AGENDA

Outcomes, Evidence & Performance Board
Advisory Board Meeting, 30th November 2017, 2pm – 4pm
Scottish Enterprise, Atrium Court, 50 Waterloo Street, Glasgow

Agenda	Time
1. **Welcome and Introduction**	**2.00**
2. **Minute & Matters Arising** 2.1. **Input at Strategic Scrutiny Group** *(verbal update from Chair)* 2.2. **OEPB Flyer** *(attached)* 2.3. **Evaluability Assessment** *(paper to follow)*	**2.05**
3. **OEPB Work Programme Update Report** *Paper attached* *Discussion item for Board members to ask questions on progress reported*	**2.20**
4. **Workstrand 1: Data/Analysis/Profiles** *Paper attached from Roger Halliday, workstream lead*	**2.40**
5. **Workstrand 3: Performance Management** *Presentation from Mark McAteer, workstream lead*	**3.00**
6. **Local Governance Review** *Presentation from Brian Logan, Public Service Reform Division, Scottish Government*	**3.20**
7. **Policy Developments**	**3.40**
8. **AOB**	**3.50**
9. **Future Items & Date of Next Meeting**	**3.55**
10. **Close**	**4.00**

Outcomes, Evidence & Performance Board
Advisory Board Minute
11th meeting, 2pm-4pm, August 31st 2017

Attendees:	Steve Grimmond (Chair, SOLACE); Mark McAteer (Scottish Fire & Rescue); Phil Couser (NSS); Fraser McKinlay (Audit Scotland); Roger Halliday (Scottish Government); David Milne (Scottish Government); Sarah Gadsden (IS); Gerry McLaughlin (Health Scotland). Nick Watson (What Works Scotland); Alana Atkinson (Health Scotland); Emily Lynch (IS); John Robertson (SDS); Justine Greyer (for Audrey McDonald, Scottish Government)
Apologies:	Elma Murray (Chair, SOLACE); David Martin (SOLACE); Andy Cowie (Police Scotland); Colin Mair (IS); Kenny Richmond (Scottish Enterprise); Allan Johnstone (VAS);

Item No.	Description	Action	Date
1.	**Welcome and Introduction** The Chair welcomed everyone to the eleventh meeting of the Outcomes, Evidence & Performance Advisory Board.		
2.	**Minute & Matters Arising** 📄 Item 2 - OEP Board Minute 30th May.dc 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	Action	Progress
2iii) OEPB Membership	EM & GM to follow up representation of territorial NHS Chief Executives.	Following discussions with the NHS CEO group, Gerry has lodged a request for a Director of Planning from one of the territorial boards to join the OEPB.
3. OEPB Work Programme	Attendance at future Strategic Scrutiny Group (SSG) meeting	It was agreed Steve Grimmond, Mark McAteer and Roger Halliday would attend SSG on 17th November to outline the OEPB agenda, the key challenges being addressed and explore what this means for audit and inspection.
	Engagement with LG & Regeneration/ Finance Committees	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
5. Evaluability Assessment:	David Milne to progress, with input from AS, IS and HS	David Milne will present a model for the Evaluability Assessment for the Community Empowerment Act at the next board.
6. Policy Development:	Contact Public Health Oversight Group & those leading the Local	Colin and Gerry sit on the Public Health Oversight Group and will provide a link for the OEPB going forward. So far, the Group have had one meeting, and have considered

	Governance Review to find out how the OEPB can feed in.	a draft business case. It looks probable the new body will have significant focus on data and intelligence, with the ISD likely to be positioned within the new body. The Scottish Local Decision Making Review has been included under the upcoming programme for Government. It states that over the next year there will be a comprehensive review of how local decisions are made and how local democracy is working. We will engage with the SG team leading on this to explore how the OEPB can link in.		
3.	**Workstrand 2: Sharing Actionable Intelligence** Item 3 - Sharing Actionable Intelligen Sarah and Phil talked through the 3 strands of work underway in this workstream, and outlined the planned next steps. The aim of this work is to support local partners to find solutions around sharing actionable intelligence, with the resulting findings and recommendations being used to build up an evidence base to support wider systemic change and a more integrated national public sector dataset. Board Members noted the progress being made and reinforced the importance of this workstream. The following areas were highlighted for consideration within this work: - links should be made with OEPB workstream on building analytical capacity within CPPs - opportunities should be explored to better join up existing work within this theme, both on a geographical and on a functional basis - there may be an important role for the national data board to play in progressing these developments **Agreed Actions:** Roger to ask one of his team to make contact to discuss the role they could play in this work. To capture and keep the board informed of the key learning from the work underway, including the discussions with Stirling and the LIST review workshop in September. Any issues to be brought back advice and guidance is needed from the OEPB.		Roger NSS/ IS	Oct/ Nov Nov
4.	**Workstrand 3: Performance Management** **Update from Geoff Huggins on Sir Harry Burns' Review of Targets & Indicators** Item 4a - Letter - GH and PMcL - Measurin Item 4b - Performance Improv Geoff Huggins provided an overview of the current arrangements for measuring and reporting progress under integration to the Ministerial Strategic Group (MSG) for Health			

