers since December 2017

5.3	Synthesise and present the wider evidence base of what works in an interactive format through the Community Planning support portal	WWS	HS/SG/NSS/IS	March 18	The WWS communications team has had ongoing discussions with IS lead for the CPP Portal and Knowledge Hub who have advised that we focus on developing the WWS area of the knowledge hub as the key communication tool for continuing engagement with CPP partners, and ongoing sharing of learnings and tools from the WWS project, beyond the end of the project itself (in December 2018). The wider WWS team met with the Improvement Service on 17th of May and agreed the facilitators for the WWS knowledge hub site, and an outline for its structure. We have agreed that the updated structure for this site and new content will be in place by the end of June at the latest, after which it's presence and content will be promoted across the 1,000s of knowledge hub subscribers. The WWS academics see the knowledge hub as an essential tool to continue conversations and engagements about the operationalisation of Christie beyond the life of the WWS project and our team members aim to continue to actively engage with this portal in the future. We will continue to work with the IS to do all the work required to activate and promote the WWS knowledge hub throughout the remainder of the project and our legacy website will cross reference this as a place to connect with for ongoing discussions.
5.4	Establish a proportionate and robust approach to evaluation that could be used by CPP's, and deliver support to help CPP's make use of this	HS	WWS/SG	Oct 17	This is covered under **Agenda Item 7**
5.5	Establish scope and coverage of Evaluability Assessment of the Community Empowerment Act and explore opportunities for OEPB to link with this work	SG	WWS/HS	May 17	This is covered under **Agenda Item 8**

Activity	Lead Responsibility	Contribution	Timescale	Quarterly Reporting Progress & Communications Update February – May 2018
6 **Raising the profile and influence of the OEPB's work programme** *Increase awareness of the work of OEPB, influence national and local policy and raise the profile of local achievements and successes that tackle inequalities and improve outcomes* LEAD: Steve Grimmond, SOLACE and Chair of OEPB				
6.1 Write to the Clerk of relevant Scottish Parliament Committees (e.g. Local Government and Regeneration Committee and Finance Committee) to outline the work of the OEPB and explore opportunities to contribute to their programme of work	OEPB Chair		Sept 17	Audit Scotland have agreed to raise the profile of OEPB with relevant parliamentary committees through their current channels, and will indicate OEPBs availability to engage and provide information. It was also agreed to write to relevant parliamentary committees to promote the work of the OEPB when further outputs are available. This will be reviewed at future meetings
6.2 Use leadership role to communicate and disseminate the work of the OEPB to facilitate the buy-in and support of peers from across public services	OEPB Members		Ongoing	OEPB members approved the draft OEPB flyer at the November board meeting with the inclusion of a statement clarifying the purpose of the OEPB to support better decisions that improve the lives of Scotland's people. The flyer has been shared with CPP's via Community Planning Managers. Details of membership, the work programme and progress updates are also available on the new OEPB website. http://www.improvementservice.org.uk/oepb.html Additional communications will be prioritised when further outputs are available. This will be reviewed at future meetings
6.3 Use OEPB meetings to regularly review, reflect upon and agree approaches to influence national developments and challenges which impact on the public sector	OEPB Chair	OEPB members	Ongoing	The OEPB has considered the following key developments in the past 12 months: - HSC review of targets and indicators - Local Governance Review - Public Health Reform - Community Empowerment Act – Evaluability Assessment - Accounts Commission Local Government Financial Overview
6.4 Ensure the work of the OEPB links with work of other strategic groups, e.g. Strategic Scrutiny Group	OEPB Chair	Audit Scotland	Ongoing	The OEPB Chair and members provided an input on the role/purpose of the OEPB at the November Strategic Scrutiny

					Group, and explored how the work of the OEPB could inform developments within the scrutiny landscape
6.5	Develop a communication plan that ties together the deliverables from the OEPB work programme and showcases effective local practice, targeting all key stakeholders, including national and local politicians	IS	SG/NSS/HS/SFRS/Police Scotland/WWS/ SDS/SE/Audit Scotland	Oct 17	The OEPB agreed a communications plan in August 2017. The following actions have been carried out: - Dissemination of OEPB flyer on the purpose, membership & remit of the OEPB key Community Planning stakeholders - An OEPB Webpage will be launched in Dec to share background information, papers including work plan updates, membership details and information on how to engage - Ongoing promotion of the CPP portal **Next Steps** - As progress is made across different workstreams, each workstream lead to consider key communications - Consider how to co-ordinate communications activity, and whether there is some capacity across IS, HS, AS or other partner organisations to bring some structure to the communications.

Activity		Lead Responsibility	Contribution	Timescale	Quarterly Reporting Progress & Communications Update February – May 2018
6	**Measures of Success** *Identify key measures to demonstrate the impact of the OEPB's work programme over the short, medium and long term* LEAD: All OEPB members				
7.1	Undertake analysis of Local Outcomes Improvement Plans to establish baseline of how CPP's are meeting their duties within the Community Empowerment (Scotland) Act 2015 and monitor progress through annual reports	IS/Audit Scotland	HS	Jan 18 and ongoing	The findings of the stocktake of Local Outcomes Improvement Plans is covered under **Agenda Item 4**
7.2	Monitor delivery and impact of the OEPB Work programme through regular workstream reports to the OEPB	OEPB Chair	Workstream Leads	Ongoing	Update report prepared for the May board
7.3	Undertake self-assessment to evaluate the effectiveness and impact of the OEPB in relation to how board members work together to influence national and local policy, coordinate/target resources to make the most of the capacity and skills available within their organisations, address barriers within the system to transformation etc.	IS	OEPB Members	March 18	Scheduled for August 2018.

Appendix 1

CPPs Test of Change
update

Introduction

This paper aims to provide a summary as to ongoing collaboration between LIST/IS and CPP partners, as at 14th of May 2018.

By the end of March 2018, this collaboration aimed to have secured participation of up to five CPPs within locality management pilots; once participation secured, to then deliver and evaluate actionable intelligence and share lessons learned with other CPPs; and to identify potential barriers to sharing data and intelligence as part of the delivery of these pilots. By June 2018, any identified barriers to be discussed with key national and local stakeholders to identify solutions.

Positively supporting the projects outlined below will provide a degree of success for this OEPB work stream. To do so in a way that highlights best practice moving forward for data and intelligence support, as well as providing solutions for overcoming data sharing barriers is the greater challenge that this collaborative approach seeks to address.

LIST – CPP engagement

Renfrewshire

- **Background –** With Renfrewshire Council experiencing a higher than average number of prison leavers presenting to their Homeless Service, they were keen to collaborate with the LIST team to better understand the scale and nature of the problem relating to this client group, and try to engineer a joint working approach between housing, social work and health to try and break this cycle of repeat homelessness and poor outcomes. LIST has met with Renfrewshire Council Data Analytics & Research Manager (Danny McAllion), as well as members of Housing Strategy & Homelessness team (Alan Brand, Marie Savage & Paula Craig) to further scope this work.

- **Current status** – LIST analysts have carried out analysis on 109 individuals, recently released from prison. The aim of this is to gain an insight into their unscheduled and secondary care interactions with health services in Renfrewshire. We have since produced outputs for this cohort detailing topics such as; A&E attendances with the reasons for attendance, routine admissions to hospital and emergency admission breakdown where drugs and/or alcohol have been recorded as the primary reason for admission. We have also looked at Arrival Mode to A&E to provide an overview of additional resource. LIST is continuing to work closely with CPP colleagues, and is now undertaking detailed analysis upon 10 individuals. To date, no specific discussions have taken place linking this work to the LOIP between ourselves and Renfrewshire.

East Ayrshire

- **Background** – From initial discussions with Senior members of the Vibrant Communities programme, LIST have been asked to provide data and intelligence support to East Ayrshire Council's Play & Early Intervention Service, which includes Befriending /Befriending Housing programmes, services to support families affected by parental imprisonment, Activity motivators and Play @ Home services for vulnerable families. Angela Murray is the main LIST contact within East Ayrshire. To date, no specific discussions have taken place linking this work to the LOIP between ourselves and East Ayrshire.