	and Community Care, reflecting on the complexity presented within such information. MSG have noted that the approach for future years may change as a consequence of the recent Review into Targets and Indicators undertaken by Sir Harry Burns. Geoff Huggins indicated that there will be a release of the findings shortly, and highlighted a number of emerging themes: - There will be a broader based approach to thinking about performance around outcomes and whole system - The approach needs to recognise the multiplicity of systems within a system and the need to go local to understand what's really driving things and what needs to change - The approach will be a mix of local accountability and responding to collective/national interest that partnerships are making progress - The approach needs to create capacity in system to respond and improve, rather than a set of new targets - The current way of getting information is not good enough and there is a need to change the methodology - While there were specific recommendations around indicators, the view was that further work was needed which would be carried out in collaboration with the International Consortium for Health Outcomes Measurement The Board members welcomed the discussion and agreed there were important elements emerging from this work that could inform and feed into the OEPB workstreams. It was agreed Mark McAteer, who's leading on the Performance Management workstream for the OEPB, will follow up with the Chair to explore potential linkages. **Agreed Action:** Mark McAteer to follow up with OEPB Chair.	MM/ Chair	Oct
5.	**Workstrand 5 – Evidence & Evaluation** Item 5 - WWS Highlight Report for Nick provided an update on legacy plans around the dissemination of learning from the What Works Scotland programme (now extended to Dec 2018). The Board welcomed the fact that WWS have aligned their legacy plans to the OEPB work programme, committing to develop a meta-narrative of key messages emerging from their work, and to synthesise wider evidence base of what works. OEPB members were asked how they could help WWS take forward their legacy. It was agreed that as WWS start to pull together learning and key messages from their work, the OEPB will be a useful vehicle to look at how to deliver into organisations and bring it to people that need it. **Agreed Action** What Works Scotland to share key learning & messages with OEPB who will act as a vehicle to support delivery into key arenas	WWS	Ongoing
6.	**OEPB Communications & Engagement Plan** Item 6 - OEPB Communications an		

	Emily provided an overview of the proposed Communications & Engagement plan and asked Board members to consider if the key messages, audience groups and channels were appropriate. The board endorsed the plan, and agreed to adopt a sequential approach starting with awareness raising, and then moving on to detailed communications to support the workplan. In terms of awareness raising, it was agreed a 1-page A5 flyer outlining the purpose, membership, and remit of the OEPB would be developed and disseminated to all CPP chairs and key Community Planning stakeholders (including NHS, SOLACE, SG). While at this stage the focus for communications will be on the awareness raising flyer, and the use of the CPP portal and OEPB web page, it would also be helpful for workstream leads to start thinking about communications for their areas, and highlight key points within their quarterly updates to the board. Quarterly updates to the Board could also be used to provide quarterly communications via the CPP portal/newsletter/OEPB webpage etc. In terms of co-ordinating the communications activity, it was agreed that going forward, it would be helpful if there was some capacity across IS, HS, AS or other partner organisations to bring some structure to the communications. **Agreed Action** Prepare & disseminate 1-page A5 flyer on the purpose, membership & remit of the OEPB Workstream leads to consider key communications to include in their quarterly updates	IS All work-stream Leads	Nov Nov, then ongoing
7.	**AOB** **Future reporting to OEPB.** It was agreed that to provide more traction around the workplan, Workstream leads would provide a written update against each stream for each quarterly meeting. IS will provide a template to facilitate.	All Work-stream Leads	Nov, then ongoing
8.	**Dates of Meetings 2017** 30th November, 2pm – 4pm, Glasgow (Scottish Enterprise, Atrium Court) 2017 Dates (venues tbc) • Feb 28th at 2pm • May 24th at 2pm • August 29th at 2pm • November 28th at 2pm		

What is the Outcomes, Evidence and Performance Board (OEPB)?

The Outcomes, Evidence and Performance Board (OEPB) provides national co-ordination and leadership for community planning in Scotland.

We work with all organisations involved in community planning to understand:

- the services, ways of working and leadership that are effective in improving outcomes and reducing inequalities
- the gaps in knowledge and capacity, and the problems CPPs are experiencing
- what support and/or change is needed to make community planning a success.

This underpins our three main roles.

1. **Influence** - We aim to influence policy, practice and reform of public services at local and national levels.
2. **Collaboration** – We bring together national analytical and improvement resources to support CPPs to ensure capacity and resources are targeted to where they are most needed. We facilitate knowledge sharing across CPPs about what's working in improving outcomes.
3. **Tailored support and capacity building** – We offer practical support to CPPs with their challenges around leadership, governance, scrutiny, analysis and decision-making.

What challenges are we trying to address?

increasing community participation, particularly amongst the most vulnerable

Better leadership, governance and scrutiny

Improved local data

Sharing good practice and evidence

Joint resourcing and planning

Co-ordinated improvement support

Raising the profile of progress and challenges

How are we helping?

SUPPORT AND CAPACITY BUILDING	EVIDENCE AND EVALUATION	PERFORMANCE MANAGEMENT	IMPROVING ACCESS TO AND UNDERSTANDING OF DATA	SHARING DATA AND INTELLIGENCE AT A LOCAL LEVEL
We're offering practical support to CPPs by expanding the Community Planning in Scotland Portal to include more resources, support and showcases of CPPs' work and progress, identifying gaps in the support for CPPs – and working to plug them, and building analytical capacity across public services.	We're developing and sharing a narrative about current patterns of outcomes across Scotland and what works based on research by What Works Scotland, as well as developing an approach to evaluation that can be used by CPPs.	We're reviewing performance management arrangements across community planning and we'll propose and implement recommendations based on the findings of the review.	We're improving access to and understanding of data by exploring opportunities to consolidate existing data resources, increasing the local data available in open formats and exploring how to fill the gaps in the data currently available to measure outcomes at local level.	We're supporting CPPs to improve their approach to the sharing of real time data and intelligence at a local level, and we'll work with the Information Commissioner, Caldicott Guardians and others to overcome challenges to data sharing.

Who's involved in the OEPB?

Members of the OEPB come from all the main stakeholders involved in community planning. They include senior representatives from SOLACE, NHS, police, fire, enterprise and skills development agencies, the third sector, Scottish Government, Improvement Service and What Works Scotland.

Want to know more?

Visit **www.improvementservice.org.uk/oepb** for the work plan, outputs, membership and contact information.

Visit the Community Planning Support Portal at **www.cppsupport.scot**

Outcomes, Evidence and Performance Board
30 November 2017
Evaluation Framework Update

Purpose

1.   This paper summarises consideration to date on developing a suitable framework to support OEPB programme of work around evaluation, review and improvement.

2.   In summary, and based on our work to date, we consider that:
* a framework can be developed in a number of ways, with different areas of focus and underpinning language
* it is challenging, and not necessarily worthwhile, to create a single framework which can both support real-time improvement in local partnership working and formally evaluate progress made
* to be most useful, the framework(s) should be developed both closely alongside related work for OEPB it is intended to support, and with close involvement of local community planning partners.

Background

3.   Since the OEPB work programme was agreed in May, a team involving officials from Audit Scotland, Improvement Service, NHS Health Scotland, Scottish Government and What Works Scotland has worked together to develop an evaluation framework for OEPB to consider. The team has brought together skills and expertise in evaluation theory and practice, improvement support and policy requirements for community planning.

4.   We have developed and considered two very different forms of framework:
* a short theory of change intended to provide a high-level, end-to-end picture about how component areas for development should contribute to a broad strengthening of community planning
* a detailed framework which sets out expected levels of progress and performance on a number of specific characteristics, including principles for community planning highlighted in statutory guidance.

5.   However, both of these had limitations. The team has found it challenging to agree a shape for a single framework which in itself can meet an ambitious range of objectives.

Examples of Issues Emerging to Date

a. Purpose

Focus on evaluation of progress to date	⟷	Focus on real-time learning and supporting improvement

6.   We want the framework(s) to support two purposes: assessing progress and supporting improvement. This is important for OEPB, as its work programme reflects both of these aims:

- **_assessing progress_** as part of evaluation, and to provide evidence which can inform narrative about the influence of OEPB's work and how community planning is strengthening (parts 5 and 6 of OEPB's work programme).
- **_supporting improvement_** to identify real-time improvement support and capacity-building needs and obstacles to improvement, share examples of good and innovative proactive, and ensure CPPs and partners are focusing their self-evaluation on the right themes (which can support parts 2 to 6 of OEPB's work programme).

7.   Ensuring a framework can be effective in supporting both of these purposes is a major factor for tensions.

| Testing community planning | ⬌ | Using understanding for community planning purposes to test partnership working there and also in other contexts |
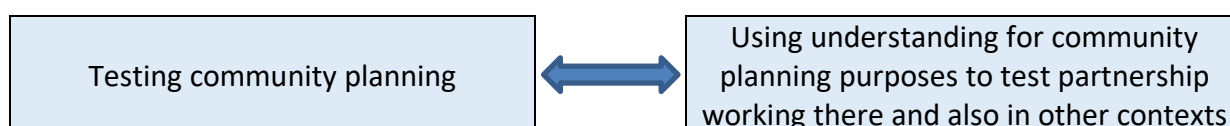
8.   While this is not something our team specifically considered, OEPB might want to consider whether it wants the framework to focus specifically on assessing progress and supporting improvement in community planning. Partnership working is increasingly common in a range of settings, including health and social care integration, community justice and City Region Deals. OEPB might want a framework which could (or could be adapted to) test progress and/or support improvement in partnership working, both in community planning and these other contexts.

b. Focus

| Impact evaluation | ⬌ | Process evaluation |

9.   The fundamental purpose of community planning is to improve outcomes and reduce outcome inequalities. However, CPPs will define which outcomes they are prioritising for improvement locally. They will also set their own long-term outcome targets, with related short- and medium targets.

10.   A framework can assess progress or support improvement in a number of ways, but none of these ways in themselves will be fully informative.

11.   A framework can directly link to the fundamental purpose of community planning, by focusing on short- and medium-term progress in improving outcomes. However, impact of action in improving outcomes will usually take several years to become apparent. For the interim period, the framework might define outcomes in terms of emerging progress. Thus the choice could include:
- Specific outcomes of national importance (possibly specific National Outcomes) –these might not necessarily link to local outcomes which CPPs choose to prioritise and can take a long time to become apparent.
- Local outcomes prioritised by a CPP – it may be challenging to collate overarching lessons and improvement needs from these.

12.   Alternatively (or additionally), a framework can consider progress in terms of process and behaviours, as proxy measures which can be applied universally across CPPs.   The long-term performance expectations in statutory guidance provide a good source for identifying these characteristics.

13.   Given the direct link to statutory guidance, the use of qualitative short- and medium-term process and behavioural outcomes can support real-time improvement in community planning. Our work over the summer has enabled us to produce some short- and medium-term expectations which may be relevant to all CPPs in Scotland.

14.   However, these process and behavioural outcomes may be less valuable as part of a robust approach to evaluation. This is in part because of the difficulty in demonstrating that improvements in partnership processes and behaviours will have a direct impact in improving outcomes. It may also be challenging to include such qualitative measures of progress, with a clear understanding of how these evidence is collected and analysed, as part of a robust framework for evaluation.

c. Design

Simple, 1 page model which provides a high-level Theory of Change or evaluation model	⟷	Model detailed enough to highlight specific aspects of performance on which to support improvement and/or test progress
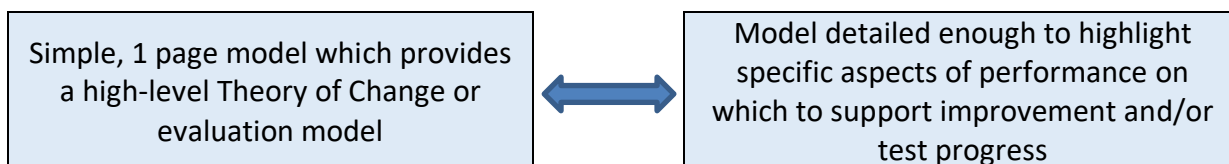
15.   We considered a simple, 1 page Theory of Change model. This was helpful in offering an overview of key drivers for improvement and how they might support improvements in long-term outcomes. However, this model is too high-level to enable OEPB to map specific improvement activity or examples of good or innovative practice to the kinds of improvement we would want to see within the model.