- **Current status** – Having met in mid-January 2018, LIST has been asked to work with East Ayrshire colleagues, in order to improve overall data collection, analysis and evaluation. The Play & Early Intervention Service is currently operating with a significant amount of paper-based systems, and this will be one of the key areas we will address. A suite of excel-based data forms have been created to help local practitioners record interactions with service users. This work aims to allow both improvements in operational management, as well as providing evidence and evaluation to key funding provider (Big Lottery Find) against agreed outcomes.

Grampian

- **Background** - to provide analytical support to Police Scotland to build a case to transform custodial medical care and medical forensic service provision to a nurse-led service. LIST support required in first instance to improve the recording of custody medical care data on the National Crime System (NCS) and extract of this information from the system for analysis. Subsequent support required to help analyse the data and build a case to transform existing provision to a new model of care. Initial project/scoping discussions ongoing between all partners having taken place in late October 2017 in Aberdeen. PI Shona Stewart from Police Scotland is the main contact for this project.

- **Current status –** A series of SLWG meetings scheduled to progress this work, second undertaken on 30th of April at Stirling Police office. NCS system support colleagues to provide initial extract of data for analysis, allowing detailed examination of what is currently held on Police systems, and how best we then progress with required improvements in data capture and analytical outputs. LIST team also to liaise with ISD Scotland colleagues with a key interest/knowledge of Prisoner/Custody health care systems. LIST meeting with ISD IG advisers today (14th of May) to scope any further IG requirements, most likely a new Data Processing Agreement.

Falkirk

- **Background** - Key LOIP areas identified within early conversations include: substance misuse, poverty and the impact on children (neglect, nutrition etc), employability and job creation, mental health and wellbeing (including children). Fiona Campbell (Head of Policy, Technology and Improvement - Falkirk Council) lead for this work stream.

- **Current status** – Council-led Data Workshop held on 9th of February, including a number of national partners such as NSS and Scottish Government. As expected, this workshop highlighted a high level of enthusiasm from across LA and other public sector bodies to work together using. The issue facing all around the table sees data created, collected and stored easily, but properly used sporadically. How do we harness the power of this data and intelligence in a way that leads to bespoke service offerings for the communities? LIST to link into national Community Planning Network, whilst Falkirk LA to set up a follow-up workshop to explore how we best action the sharing of data/insights. There are now plans for NSS to contribute to a series of more focussed workshops, to help Falkirk get the most of national data, links with local data, and most up-to-date analytical tools and techniques.

West Lothian

- **Background -** LIST undertaking a review of CPP Prevention Plan performance indicators, particularly (but not exclusively) to provide guidance and support on a suite of indicators relating to Child Health. It is anticipated that this review will supplement work already ongoing to look at the SOA/LOIP PIs concerning a wide range of CPP issues. Joanna Anderson (West Lothian Community Planning Team) and Carol Bebbington (HSCP) are main LIST contacts for this project.

- **Current status** – Review undertaken and submitted to CPP colleagues. LIST have also begun discussions to review local Police and wider Community Safety performance indicators, with a view to beginning a further test of change, focussing upon 'Protecting people' and 'Reducing antisocial behaviour and hate crime'. Further discussions between CPP and local LIST colleagues to follow.

IS – CPP engagement

The IS will be refocusing its contribution to the actionable intelligence work as part of its involvement in the Public Health Reform Commission on Underpinning Data and Intelligence, which is being co-led by NHS NSS, NHS Health Scotland and the IS. At the Community Planning Managers Reference Group meeting in May, three Community Planning Managers expressed an interest in their CPPs working with the IS and partners involved in the Commission to look at issues around actionable intelligence, within the context of public health, and this will be progressed as part of the work of the Commission.

The IS will continue to explore potential interest from CPPs and will target the June meeting of the CPP Network meeting to run a workshop that will explore the needs and barriers to information sharing and seek to understand the current landscape of solutions being deployed locally across the various partnerships. The pace of progress is now dependent on the priority that will be given to this work by CPPs.

SFRS – Shared Vulnerability index

A range of organisations, led by the Scottish Fire and Rescue Service (SFRS) and including around 10 Health and Social Care Partnerships (HSCPs), Police Scotland, the Scottish Ambulance Service, NHS National Services Scotland (ISD and eDRIS) and the Administrative Data Research Centre (ADRC) at the University of Edinburgh, are aiming to develop a 'vulnerability index'.

The aim is to combine data from various organisations, to provide a powerful source of intelligence. This will help various organisations, including SFRS and local HSCPs, to progress their work on shared local prevention, for example reducing hospital admissions.

There is currently liaison with a range of stakeholders, for example NHS Caldicott Guardians. Discussions are ongoing regarding various aspects of data, including data definitions, handling and sharing, and information governance. A steering group meets regularly, chaired by SFRS.

LIST – Barriers to success

After initial discussions between LIST SMT, lead LIST CPP analyst and Nicola Kerr (Digital Directorate – Scottish Government) at the end of October 2017, within which discussions centred upon data sharing challenges, a further series of meetings are to be scheduled to take place between LIST, Scottish Government and other ISD Scotland colleagues (including Health & Social Care National team) in order to describe historic/potential barriers to success, and strategies which may help to overcome these.

To date, some of the main barriers to success can be highlighted as –

- **Communication** - Where a certain level of discussion has taken place in scoping a project, for communication to be dropped. This may be a result of resource concerns, local sensitivities or prioritisation of work.

- **LIST and IS** – to date, no work stream within which a joint package of support between LIST and IS would be suitable has been identified.

- **Local organisational culture –** historic wariness to share data out with department/organisation

Next Steps

- Continued collaboration between LIST and local CPP colleagues on existing projects, and scoping of potential new work streams

- LIST and IS to establish intertwining capability/capacity so that our impact is greater together than the sum of our parts across the established test areas. Co-leadership of the public Health Commission on Underpinning Data and Intelligence will help us to establish this.

Appendix 2 – What Works Scotland Update

5.2 Develop and disseminate a narrative of what works based on the research undertaken to date by WWS and use this to influence national and local policy

Recent Events:-

- 15 May: The potential of community anchor organisations to engage with, lead and challenge public service reform in Scotland (approx. 40 delegates)

- 30th April: 'Disinvestment', or 'freeing up' resources for reinvestment?(Approx 65 delegates)

- 24th April Report launch: Key findings from the Survey of Community Planning Officials in Scotland – webinar (approx. 35 participants)

- 23rd January: Taking a Deliberative Approach to Complexity: What can we learn from the Citizens' Assembly on Brexit? (approx. 40 delegates)

- 11th December 2017 Hard-to-reach or easy-to-ignore? A review of evidence about equality in community engagement (approx. 50 delegates)

- 1st Dec 2017: Co-production and Public Service Reform (approx. 50 delegates)

Documents published since the start of December 2017:-

- 'Hard to reach' or 'easy to ignore'? Promoting equality in community engagement, an evidence review **examining evidence, from Scotland and the UK, on what is being done to overcome inequality in community engagement.**

- A series of lay reports from the Collaborative Dissertations programme which enabled **interested students to have research experience in areas of community need and for Thriving Places to receive useful evidence to inform future work:-**
  - Thriving Places' family meal and homework club
  - Participant experiences of belonging at the Barrowfield Ball in Glasgow
  - One Big Happy Family and the Commonwealth Games Legacy
  - Implications of Work-Based Community Intervention Desistance Efforts
  - A case study of community participation within Easterhouse

  o Participatory Budgeting in Glasgow: An analysis of the Grant Scheme approach

- **Insights from 'Your Community'** presenting the findings from an interim neighbourhood-level, place-based approach to public service reform in West Dunbartonshire.
- **Community Planning Officials Survey** report and executive summary from the first survey of community planning officials conducted in Scotland
- **Urban Neighbourhoods: Five ways to make a difference**, a short animation introducing key findings from the pilot research that informed the development of the Smart Urban Intermediaries project.
- **Inquiring into Multi-layered, Preventative Partnership** a report and **accompanying case studies co-produced by Aberdeenshire Community Planning Partnership (CPP) and What Works Scotland, which offer descriptions and discussion of areas of emerging policy and practice as the CPP explores 'putting Christie into action' and opportunities arising from the Community Empowerment Act**
- **Building Connections: co-locating advice and services in general practices and job centres** a report **published by the Glasgow Centre for Population Health and the Joseph Rowntree Foundation and supported by What Works Scotland, which reviews a series of collaborative service delivery projects designed to improve social and economic outcomes for people experiencing poverty in Glasgow**
- **Transforming communities? Exploring the roles of community anchor organisations in public service reform, local democracy, community resilience and social change** exploring **the developing roles of key community sector organisations known as community anchors. It draws from six exemplar anchor organisations**