16.   We also designed an initial detailed end-to-end framework, which included suggested inputs, activities, outputs, short-term outcomes, mid-term outcomes and long-term outcomes. While this was potentially powerful enough to highlight specific themes on which learning or evaluation could focus, the draft framework was several pages long and it was not easy to digest these distinct purposes (evaluation and real-time learning) within a single model is proving challenging.

End-to-end framework, which links specific statutory provisions (inputs) to activities, outputs and outcomes	⟷	Partial framework, developed around specific themes that are likely to be improvement priorities and/or the focus of evaluation
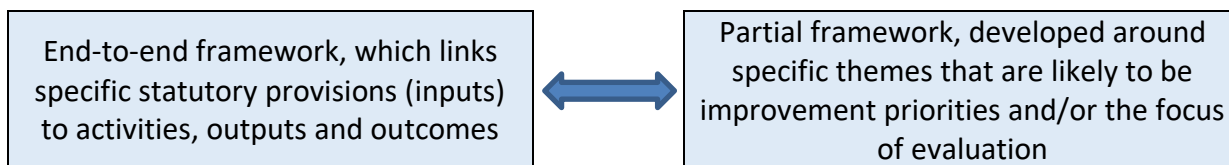
17.   There are also too many components within this model to allow an evaluation realistically to assess progress on each. It would be possible to develop from such a detailed end-to-end model a partial framework, built around specific themes on which an evaluation should be targeted. However, this raises questions about whether such a targeted evaluation should be scoped at this point or at a later date, when more evidence of progress came to light.

Important to be clear about data sources, and how and by whom these are collected and analysed, from the outset.	⟷	Not wanting focus of framework to be dictated by availability of robust data, if other (often qualitative) measures can still help paint a picture.
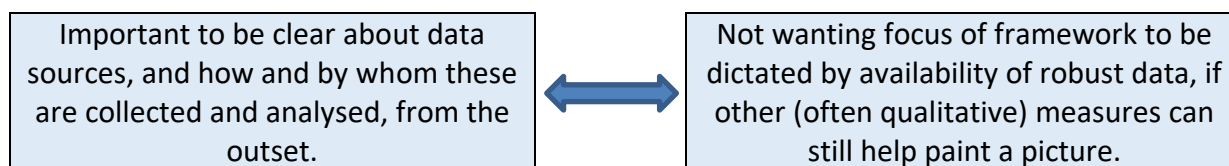
18.   Some colleagues argued that we need to be clear when designing a framework about how and by whom component parts of it could be measured. Others, while recognising the value of this, wanted to ensure that we don't focus on measuring the measurable if this resulted in attention drifting from what is most important.

Suggested Next Steps

19.   We have loaded a lot of expectations onto the evaluation model we've tried to develop. We've not been able to develop something we are confident properly addresses all of these ambitions and the tensions which flow from them. We still consider that having one or more frameworks will be valuable for OEPB's further work. However, we need to involve a broader range of perspectives to ensure ongoing work properly meets the needs of OEPB, CPPs and their partner bodies.

20.   Whatever framework(s) are developed should support and inform several of the themes in OEPB's work programme (as para 6 above sets out). We suggest more detailed discussion with OEPB colleagues leading these actions to better understand what they might value from the framework(s) and how, in turn, they would then expect to incorporate the framework(s) into their work.

21.   We also want to ensure that we can hear the perspectives of local partners working to improve outcomes for their communities through community planning, to understand what they might look for from an evaluation framework. This may require a broader range of community planning partner perspectives than is represented on OEPB.

22.   To allow the required time for a dedicated discussion, we suggest organising a separate workshop to tease out why (if at all) we want a framework(s) and, if so, what features it/they would need to include to be valuable and how we intend to use it/them in our work. It will be important that this includes those OEPB members leading on related actions, and a reasonable voice on behalf of community planning partners. NHS Health Scotland has kindly offered resource towards such an event.

Conclusion

23.   We invite OEPB to:
- Note work to date to develop a framework and the issues faced
- Agree to participate in a dedicated workshop to develop one or more frameworks which can suitably assess and/or support improvement in community planning performance, and inform other actions planned by OEPB.

Outcomes, Evidence and Performance Board work programme 2017 – Progress Update November 2017

Activity	Lead Responsibility	Contribution	Timescale	Quarterly Reporting Progress & Communications Update
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	**Progress** The Community Planning Support Portal now includes a list of the data and support already available, signposting users to relevant resources. **Next steps** See action 4.1 for update on portal.
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	**Progress** • Agreement to use common data for all profiles (statistics.gov.scot and opendata.nhs.scot) • Agreement to share software powering profiles • Clear what key requirements are for local profiles **Next steps** • Agreement on future blueprint for local profiles in Scotland, including decisions on which profiles to combine and who is responsible
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 a main agenda item for the Nov 17 meeting

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	To start following discussion at Nov 17 meeting
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	**Progress** • More data now in statistics.gov.scot – 196 datasets - see tweet. • Launch of NHS open data platform https://www.opendata.nhs.scot/ that contains 30 datasets. • Recruited lead on data outputs at Scottish Government **Next steps** • Increase available datasets • Tabulation tool business case

	Activity	Lead Responsibility	Contribution	Timescale	Quarterly Reporting Progress & Communications Update
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	**LIST progress** Working ongoing with: Renfrewshire, East Ayrshire, West Lothian, Grampian, Falkirk. See separate progress report in appendix. 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
				Systematising to allow timely local intelligence The IS have facilitated an initial meeting with Stirling CPP and follow up workshop to take place on 28th November with a wider range of stakeholders.
				Improvement Service Data Hub is now live and has been enhanced to enable demonstration to Stirling CPP. The discussion will be about the range of barriers to making progress – e.g. data sharing governance, culture, technical. The aspiration is that the workshop will identify actions and secure commitment that will allow requirements to be explored and practical solutions to be identified.
				Next Steps Outcomes of discussions will be presented to the next CPP Network meeting and will

				inform follow up discussions with East Ayrshire, Argyll and Bute and Aberdeen City. The pace of progress is now dependent on the priority that will be given to this work by CPPs. **Aligning national and local needs** The Scottish Fire and Rescue Service (SFRS) are working with a range of Health and Social Care partners; Police Scotland, the Scottish Ambulance Service, NHS National Services Scotland and the Administrative Data Research Centre (ADRC) at the University of Edinburgh to develop a shared vulnerability index. Using the partners' data, the ADRC will develop a shared vulnerability assessment that the partners will utilise to identify and seek to deliver prevention interventions on a targeted basis in support of improved safety and social care outcomes. **Next Steps** The partners are meeting early in 2018 to agree on the data to be shared with the ARDC; to agree their joint vulnerability indices against which the joint data will be analysed by the ARDC and to finalise information sharing arrangements around the project. A briefing session with NSS Directors of Public Health will take place in late January to engage them in the project and to secure their support in using the joint data to develop the vulnerability index as a targeting tool in the development of shared prevention services.

2.2	Deliver and evaluate actionable intelligence for locality management pilot and share lessons learned with other CPPs	NSS/IS	SG	March 18	See above and separate report.
2.3	Identify potential barriers to sharing data and intelligence as part of the delivery of the pilot	NSS/IS	SG/Police/SFRS	March 18	See above and separate report.
2.4	Discuss barriers with Information Commissioner and Caldicott Guardians and other key stakeholders to identify solutions	SG	NSS/IS	June 18	This will flow from the outcomes of the above workstreams

	Activity	Lead Responsibility	Contribution	Timescale	Quarterly Reporting Progress & Communications Update
3.	**Performance Management** *Ensure performance management arrangements for Scotland's public services 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/ Police Scotland/SFRS/ SE/SDS/Audit Scotland	Sept 17	The IS have undertaken a preliminary review of performance management arrangements outlined in the recently published LOIPs against the key findings of the previous PSRB work. Findings and proposed next steps will be presented for discussion as a main agenda item at the OEPB meeting on 30th November.
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	Presentation of key challenges and next steps in relation the HSC review 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	To start following discussion at the board in November
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
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: Colin Mair, 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	We will launch a revised portal, including details of resources and support available to health and social care partnerships, w/c 27th November 2017, with co-ordinated communications by a range of partners. IS and HS advertised for a part-time portal manager post w/c 20th November, whose role will be to continue to develop the portal to capture good practice and evidence of what works, and to coordinate responses from across national improvement agencies to respond to online requests for support received through the portal.
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	IS/HS will shortly issue a request for further information via the new dedicated Knowledge Hub group. This will be a priority area of work for the new portal manager.
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	Google Analytics have been established on the platform and will be jointly monitored by the IS/HS. HS/IS will produce regular updates on use via the Knowledge Hub group. Feedback will be encouraged through active facilitation of the Knowledge Hub group and via feedback received from the portal and engagement with the Portal Manager.

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	A survey issued to CP Managers in autumn 2016 highlighted that community empowerment was an area where CPPs would welcome support. The IS and SCDC submitted a proposal to Scottish Government in March to seek funding to support work in this area, which has now been approved. The IS and SCDC will work with CPPs in 6 regional groupings to support them to develop learning, take actions to improve practice around community participation and to reflect collectively on opportunities and challenges in the current context, following the introduction of LOIPs and locality plans.
4.5	Develop approach to analytical capacity building across the public sector and deliver support	SG/NSS		Oct 17 then ongoing	Programme identified, defined and mobilised. Vision and Blueprint developed. Benefits described. Workstreams initiated in: • User-focussed service design • Common formats for publications - including publishing for the web, use of common metadata tags to help find data etc. • Shared analyst training and support - including R, SAS & SPSS; and • Mobility of people – making it easier for people to work in other partner organisations. **Next Steps** As well as current priorities, the programme's future ambition is to explore collaboration on tools, servers etc.

	Activity	Lead Responsibility	Contribution	Timescale	Quarterly Reporting Progress & Communications Update
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	Research is underway in the IS looking at the future of Scotland. It is covering the identification of long term trends in Scottish demography, economy and society across the next 20 years that Scottish public policy and public services will have to address and the fiscal, economic and social policy options necessary to address these challenges. It is anticipated that a report will be published in due course.
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	Verbal update
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	Verbal update
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	At this stage, there are many interdependencies across the work plan that have implications for this work that have to be addressed/progressed first, e.g. the review framework for LOIPS & SG's evaluability assessment to determine the priorities for review from their perspective. We are contributing to both and have produced review questions (focussed on improving health and addressing health

					inequalities) as part of the larger review of the LOIPs with IS and Audit Scotland. We fed in comments and suggestions for changes to SG on their Framework, see David's update below. On the back of both pieces of work, we will plan with partners to engage with CPPs, initially through the CP Managers to discuss their evaluation needs and how best to support these. We have been asked to do a scan of the LOIPS by the Public Health Oversight Body to see if the LOIPs plan to improve health and address health inequalities for early December.
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	David Milne intends to present a Theory of Change Evaluability Assessment model for community planning at the next OEPB meeting on 30 November.