In addition the following academic publications were published over recent months:

- **Making it official: Participation professionals and the challenge of institutionalizing deliberative democracy**, Escobar O, Bherer L - book chapter in The Professionalization of Public Participation
- **What Do Citizens Want? How professional help and support fits into day to day lives**, Brotchie J – consultancy report produced in partnership with the Carnegie Trust
- **Changing the culture of social care in Scotland: Has a shift to personalization brought about transformative change?** Pearson C, Watson N, Manji K – journal article in Social Policy and Administration
- **Why do people with mental distress have poor social outcomes? Four lessons from the capabilities approach**, Brunner R - journal article in Social Science and Medicine
- **Pluralism and democratic participation: What kind of citizen are citizens invited to be?** Escobar, O – journal article in Contemporary Pragmatism
- **Participatory budgeting and health and wellbeing: a systematic scoping review of evaluations and outcomes**, Craig P, Escobar O – journal article in The Lancet
- **Forms of Mini-Publics: An introduction to deliberative innovations in democratic practice**, Escobar O, Elstub S – journal article in Contemporary Pragmatism
- **Evidence synthesis for knowledge exchange: balancing responsiveness and quality in providing evidence for policy and practice**, Morton S – journal article in Evidence & Policy: A Journal of Research, Debate and Practice
- **Implementing health and social care integration in Scotland: Renegotiating new partnerships in changing cultures of care.** Pearson C and Watson N in Health and Social Care in the Community

Outcomes, Evidence and Performance Board

24th May 2018

Local Outcomes Improvement Plans (Stock-take) – Emerging Themes

1   Purpose

1.1   The purpose of this paper is to provide the Outcomes, Evidence and Performance Board (OEPB) with a summary of the emerging themes from a recent stock-take of all available Local Outcomes Improvement Plans (LOIPs).

1.2   The findings also provide a basis from which the Improvement Service, working with relevant stakeholders, will commit to work with Community Planning Managers and partner organisations to continue to develop and deliver appropriate support for CPPs.

2   Recommendations

1. It is recommended that the Board note the emerging findings from this exercise, and the rate of progress being made in the development of LOIPs (and Locality Plans), and
2. Agree to support the Improvement Service, working with relevant stakeholders, continue to develop and deliver appropriate support for CPPs., and
3. Agree the role and contribution of the OEPB in progressing the improvement support and the wider national leadership of community planning.

3   The Changing Context

3.1   The Community Empowerment (Scotland) Act 2015 (CE Act) introduced Local Outcomes Improvement Plans (supported by Locality Plans) as a replacement for existing Single Outcome Agreements (SOAs), i.e. the CE Act requires CPPs to:

*   prepare and publish a Local Outcomes Improvement Plan (LOIP) which sets out the local outcomes which the CPP will prioritise for improvement
*   identify smaller areas within the local authority area which experience the poorest outcomes, and prepare and publish locality plans to improve outcomes on agreed priorities for these communities (the outcomes prioritised for improvement in a locality plan may differ from those in the local outcomes improvement plan)
*   review and report publicly on progress towards their LOIP and locality plans, and keep the continued suitability of these plans under review.

3.2   With specific reference to the LOIPs, the guidance supporting the Act states that a LOIP:

*   should set out clear and agreed priorities for improving local outcomes and on tackling inequalities, and demonstrate a robust link between these and the CPP's understanding of local needs, circumstances and aspirations.
*   identify those geographical communities / communities of interest that experience significantly poorer outcomes

- outline how participation with communities, businesses and third sector has helped to develop and influence this understanding.

3.3 With the clear focus of the LOIPs on reducing inequality and improving outcomes for the most disadvantaged communities, LOIPs should identify those areas where CPPs will have the greatest impact, rather than the more general over-arching focus of SOAs.

4 Background

4.1 The exercise was coordinated by the following organisations:

- Audit Scotland
- Improvement Service
- NHS Health Scotland.

4.2 The information gathered through the process was supplemented through the following:

- Regular meetings across the three organisations to ensure consistency of approach and emerging findings (including a pilot exercise to ensure alignment)
- Working with the national Community Planning Managers Network to provide an overview of the process and ask for any additional information that CP Managers may want to provide over and above what is presented in the LOIP. This was done through attendance at the CP Managers Reference Group, national CP Network meeting (with workshop) and a short online survey sent to all 32 CP Managers

4.3 Whilst not directly part of this process, additional context was provided through,

- Using the emerging outputs from a joint Improvement Service / Scottish Community Development Centre project around community participation involving the majority of CPPs across Scotland, and
- What Works Scotland community planning officer survey results.

4.4 To provide a degree of consistency, each LOIP was considered with the following statements used as a guide:

1. The LOIP is clearly based on evidence and analysis of the area and its communities, variations in outcomes between communities, communities of interest and the communities and outcomes where improvement is a priority.
2. The LOIP identifies the preventative work required by the Partnership and how resources will be used in new ways to support prevention. The evidence and analysis identifying where prevention is necessary and the particular preventative approaches adopted should be within the plan or its supporting documentation.
3. The LOIP is clearly based on active participation by communities and community organisations. The nature of that participation and the resources allocated by statutory partners to enabling participation should be documented.
4. The LOIP is clear about the resources necessary to deliver the planned improvements and how they will be provided by statutory partners. Links to evidence that agreed commitments have been built into partners' own individual corporate and financial plans would be expected.

5. The LOIP is precise about the level of improvement and the timescales for improvement for each improvement commitment in the plan. There should also be clarity about how progress towards and achievement of agreed outcomes will be measured.

6. The LOIP is clear about scrutiny, performance and accountability arrangements for the plan, including the role of the CPP Board, the role of partners' own corporate governance arrangements and the role of communities and community organisations in scrutiny and performance monitoring.

4.5 It is acknowledged that there may be additional information held locally that could provide further context, however this exercise was focused on the content of the LOIPs as published public documents.

4.6 Overall good progress is being made by CPPs in the development of the LOIPs and Locality Plans. There are areas where improvement can be made, however many CPPs acknowledge the areas where development is required and included such commitments within the LOIPs. The findings that follow identify under each heading where LOIPs have made progress and potential areas where further development could be considered. They also assist in developing thinking around whether:

- there is a substantive difference between LOIPs and SOAs,
- there is a clear focus on reducing inequality, and
- LOIPs are focussed on a small number of areas where a CPP can make its greatest impact.

4.7 The current practice highlighted in each section is solely there to exemplify the range and type of activity being undertaken in CPPs across Scotland.

4.7 In addition, links to the National Performance Framework were also considered. It was found that the majority of LOIPs still retain a link to the Framework (despite the focus of LOIPs being around local outcomes). Around two-thirds of LOIPs make links to the national framework, for example through the following:

- a table that identifies clear links between local and national outcomes;
- highlighting how local strategic priorities have been informed by the national performance framework, and
- national outcomes mapped to LOIP outcomes in an appendix to the main report.

5   Findings

5.1   The following tables provide an overview of the findings under each of the statements.

---

1. The LOIP is be clearly based on evidence and analysis of the area and its communities, variations in outcomes between communities, communities of interest and the communities and outcomes where improvement is a priority.