Activity	Lead Responsibility	Contribution	Timescale	Quarterly Reporting Progress & Communications Update
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
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	The IS have produced a flyer outlining the role and purpose of the OEPB and the board will consider dissemination channels for this at the November Board meeting.
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 inputs on the following recently: - August 2017 - HSC review of targets and indicators - November 2017 - Local Governance Review
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, with the board prioritising awareness raising activity at this stage. Key actions progressed include:

				- Preparation of a 1-page A5 flyer on the purpose, membership & remit of the OEPB. This will be disseminated to all CPP chairs and key Community Planning stakeholders (including NHS, SOLACE, SG) following approval at November board. - 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** - Workstream leads to consider key communications to include in their quarterly updates - 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
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	We have completed a preliminary scan of LOIPS and the initial observations will be shared with the OEPB at the November Board meeting (see Appendix 2). A template has been agreed with IS/Audit Scotland and Health Scotland to undertake a more thorough evaluation of the key themes, good practice and areas for development. This has been structured across the following themes: - 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 - 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 preventative approaches adopted should be within the plan or its supporting documentation - 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
				- 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.
				- 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
				- 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. The duty to resource community participation applies as much to scrutiny and performance as it does to other aspects of Community Planning.
				Next Steps Complete review and prepare a report for the Board by March 2018. Explore opportunities for other interested parties to feed into and contribute the review, e.g. SG Community Safety Division

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 November 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 March.

Appendix 1

Actionable Intelligence Update

NHS National Services Scotland

Introduction

This paper aims to provide a summary as to ongoing collaboration between LIST/IS and CPP partners, as at 8th of November 2017.

By March 2018, this collaboration aims to have secured participation of up to 5 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 -** Renfrewshire have the highest levels in Scotland for prisoners presenting as homeless on release from prison. What they would like to do is acknowledge 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. This report should be taken as a high level overview of the cohort in question, with the view that LIST will continue to work closely with CPP colleagues to look into specific areas in more detail.

East Ayrshire

- **Background -** Potential support in two areas; Play & Early Intervention Service, which includes Play @ Home, Play in Prison and Befriending (3 separate services – generic children & young people; children & young people affected by substance misuse and vulnerable young people seeking their first tenancy); and supporting the Communities Team Action Plan for people affected by addictions and homelessness. Lesley Hillan-Fowler and Angela Murray are the main LIST contacts within East Ayrshire.

- **Current status** – LIST are awaiting confirmation of next steps, through further discussions with East Ayrshire colleagues.

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 with CPP and local LIST colleagues to follow.

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. This work shall include further collaboration with HSCP colleagues in the area. Gareth Williams (Moray HSCP) is main initial contact for this project, alongside Shona Stewart and Gail Grigor from Police Scotland.

- **Current status -** Initial project/scoping discussions ongoing between all partners, with initial meeting having taken place in late October 2017 in Aberdeen. LIST team also to liaise with ISD Scotland colleagues with a key interest/knowledge of Prisoner/Custody health care systems.

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.

- We understand that Falkirk Council is in the process of arranging a series of workshops to progress/scope this work.

IS – CPP engagement

Initial meeting held with Stirling CPP and follow up workshop to take place on the 28th November with a wider range of stakeholders.

Improvement Service Data Hub is now live and has been enhanced to enable demonstration to Stirling CPP. The discussion will be about the range of barriers to making progress – e.g. data sharing governance, culture, technical. The aspiration is that the workshop will identify actions and secure commitment that will allow requirements to be explored and practical solutions to be identified.

Outcomes of discussions will be presented to the next CPP Network meeting and will inform follow up discussions with East Ayrshire, Argyll and Bute and Aberdeen City. The pace of progress is now dependent on the priority that will be given to this work by CPPs.

SFRS – Shared Vulnerability index

The Scottish Fire and Rescue Service (SFRS) are working with a range of Health and Social Care partners; Police Scotland, the Scottish Ambulance Service, NHS National Services Scotland and the Administrative Data Research Centre (ADRC) at the University of Edinburgh to develop a shared vulnerability index.

Using the partners' data the ADRC will develop a shared vulnerability assessment that the partners will utilise to identify and seek to deliver prevention interventions on a targeted basis in support of improved safety and social care outcomes. The partners are meeting early in 2018 to agree on the data to be shared with the ARDC; to agree their joint vulnerability indices against which the joint data will be analysed by the ARDC and to finalise information sharing arrangements around the project. A briefing session with NSS Directors of Public Health will take place in late January to engage them in the project and to secure their support in using the joint data to develop the vulnerability index as a targeting tool in the development of shared prevention services.

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

Appendix 2 – LOIP Review – Initial Observations

- Most have a clear vision, supported by local outcomes and / or priorities.

- All LOIPs appear to be based on a robust evidence base

- There are several CPPs still to develop plans to support the implementation of their LOIP, this includes:

  - Developing measures
  - Setting 1, 3 and 10-year targets
  - Detailing how local outcomes will be achieved
  - Identifying the level of resources required from partners.

- All plans refer to varying degrees of community involvement in the development of local outcomes and the LOIP itself, this ranges from:

  - Online surveys
  - Focus groups
  - A few good examples of councils developing an engagement framework or using the National Standards for Community Engagement as the framework for monitoring and evaluating the engagement activity (West Lothian).