Emerging Findings

- LOIPs are based on statistical information, national evidence as well as community engagement showing local needs, but it can be difficult to see the links between the evidence base / community engagement and the agreed outcomes. There are also variations in the quality and quantity of data used.
- LOIPs tend to be focused on a limited number of priorities, however it is not always clear how priorities are decided or linked to the evidence base, however;
    - Some LOIP priorities appear as though they are trying to cover too much rather than pinpointing areas of greatest inequalities and poorest outcomes. There is a need for a sharper focus on the more intractable issues that require joint commitment and resourcing to make a difference, rather than a widening out of all potential inequalities
    - There is scope for better identification of communities of interest rather than very broad demographic categories such as children, young people, older people.
- LOIPs are supported by locality plans, though for many these are still under development. Some aim to have locality plans across the area while most focused on specific localities.
- There is a clear rationale behind choosing which localities to focus on.
- Some LOIPs have very specific areas of focus, for example young mental health clients while others have very broad priority areas such as health or economy. This has implications for achievability and performance monitoring.
- Huge variations in length and breadth of the plans (5-65+ pages), with some LOIPs just covering the basics in terms of how LOIPs are to be used and how they will be implemented and handled within the system, whilst others are very well developed and are the finished product.

Practice

- Dundee CPP undertook a Fairness Commission and the recommendations from it have informed the priorities and outcomes of the LOIP. The Fairness Commission has brought together key public-sector organisations, academic and third sector partners and community representatives. The recommendations were published in the report called 'A Fair Way to Go'. These were endorsed in full by the Dundee Partnership and a Fairness Action Plan was agreed in November 2016 framed around Stigma and Social Inclusion; Work and Wages; Reducing the Education Gap; Benefits, Advice and Support; Housing and Communities (including fuel and food poverty); and Improving Health.

- Similarly, in 2016, Perth and Kinross CPP established a Fairness Commission to learn more about how people living in the area experience poverty and inequality in their everyday lives,

---

and the circumstances which prevent people from reaching their full potential. The Commission was made up of 11 independent Commissioners with a broad range of experiences and expertise. After listening to the professional and personal experiences and observations of as many people as possible within the area the Fairer Futures report was launched. The report offers recommendations to the CPP, and everyone else within Perth and Kinross, which will help to address the challenges that people are facing. The report also highlights areas of good practice that are helping people, and should be more widely implemented across the area. The recommendations of the Fairness Commission are reflected in the LOIP and the five Local Action Plans.

2. The LOIP identifies the preventative work required by the Partnership and how resources will be used in new ways to support prevention. The evidence and analysis identifying where prevention is necessary and the particular preventative approaches adopted should be within the plan or its supporting documentation.

Emerging Findings

- Most LOIPs are focused on prevention and early intervention however it is identified that in order to achieve this collaborative work/ joint resourcing with partners is necessary. Furthermore, the LOIPs tend not to highlight specific preventative actions and how partners are working together to address those.
- At this stage, there is limited detail around how partners will realign resources to better deliver early intervention and prevention, with details of projects, programmes and initiatives more likely to be held within Locality Plans.

Practice

- East Dunbartonshire CPP has recognised that addressing the demands on services that result from negative consequences rather than their causes has a high cost and sustaining this will get more and more difficult as more cuts are made. As a result, it is committed to building in prevention and early intervention strategies into their core activities. Over the next 10 years, a number of resources will be invested in prevention. An example of a preventative action, under the Safer and Stronger Communities theme is the International 16 Days of Action campaign which takes place every year in November and December. A local programme of information sessions, learning and training events, presentations and social media posts is coordinated by the Violence Against Women Partnership each year as a means of exploring the causes and consequences of the spectrum of gender-based violence with local workers and communities.

- Inverclyde CPP is currently promoting Inverclyde as a place to live by showcasing what the area has to offer and in doing so raising the profile of Inverclyde. In addition, the Council is also developing a new brand which builds on the promotion of Inverclyde as a place to live, work and invest and the promotion of community pride. A range of housing related measures are being introduced to help attract new people and business into the area. For example, assistance with initial housing costs and access to housing, assisting the development of self-build housing schemes, assisting householders take advantage of renewable energy systems and the introduction of a service aimed at helping people move into the area. A range of initiatives aimed at increasing employment opportunities and support provided to businesses will help to retain existing population

3. The LOIP is clearly based on active participation by communities and community organisations. The nature of that participation and the resources allocated by statutory partners to enabling participation should be documented.

Emerging Findings

*   There is a clear distinction between the LOIP and Locality Plans; with many Locality Plans in development.
*   Most demonstrate some form of community engagement to help develop priorities, e.g. community planning days, surveys. Some used a range of activities, others may just cite a survey. However, it is not always clear how they are reaching 'hard to reach' groups or most disadvantaged in the LOIP development process.
*   How communities will remain actively involved throughout the development, implementation and monitoring of the LOIP is still under development for the majority. Some have mechanisms such as the role of community groups on CPPs and some mention ongoing participation and engagement.

Practice

*   East Renfrewshire CPP has engaged with over 2,200 residents between January and May 2017. Some of the methods used were citizens panel and Police Scotland engagement including your view counts survey. For each method used a breakdown of the number of people engaged has been included as well as what key themes have been identified. For example, through the citizen's panel a total of 690 people were engaged and the key themes identified are poverty and influencing local decision making.

*   In addition to the statistical information gathered at East Ayrshire CPP, which is included in their Area Profile, a wide range of local intelligence is shared across the CPP and the views of local people about the key priority areas to be addressed are identified through, but not exclusively limited to, the following:
    *   Community Led Action Plans which set out the priorities for improving local communities as identified by the residents themselves;
    *   East Ayrshire CPP Residents' Survey 2017;
    *   East Ayrshire Tenant Satisfaction Survey 2017; and
    *   Vibrant Voices: consultation feedback gathered as part of East Ayrshire Council

4. The LOIP is clear about the resources necessary to deliver the planned improvements and how they will be provided by statutory partners. Links to evidence that agreed commitments have been built into partners' own individual corporate and financial plans.

Emerging Findings

- Partner plans and strategies are often referred to in appendices and highlighted as complementary to the LOIP and emphasise the links between the CPP and partners' strategic planning functions.
- Most plans have designated responsible CPP partners in terms of actions.
- Some plans still in their infancy, many state that the next step is to develop delivery plans with actions, targets, PIs and resources required to deliver.
- There are expressions of commitment to partnership working but detail on realigning resources or clarity around the responsibilities of relevant partners is still under development in many plans.

Practice

- Inverclyde's LOIP highlights that the CPP has identified joint resourcing and planning as an area for improvement in their improvement plan. The CPP is working on developing a process to identify how partners are shifting planning and resources to early intervention and measuring success on reducing demand, costs and released savings.

- In Orkney CPP, the Chairs of the Delivery Groups, working with their stakeholders, compile plans comprising their planned outcomes and the actions needed to achieve them. Each Delivery Group selects a suite of high level performance indicators, aligned to their activities and outputs, which demonstrates how well they are progressing towards their planned outcomes. The resources, in cash and kind, which are needed to implement planned actions are documented collectively in a Joint Resourcing Plan.

5. The LOIP is precise about the level of improvement and the timescales for improvement for each improvement commitment in the plan. There should also be clarity about how progress towards and achievement of agreed outcomes will be measured.

Emerging Findings

- A number of LOIPs include how outcomes will be achieved through established performance indicators. Baseline information is identified together with progress targets for medium (2-3 years) and long term (10 years). All of the targets aim to improve but for some the levels of change and success may be small.
- Although some LOIPs have included specific actions they would undertake, others include brief statements of intention and have yet to develop actions, targets and indicators.
- There is an intent to review progress annually, sometimes more frequently.

Practice

- Clackmannanshire CPP has identified a range of performance indicators to underpin the actions within the LOIP. Each measure has a baseline, with short, medium and long-term targets.

- Aberdeen CPP has a performance management framework to support the local outcomes within their LOIP. This includes a range of place based measures and performance indicators that identify baselines and targets, and the lead partners for each.

6. The LOIP is clear about scrutiny, performance and accountability arrangements for the plan, including the role of the CPP Board, the role of partners' own corporate governance arrangements and the role of communities and community organisations in scrutiny and performance monitoring.