- The LOIPs do recognise the need to further develop approaches to community participation as they progress.

- Only a minority of LOIPs identify communities of interest. However, most LOIPs do identify cross-cutting priorities (for example around poverty) that could be categorised as a community of interest.

- There is a clear intention to focus on reducing inequality (though small number don't appear to reflect this in actions/implementation) however:

  - Themes across all LOIPs are around inequality as well as early intervention and prevention
  - Indicators reflect a willingness to change this
  - Supporting evidence of need and what councils are planning on doing however in some cases no targets or ways to measure progress.

- A small number mention locality planning within the LOIPS (many locality plans appear to still be in development).

- All relevant partners are included in the LOIPs, however identification of what each can bring could be strengthened.

- Overall, positive overview with recognition that they are dynamic documents that can be updated as we move forward.

Outcomes, Evidence and Performance Board
Workstream 1 - Data/Profiles/Analysis
November 30th 2017

1. **Purpose**
    1.1. This brief paper outlines the priorities identified to improve the availability of local data to support Community Planning, and proposes actions for the board to consider in addressing 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. What is required on this is a definitive source of robust local data.

    2.2. Community planning has an overarching aim to improve the outcomes that matter within localities, and to reduce inequalities of outcome. For Community Planning to succeed, it needs to be able to measure whether the lives of their <u>local communities</u> are improving. For this, it needs to know the trends for priority outcomes in their area, and variation between communities.

    2.3. As part of the project on local profiles, there is an agreement that statistics.gov.scot would be that 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.

    While there are technical issues that need to be addressed to develop the data repository, the bigger challenge is likely to be securing the agreement of all the data providers to upload their data on a timely basis to the repository. Unless this is achieved, the data repository is likely to be of limited value to data users. The OEPB could play an important role in supporting efforts to secure the agreement of data providers to share timely data on the repository. Board members could be asked to champion this work and to challenge data providers to contribute their data wherever this is necessary.

3. **Identifying Data Gaps & Limitations**
    3.1. Evidence has been drawn from three inter-related Community Planning sources to identify and prioritise the gaps in the data currently available to measure progress in outcomes at a local level. These include: Community Planning Outcomes Profile (see Appendix 1); Community Planning Managers Network and an initial rapid review of Local Outcomes Improvement Plans and Locality Plans. From this, a short list of priority areas have been identified where it is important for local outcome data to be available nationally via statistics.gov.scot

    3.2. One of the key challenges persistently identified for Community Planning is the lack of information available from national datasets at a <u>local level</u>. If partnerships are to reduce inequalities at a local level it is essential to have access to more locally disaggregated data. This should be as local as possible, with intermediate geography zone the minimum useful level of information. This data must also be more <u>timely and frequent</u> to enable partnerships to track progress and understand the impact of interventions.

4. Priority areas

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

4.2. There are several longer-term development priorities which may take longer as further work will be required to develop an approach to capture these outcomes. There may be opportunities to link in and build on work already underway around measuring community cohesion and income.
- Community empowerment or resilience
- Isolation particularly for older population
- Median Income

4.3. Community Planning managers and partners also identified a number of priorities in terms of capacity development. These included:
- An ability to understand '*personal journeys*' and the contribution of multiple services to these
- Improved linking and sharing of data locally
- Greater capacity around analysis, interpretation and use of data in planning/redesigning interventions

4.4. Ongoing engagement with Community Planning Managers via the Community Planning Managers Network, Community Planning Khub and Community Planning Portal will help to inform future priority setting going forward.

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
- Whether you support the principle of a definitive source of data with national coverage that underpins local profiling and information for CPPs.
- Whether these are the priority areas for development.
- Whether modelled estimates would be good enough in areas where getting local data (e.g. employment/unemployment) would be helpful and sufficient.
- Whether our plan should be to address the priority areas first and once this is complete to look at the longer-term developments proposed.
- What role the OEPB think they could play in supporting efforts to secure the agreement of data providers to share timely data on the repository, and how they would challenge providers who don't provide timely data?

Appendix 1 – Community Planning Outcomes Profile

The [Community Planning Outcomes Profile](#) was developed in collaboration with Community Planning partners. The tool was designed to support Community Planning Partnerships to meet their duties under the new Community Empowerment Act. The tool brings together measures of outcomes and inequality for all 32 CPPs within one profile - at partnership and locality level - and shows how they change over time. The profile enables partnerships to compare the same 'types' of community across different parts of Scotland to share good practice and strategy on what is working.

The CPOP has been embedded in local community planning processes. It has been used as a key part of the evidence base for the creation of the LOIP and locality plans, often underpinning engagement with local communities. It will also be used as a tool for tracking progress and assessing the impact of interventions, and thus will support a focus on improvement, scrutiny, and public accountability. This creates a demand for continuity in core data provision.