Emerging Findings

- The majority of plans have a clear vision and those that don't have clear priorities
- Many LOIPs identify the need to consider current governance arrangements within this new environment and how communities can be enabled to become participants in the process.
- There is a commitment to annual progress reports, sometimes more frequent reporting.
- LOIPs could benefit from further information around how they envisage communities being part of the scrutiny of progress (and what this might look like), i.e. how they will be accountable to their communities.

Practice

- Fife CPP aims to have continuous conversations with communities and ask them to contribute further to ensure they are making the changes people want and need to enable them to live safe, healthy and happy lives. Some communities will be responsible for assets such as libraries, open spaces and community halls. Some ways people can get involved: visit Let's talk about Fife's future to get regular updates on what is happening, give views on a range of topics via the Fife People's Panel, volunteer in the community or join a local group via Fife Voluntary Action, submit a participation request to be involved in the planning of how services will be improved, local businesses can also join various networks and have their voice heard, make a pledge to create a Fairer Fife.

6   Conclusions

6.1   Overall there is varying degrees in the scale and scope of LOIPs across Scotland, though definite progress is being made against the expectations of the CE Act and associated guidance with the key theme of reducing inequality present across the board.

6.2   There remains a need however, for LOIPs to be more focused on the areas where the CPP can make the biggest impact rather than replicate the 'catch-all' nature of previous Single Outcome Agreements.

6.3   This exercise has not only identified the emerging findings under each of the themes above, but also raises wider strategic questions for community planning and potentially the role of the OEPB Board in progressing this agenda, i.e.:

- How do CPPs continue to retain a locally informed focus (which is a core element in the development of LOIPs), within a policy landscape that places a number of expectations on CPPs?
- Is there a need to work with CPPs to develop national areas of support to further develop and enhance their role?
- Have LOIPs started to engender cultural and behavioural change in how a CPP is governed and how it impacts communities?
- How are CPPs linked to wider transformative activity both with the organisations at a local level, but also cross-boundary, regionally and nationally?

6.4   However, as identified, progress is being made, specifically around the following:

- There are genuine attempts to enhance community engagement and participation, either demonstrated in the development of the LOIP or through further planned work across the CPP.
- LOIPs have started a process whereby as planning documents they have started to engender cultural and behavioural change in how a CPP is governed and how it impacts communities.
- There is a breadth of data and business intelligence within the LOIPs that inform the development of local outcomes and priorities.
- There is a recognition that there needs to be a shift to early intervention and prevention. This is either demonstrated through the commitments within the LOIP or through a statement of intent to develop this further with partners.

6.5   There are also areas identified through this work that could inform a wider programme of support. It is anticipated that this should be developed with the national Community Planning Managers Network, i.e.:

- Leadership and culture (to promote a greater focus on impact and joint resourcing)
- Governance and scrutiny (particularly around how this involves communities)
- Developing approaches to effective empowerment and participation
- Effective use of data and business intelligence.

Outcomes, Evidence and Performance Board
Advisory Board Meeting, 24ᵗʰ May 2018
Public Health Reform – Underpinning data and intelligence commission

1.   Purpose

1.1   To outline the work being undertaken as part of the Public Health Reform programme, specifically for data and intelligence. To provide the opportunity for OEPB to ensure there is adequate awareness and alignment with the actions identified within the OEPB work programme to support CPP's to improve their approach to sharing of real time data and intelligence at a local level.

2.   Recommendations

2.1   It is recommended that the OEPB:

     I.   Comment on the links between community planning and wider public health reform
     II.   Comment and agree on communication links and alignment between the OEPB actionable intelligence workstream and the Public Health underpinning data and intelligence commission

3.   Background

3.1   At the OEPB meeting on May 25ᵗʰ 2017, the overall work programme was agreed. One of the objectives was to support actionable intelligence sharing for which four key elements were identified;

- Scope actionable intelligence for locality management pilot and secure participation of up to 5 CPPs
- Deliver and evaluate actionable intelligence for locality management pilot and share lessons learned with other CPPs
- Identify potential barriers to sharing data and intelligence as part of the delivery of the pilot
- Discuss barriers with Information Commissioner and Caldicott Guardians and other key stakeholders to identify solutions

3.2   Data, information and intelligence are a key component of the public health reform agenda. The data and information systems across the NHS, Local Government and beyond have the potential to help target the use of public resources by making better use of our existing data and analytical capability to support new and existing collaborations across national and local partners. The ambition of the reform programme is to improve the understanding of the interaction between healthcare and social care and the impact of factors such as housing, poverty, educational attainment, employment and the provision and use of mental and physical health care services in the prevention of ill-health and inequalities.

3.3   The Public Health Reform (PHR) programme team have built on the outputs from the 2015 Public Health Review to create a map of the expected capabilities that the reform programme is expected to achieve (the blueprint). Annex A sets out the capabilities in the blueprint including for data and intelligence and describes a working understanding of how things look today and what they expect things to look like in the future.

3.4   The Public Health reform programme has been established, jointly led by SG and COSLA. Under the programme a number of commissions have been established (see Annex B). it is important to highlight to OEPB that:

- The public health reform programme is about the whole system, with the establishment of Public Health Scotland (PHS) sitting within this context
- The commissions are about the functionality of specific functions of PHS within this wider context
- PHS needs to lead and influence in the new system and to understand the needs of the whole system.

Community Planning Partnerships are enablers of change at a local level. Local outcome improvement and locality plans identify how effort will be targeted and the approach that partners will take to working collaboratively together with communities. The national public health body should be a key partner that

will help apply data and intelligence to guide interventions and support shared learning and innovation to improve local health and wellbeing outcomes.

4.   PH Underpinning Data and Intelligence commission

4.1   The Public Health Reform team have commissioned National Services Scotland (NSS), Health Scotland (HS) and the Improvement Service to produce options for delivering a strong, effective, forward looking data and intelligence domain at national level within the new public health body and to describe how this will support and enable activities at the regional and local level across the wider Scottish public health system.

4.2   The key objectives of the commission are to:
1. Identify current data and intelligence functions and describe how those functions support improving health, protecting health and delivering appropriate effective and highquality health and social care services.
2. Work with a range of customers' to better understand and plan what is needed in order to improve the data and intelligence function working towards better health gains for people and communities;
3. Use these insights to describe the functional arrangements for Data and Intelligence now and in terms of future options for the new body, including proposed benefits and related benchmarks;
4. Identify what is working well in terms of supporting effective policy development and delivery at national and local level to improve health outcomes and reduce health inequalities (proposed benefits and benchmarks);
5. Describe how the new functional arrangements will better support national and local policy development (proposed benefits and benchmarks);
6. Describe how the new functional arrangements will better identify areas for health gain and support related activity at national and local level (proposed benefits and benchmarks);
7. Describe how the new functional arrangements will support Community Planning Partners (CPPs/ local systems) in meeting their communities' needs (proposed benefits and benchmarks);

4.3   The project team is meeting on a fortnightly basis and will establish short life working groups as required to take forward particular aspects of the work on each deliverable. The project team will seek the advice of, and be guided by, a Reference Network. The IS have been liaising with the programme team to ensure that there are links with for example Scottish Local Authority Economic Development Group, Planning, Local Government Digital Office, and the Community Planning Managers' network. This network will provide timely specialist and professional influence, advice and guidance to the project team throughout the development of each deliverable. The outline deliverables and timetable is set out below:

Deliverable	Final deadline
1. Membership of the project team, its governance structure and a timeline for draft and final deliverables.	12th April 2018
2. Current data and intelligence functions in NSS, HS and IS and how they support service delivery.	30th April 2018 (31st May 2018)
3. Approach to customer engagement, including stakeholder mapping.	31st May 2018
4. Outline of customer requirements.	31st Oct 2018
5. Current and proposed future state for the data and intelligence function, including: – proposed benefits and benchmarks	31st Dec 2018

− organisational structure diagrams − senior management roles & responsibilities − additional skills and training requirements − additional IT systems, infrastructure and processes − additional physical equipment and building − additional business processes, support processes or service management functions − related financial costings for any additions to current arrangements.		
6. Product list, timeline and risk register for the transition of current and any proposed new data and intelligence functions from National Services Scotland and Health Scotland to the new public health body.	31st Dec 2018	
7. Updated and finalised due diligence intelligence as set out in Annex C of the commission	31st Oct 2018	

5.0 Relationship with OEPB work programme

5.1 The Public Health Reform Programme has a clear governance structure with specific objectives including the establishment of Public Health Scotland. However as set out in section 3.4 above public health reform is about the whole system, establishing Pubic Health Scotland within this and enabling the new body to understand, lead and influence the whole system. In particular, each of the commissions has been asked to describe how the new functional arrangements will support Community Planning Partners (CPPs/ local systems) in meeting their communities' needs.

5.2 The OEPB provides national co-ordination and leadership for community planning in Scotland, enabling collective leadership for embedding and strengthening community planning as evidenced by the agreed work programme. The Public Health Reform blueprint identifies the need to strengthen community planning and there is a shared interest between the OEPB and Public Health Reform across the progress of the public health reform agenda. There is a clear overlap with the work of the OEPB actionable intelligence work and the Underpinning Data and Intelligence commission.

5.3 Specific reference has already been made within the Public Health data and intelligence commission for the need to consult and seek advice from the Outcomes, Evidence and Performance Board (OEPB) as part of the underpinning data and intelligence brief.

6. Conclusions

6.1 We had already acknowledged that making progress with actionable intelligence would be challenging. The landscape is complex, fragmented with a wide variety of players. The Public Health Reform work provides an opportunity as well as a challenge.

6.2 The OEPB are asked to consider how far they would like to see the alignment of work and how best to ensure that there is the correct engagement between the OEPB and Public Health Reform work programmes.

6.3 There is the opportunity for aligning the two pieces of work. It is proposed that a meeting takes place between the partners involved in the OEPB actionable intelligence workstream and the Public Health commission co-leads to review the alignment of scope and effort and to report back to the next meeting of the OEPB. It is also proposed that future meetings of OEPB receive updates on progress on the commission.

Annex A – Public Health Reform Blueprint

Public Health
Reform Blueprint v1

Annex B - Summary of Commissions from Public Health Reform Programme Board as at 20th April 2018

Paper 3 -
Commissions Tracke

Annex C – Underpinning Data and Intelligence Commission Brief

Outcomes, Evidence and Performance Board

Workstream 1 - Data/Profiles/Analysis

May 24th 2018

1. Purpose

    1.1. To provide an update on release of new datasets on the Scottish Government open data publishing platform, statistics.gov.scot, particularly those that fall into the priority areas identified by OEPB. To consider the barriers to progress in priority areas and options for overcoming these.

2. Background

    2.1. The OEPB aims to support the local Community Planning improvement agenda by improving CPPs access to and understanding of the data available that can help understand need and measure progress, requiring a definitive source of data.

    2.2. As part of the project on local profiles, there is an agreement that statistics.gov.scot is the definitive source, with all key national outcomes datasets uploaded to statistics.gov.scot, and that all profiling data would then be drawn down from statistics.gov.scot.

    2.3. The OEPB agreed priority outcome areas where more local data is needed are:
- Children's Educational attainment
- Positive Destinations for young people
- Crime rate
- Employment/Unemployment rate
- Outcomes for vulnerable/looked after children

3. Update on *statistics.gov.scot*

    3.1. The Scottish Government's open data team has continued to encourage and support producers of official statistics to publish on their linked open data platform. So far in 2018, we have added 19 new datasets to the open data portal. This includes new datasets from the Scottish Household Survey, experimental statistics on Community Ownership, and Energy Performance Certificate management information.

    3.2. As we continue to work with colleagues from producer teams on the priority outcome areas identified by the OEPB, the latest position is:

- The Scottish Government's Education Analysis (EAS) team have advised that they are working on sub-local authority data for education attendance. We understand from EAS that this is a priority for 2018 and are actively working with them to publish school level data as well as local area level attendance and attainment data.

- Skills Development Scotland are working on releasing participation measure data, at sub-local authority level. This is dependent on their internal rollout of PowerBI, and

agreement from SG interests. No expected timescale for this work has been provided but we will continue to work with SDS and SG colleagues.

- Police Scotland have advised that they will not provide crime statistics for the open data portal, citing a lack of resources.

- The Labour Market team are working on updating datasets, and have begun by publishing updated employment data.

- As discussed at the recent OEPB meeting, Looked After Children data presents significant disclosure control challenges. Children and Families Analysis do not intend to provide sub-local authority data until they can address these issues, but are working with the statistics.gov.scot team to publish existing datasets on the open data portal.

4. Barriers to progress

4.1. Across the priority areas the barriers to progress fall into two broad categories:

    4.1.1. Methodological issues, such as those that affect looked after children (LAC) data.

    4.1.2. Resource and prioritisation issues, such as those cited by Police Scotland and which affect the pace of delivery by other data providers.

4.2. In some cases, such as LAC, it may be unrealistic to address methodological issues. In these cases we work with data providers to consider alternatives. **We would welcome advice from OEPB on alternative measures which may address users needs in these areas.**

4.3. Resource and prioritisation are frequently barriers to progress, in some cases leading to no progress in the delivery of priority data. **We would welcome the support of the OEPB to engage with data providers.**

5. Opportunities to broker changes to fill identified gaps

5.1. From the five datasets suggested as priority outcome areas, Scottish Government own the data for three, Police Scotland for one and Skills Development Scotland the other. We could ask those organisations to provide a timetable for delivery of this local data on statistics.gov.scot.

5.2. The employment data comes from a household survey that while pretty robust for CPPs, loses that robustness for more local areas. We could explore developing modelled estimates that bring together administrative and survey data to provide more regular local estimates.

5.3. Similarly, the number of vulnerable/looked after children could be small for quite local areas and this has both privacy concerns and can make outcomes data quite difficult to interpret.

6. Conclusion

6.1. The Board is asked to:

- Consider the progress made across the priority areas by data providers and the open data team, and offer any comments.
- Consider the barriers to progress cited by data providers and whether there are other barriers which we may not have identified.
- Consider the options to improve delivery, including those proposed in 4.2 and 4.3 above.

Progress update for OEPB from NHS Health Scotland on 5.2 of the Action Plan & next steps - May 2018

Work Plan Action 5.2: Establish a proportionate and robust approach to evaluation that could be used by CPPs, and deliver support to help CPP's make use of this.

1.   Activity to date:
Over the past six months we have been focussing on **relationship building and knowledge-gathering** about the context and work of Community Planning Partnerships to inform and develop our evaluation support work.

In December 2017 Health Scotland was asked to undertake a **rapid review of the Local Outcomes Improvement Plans** (LOIPS) to inform the discussions about the public health priorities for the new PH body. This was an intensive piece of work that needed to be produced quickly. We developed a review framework based on elements from the statutory guidance for the Community Empowerment Act 2015.The report covered:

- The data and evidence that informed the decisions on priorities in the LOIPs, what other evidence was used and what measurement (all areas are expected to have a performance framework) or evaluation the CPP plans to use to monitor progress and impact.
- How CPPs used community engagement to inform their decisions and set their priorities. (CPPs are expected to engage with community groups and be influenced by what different localities want to improve in their area.)
- The priorities that would set the direction of the work.
- Health Inequalities – both explicit and those actions/intentions that would contribute to addressing inequalities.
- Actions that would explicitly lead to health improvement of a population

The report and the framework were shared with the group tasked with undertaking a broader stock-take of the LOIPS, see below.

We contacted the chair of the **Community Planning Network** and discussed possible approaches and opportunities for engaging with the Community Planning Lead Officers on aspects of evaluation support. As a result of this Alana Atkinson attended the most recent network meeting and was able to contribute to discussions about the Local Outcomes Improvement Plans (LOIPs) and other issues as they arose.

2. Interdependent Work

As discussed at an earlier OEPB meeting, there are a number of actions that interrelate to the local evaluation support work and have an impact on what might be beneficial for local areas in relation to their thinking on what they want to evaluate. These include:

2.1 Scottish Government's Evaluation of the Community Empowerment Act

We have contributed to the work of a group, including representatives from OEPB members, set up by Scottish Government to identify potential areas that could be evaluated to demonstrate the impact of the CEA and Guidance. Collaborating with partners in this group will support us to align and co-ordinate actions, avoid duplication of work and over engagement/consultation with Community Planning Partners, in particular community planning officers. (An update on this work and next steps are being presented at the OEPB on 24th May 2018.)

2.2 Stocktake of LOIPs

In partnership with Audit Scotland and the Improvement Service we undertook a stocktake of Community Planning Partnerships' LOIPs on behalf of the OEPB. The aim is to assist all CPPs by providing a national overview of the key messages, identifying areas of good practice and also identifying where improvement support, including evaluation, could most usefully be targeted. The analysis is completed, a report is in production and will be presented to the OEPB at the meeting on 24th May. The findings from this and the earlier rapid review will help to inform conversations with local areas on what their evaluation interests and focus might be.

2.3 What Works Scotland – Key findings from the survey of community planning officials in Scotland

Dr Oliver Escobar's analysis of a survey of community planning officials has been useful in identifying the newer areas of work that CPPs are having to strengthen/develop as a result of the CEA. In particular, many people want to improve their community engagement aspects of the Act. The Scottish Community Development Centre is working currently with the Improvement Service on supporting local areas with this and there are opportunities for collaboration on supporting the evaluation of the impact of some of these changes in approach.

3. Other related NHS Health Scotland's work to note

Health Scotland is working in partnership work with Healthcare Improvement Scotland and ISD in 2018 to develop guidelines on when to use evaluation and when to use improvement science. Materials from this work could be made available on the Community Planning website. We are working with the LIST analysts to improve their understanding of evaluation and the contributions they can make to local evaluation support.

4. NHS Health Scotland – OEPB 5.2 Evaluation Support – Next Steps - May 2018

OEPB Work Programme Area	Objective	Activity	Timescales
5.4 Establish a proportionate and robust approach to evaluation that could be used by CPP's, and deliver support to help CPP's make use of this	Gain insight into the current evaluation activity in CPPs in relation to Part 2 of the CEA.	- Health Scotland to work with WWS to develop scoping questions - Carryout scoping with a sample of CP representatives to generate picture of current evaluation activity	May 2018 May- June 2018
	Build on the findings of the Community Planning Officials Survey (WWS) and explore how evaluation support could focus on the areas where greater effort is needed	- Map these areas against the requirements of the Community Empowerment Act to understand where evaluation support could add most value	April - May 2018
	Continue to gather information on evaluation status locally and share findings of initial scoping. Identify key themes for possible evaluation through discussion with local areas.	- Regional/local meetings (in addition to those of the CP Network)	August/early September 2018

	Develop an understanding of intended outcomes and map examples of current evaluation activity to these.	- Develop a logic model to determine activities and outcomes and identify gaps in data and/or evaluation activity.	May - August 2018
	Identify and agree best ways to provide knowledge and advice for local actions	- Work with CP Officers and CPPs to agree model for providing advice and capability building activities to support local evaluation actions.	

5.   We invite the OEPB to:

- note actions and progress to date
- consider the context outlined in the paper and whether all dependencies have been considered, have we missed anything?
- offer any suggestions on our approach to scoping current evaluation work i.e. who else should we engage with and involve and suggestions on how best to gather the information
- inform us of any knowledge members have of other local evaluation support being used/accessed by CPPs, any strengths and weaknesses
- acknowledge that improvement support and evaluation support are part of the journey to meeting the ambitions of the Community Empowerment Act and are not mutually exclusive

OUTCOMES, EVIDENCE AND PERFORMANCE BOARD
24 MAY 2018
STRAND 5.5: EVALUABILITY ASSESSMENT - UPDATE FROM REVIEW SUB-GROUP

Purpose

1.   This paper summarises recent progress on developing a review into changes in community planning in light of Part 2 of the Community Empowerment (Scotland) Act 2015 and associated Statutory Guidance, and where further work is required to enable finalisation of plans to proceed.

Background

2.   In line with a commitment in the SNP's 2016 Manifesto, the Scottish Government intends to review the impact of reforms to community planning in Part 2 of the Community Empowerment (Scotland) Act 2015 during this Parliamentary session. A number of OEPB partner bodies (SG, NHS Health Scotland, NHS-NSS, Improvement Service, What Works Scotland and Audit Scotland) have worked together as a Community Planning Review sub-group of OEPB to develop an approach that can support this review and, potentially, other work of importance to OEPB (e.g. its own narrative of progress; identifying improvement support needs and obstacles to progress). This is sometimes described as an "evaluability assessment". The sub-group has met twice since the last OEPB meeting in November.

3.   A separate evaluability assessment has been conducted into Parts 3 and 5 of the 2015 Act (about participation requests and asset transfer requests). SG recently awarded an evaluation contract for these Parts to Glasgow Caledonian University Yunnus Centre.

Consideration

4.   The sub-group's paper for the last OEPB meeting in November highlighted a range of potentially conflicting principles which a single framework to support a broad OEPB programme of work around evaluation, review and improvement might want to address. It concluded that a single framework is challenging to create, and not necessarily worthwhile.

5.   In order to make progress where it is most needed, the sub-group has agreed to focus its attention on developing an evaluation framework around the formal review of community planning. In particular it has considered two main issues:

a) Where the focus of this review should lie
b) How the review can inform, and be informed by, other work by OEPB members and others.

a) Where the focus of the formal review of community planning should lie

6.   SG's intended scope for the formal review is community planning in light of Part 2 of the 2015 Act and associated statutory guidance. SG officials anticipate that review work will take place during 2019-2020 which results in a report for Ministers by March 2020.

7.	This formal review will primarily be an assessment of progress to date. It has two intended purposes. The first is to ***provide an understanding of progress*** made in strengthening community planning in the time since Part 2 of the 2015 Act came into force. This may inform a public and/or political debate about the extent of progress being made and whether community planning as currently set up is best placed to meet the expectations on it. The second purpose is to use that understanding to ***support further strengthening in community planning*** – for instance by highlighting strong and effective practice and taking steps to address where there are challenges to improvement.

8.	The most significant question we can expect Parliament to ask about community planning is about whether what has often been described as "pace and scale" of improvement in community planning is as sizeable as might be expected. Prior to Part 2 coming into force, community planning had often been criticised for developing at too slow a pace, but without clarity of what expected levels of improvement looked like.

9.	The review can help to provide answers in two ways. The first is to base its findings on some ***clear expectations about what community planning should achieve***. Part 2 of the Act and statutory guidance set out clear expectations about how community planning needs to operate and what it needs to do if it is to make a positive difference for local communities. Many of these expectations could be met early in the process of implementation of Part 2 and the Guidance (e.g. having a good understanding of local needs and opportunities; agreeing LOIP and locality plans). Others are ambitious and challenging and may require some time before CPPs and partner bodies are in a position to meet fully (e.g. how partners deploy their collective resources in ways best placed to support local priorities; how partners scrutinise progress, challenging each other where necessary).

10.	The second way in which the review can help provide answers is by providing a ***critique and examples of progress*** being made, which can be compared against these expectations. It is less important that the review assesses the extent to which these improvements are directly attributable to specific provisions in light of the Act.

11.	The review should focus on the ***statutory purpose of community planning***, which can be summarised as:

> *How public services work together and with communities through community planning to improve outcomes and reduce outcome inequalities, on locally identified priorities where joint working can be valuable in driving progress.*

12.	Based on this, ***key markers for effective community planning*** will include:

- extent of community participation in community planning, and its impact in influencing local priorities and actions
- what difference community planning makes in improving outcomes and tackling inequalities, reflecting:

a. what difference CPPs and partners want to make for their communities – in other words, how ambitious their local priorities are
b. whether the decisions and actions by the CPP and partners mean that they should be well placed to make this intended difference.

13.   The sub-group proposes to seek answers to two **_overarching research questions_**:

A. How has Community Planning changed in light of Part 2 of the Community Planning Act and Statutory Guidance?
This question is intended to allow assessment of how the operation of community planning has changed in the period since December 2016. It should help inform understanding about "pace and scale" of improvement in community planning, in particular around the key markers for community planning above, by linking progress made to realise the expectation in the Act and guidance about what effective community planning looks like and achieves.   This can identify where any specific aspects of how community planning operates is working either well or less well, and where CPPs and partner bodies may experience significant barriers to progress.

B. What difference has been made for communities as a result?
This is about understanding whether what we expected to happen through strengthened community planning is actually making a difference for communities. This may be in terms of participation and co-production in community planning, in public services being shaped and resources used in different ways around the needs and wishes of communities, or early short-term shifts in outcomes for communities.

14.   The sub-group is comfortable that the **_scope of this_** review should be on "community planning". This should extend beyond what happens in formal CPP meetings and is agreed in LOIPs and locality plans. It should allow all discussions, decisions and actions relating to community and locality planning to be brought into scope.

15.   The sub-group also advises that the scope should not extend formally to capture all types of partnership work occurring at local or regional levels (e.g. for health and social care integration, community justice and regional economic development). However, in practice the distinction between what is and is not within the scope of community planning will often be blurred. If local partners see their joint working on these to be part of their approach to community planning, then we should be relaxed about incorporating learning from them within our assessment. And, of course, learning about partnership working in a community planning context can both inform and be informed by learning in other contexts.

16.   The sub-group has identified several **_sources of data and information_** that could potentially inform the review (see Table 1), in addition to performance information which CPPs use to assess progress towards short-, medium- and long-term local outcome targets in their LOIPs and locality plans. Many of these sources cover activities of OEPB partners - including Improvement Service, NHS Health Scotland, NHS-NSS, WWS and Audit Scotland – demonstrating how our work can complement and build on each other.

Table 1: Sources of Information to Inform a Review of Community Planning		
Information Source	**When available**	**Notes**
CPP self-evaluations supported by IS	Ongoing	See para 20 below.
Community Planning outcome profile (CPOP)	until August	This provides data over the past 10 years. Funding is due to run out in August. Work is underway to try to secure further funding for 1 year.
Review of LOIPs	Jun 2018	
Evaluation of Community Empowerment Act (Parts 3 & 5)	Sep 2018 Jan 2019 Sep 2019 Jan 2020	A number of interim publications are planned throughout this evaluation that can provide information for the review, particularly around engagement with communities, with final reports due in Jan 2020.
Local Governance Review – evidence documents to support review process	Sep 2018	There are likely to be evidence documents with relevant information for the review created as part of the LGR process.
WWS – a range of work can provide information that can contribute to this review, e.g. a report on collaborative action research in four local authority case sites; two surveys of Community Planning Officials; a series of policy briefings and a 'meta-narrative' paper drawing key messages across a range of their work together.	Nov 2018	Funding for WWS finishes at the end of December 2018. Most work that can have a contribution should be available by November 2018.
National surveys with questions on, for example, participation and empowerment	Sep 2019	Further exploration required. New questions since 2018 may provide limited information given the anticipated timeframes. Other questions will have trend data.
Best Value audits of 6 local authorities [Note: Annual Audit reports for individual councils may also contain coverage of partnership working, performance and outcomes (dependent on where in the 5 year audit appointment plan these areas have been scheduled for work)].	Now May 2018 June 2018 Aug 2018 Oct 2018 Nov 2018 2019	Best Value Audit Reports are currently available for West Lothian, Clacks, Orkney Islands, Renfrewshire, Inverclyde and East Renfrewshire. Forthcoming publications: Fife and East Ayrshire West Dunbartonshire Glasgow East Lothian Dumfries & Galloway A further 7 reports

ISD social care data	TBC	Expected to include ScotPho profiles (data & analyses) on deprivation
Research and reports from organisations such as SCDC	TBC	For example, learning from CPP Community Empowerment Action Learning programme, jointly led by IS and SCDC.
OEPB performance management workstream – recommendations re what is needed to ensure performance management works within community planning	TBC	
Evidence and information contributing to other major reform programmes e.g. Public Health Reform research commissions.	TBC	Evidence and information sources for other reform programmes may have relevance. This would require further exploration.

17.   Evidence of progress will not always be clear, especially in the timescale between new statutory regime coming into force and review taking place. This is particularly likely for community level impacts which are long term outcomes that take time to emerge, and will be influenced by a wide variety of other factors. Further work is required on this and to explore whether and how it is possible to examine if these changes are taking place (e.g. how we set a baseline and assess any change from that). Separate OEPB work to capture a range of data and evidence in order to develop and disseminate a narrative of current patterns of outcomes across Scotland can inform this baseline.

18.   We expect to place a lot of emphasis on qualitative evidence from key stakeholders. These are likely to include:

- CPP boards
- CP partners – local leaders; possibly local practitioners
- Local community organisations
- Third Sector Interfaces
- Community Planning Managers and Officers
- SG Location Directors
- OEPB member organisations directly.

19.   This is a complex area with a great variety of other work that will have relevance. We are already developing a set of questions with this in mind, which we can test with stakeholders. We need to undertake further work to fully scope sources, establish their value, clarify how far we can use existing work to answer questions, and match to our specific research questions. This will then inform where there may be gaps and the approach to gathering and using available and/or new evidence.

20.   *Next steps*: The sub-group intends to test these issues further. We expect a process of engagement with relevant stakeholders will be valuable to test and refine this thinking, ensure the work has legitimacy and encourage participation in follow-up work. We intend

to develop plans for engagement, which will likely take place over the autumn and winter, in time to inform a specification for the review work to take place during 2019-20.

b) How the review can link to other work, including by OEPB members

21.   The formal review is intended to assess progress on community planning since the new statutory regime came into force. There is a strong inter-relationship between this planned activity and other action in the OEPB work programme (including to identify improvement support and capacity-building needs; identify examples of good practice; and inform OEPB's own narrative of how community planning is strengthening); and possibly also other core activity of OEPB members (e.g. related improvement or audit activity). **Sub-group members encourage OEPB partners to identify where our respective activities can assist each other**.

22.   One specific example concerns supported self-assessment work by the Improvement Service. The self-assessment templates follow many of the themes covered in the statutory guidance (although the expectations for improvement for a given theme may not always be the same).   Many CPPs have used this resource and there is a lot of potential learning from this work at a high level about strength and development needs for community planning which could feed directly into the review. Doing so, however, depends on CPPs agreeing to allow their own findings to be shared, even on an anonymised basis. **IS would welcome endorsement from OEPB partners to an approach to these CPPs, requesting that they allow findings from their own self-evaluations to be used in this anonymised and high-level way**.

23.   A second example is that, even before the review takes place, SG will want some understanding of some of the themes which the review will cover, as part of its ongoing work to monitor progress in community planning and support improvement in it and broader place-based working. SG also has a close interest in encouraging and supporting strong collective leadership across our public services, including at place level.

24.   Linked to this, SG officials intend to encourage SG Location Directors and teams to use their relationships with local partners to understand and support local ambitions and progress for community planning and other partnership working at local and regional levels (e.g. on regional economic partnerships).   This can provide valuable early intelligence, in particular around:

- what contribution public services consider that partnership working can make towards their own organisation's objectives
- what difference local public services and CPPs want to make for their communities
- through what means local leaders are choosing to exercise collective leadership
- where there is strong and/or potentially powerful practice locally
- where there may be significant obstacles to progress.

Conclusion

25.   We invite OEPB to:

- note progress to date, including that the sub-group has identified a wide range of activity (much of it led by other OEPB members) which can inform a review of community planning
- agree that the sub-group should continue work to set parameters for a review of community planning, to include engagement with stakeholders to test and refine thinking
- consider where other OEPB workstreams can either assist or be assisted by planned evaluation work
- endorse an approach from IS to CPPs that have participated in supported self-evaluation, requesting that they allow findings from their own self-evaluations to be used in an anonymised and high-level way to inform learning about progress, positive developments and challenges to progress.

OEPB Evaluation Sub-Group
May 2018