The current measures are:

Measure	Source	Level of data
% of babies at healthy birth weight	ISD (CPP breakdown by request)	CPP Level
Body Mass Index (BMI) of Primary 1 school children	ISD (CPP breakdown by request)	CPP
% of Children in poverty	HMRC	CPP, IGZ, DZ
S4 Tariff Score	SNS originally	CPP, IGZ, DZ
% school leavers in positive and sustained destinations	SDS now parentzone	CPP, IGZ, DZ
Employment rate	Annual Population Survey	CPP
Median earnings for residents in LA area who are employed	The Annual Survey of Hours and Earnings (ASHE)	CPP
% of population (aged 16-64) in receipt of out of work benefits	DWP	CPP, IGZ, DZ
Survival of newly born enterprises (3 year survival)	Business Demography (Table 5.1c)	CPP
Rate of recorded crimes per 10,000 population	Police Scotland	CPP, IGZ, DZ
Total dwelling fires per 100,000 population	Fire Scotland (on request)	CPP
Carbon Emissions per capita	Department for Business, Energy & Industrial Strategy	CPP
Emergency hospital admissions per 100,000 population (65+)	ISD (2014/15 data linked)	CPP, IGZ, DZ
Unplanned Emergency Hospital attendancies	ISD (CPP breakdown by request)	CPP
Mortality rates per 100,000 for people aged under 75 in Scotland	National Records Scotland	CPP, IGZ
Fragility	National Records Scotland	CPP
Average score on the short version of the Warwick-Edinburgh Mental Wellbeing scale (SWEMWBS)	SHS (by request)	CPP
Fuel Poverty	Scottish House and Condition Survey	CPP
Depopulation	National Records of Scotland	CPP, IGZ

The aim is to develop a live data feed to Statistics.gov to source and update the data. However, the data is not currently available and has to be sourced separately from numerous providers. Access to data on Statistics.gov and a live data feed would enable the capacity currently spent updating/refreshing the profile to be focussed on providing tailored analysis to aid interpretation and support use within partnership planning, decision making and scrutiny activities and supporting partners/partnerships to share good practice and strategy on what is working.

Outcomes, Evidence & Performance Board

Performance Management

Mark McAteer (Director of Strategic Planning, SFRS)

30th November, 2017

Purpose of Performance Management

Improve outcomes

Track progress against priorities

Support decision making

Guide resourcing/ co-ordination

Support evaluation

Supports accountability & public reporting
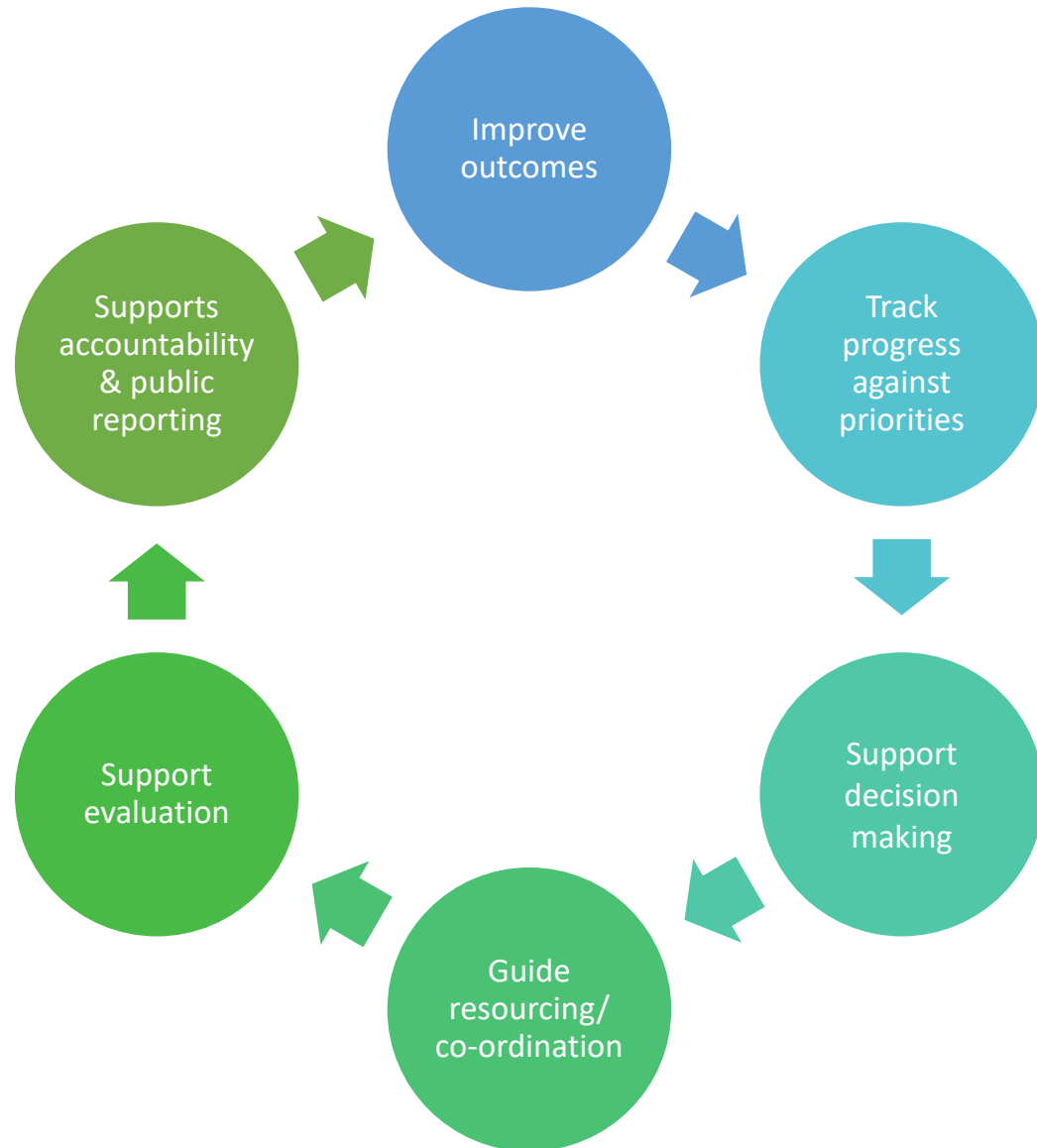
So what data/ intelligence do CPPs need to:

- To improve outcomes
- To identify and set priorities/ priority groups
- Identify appropriate interventions to support priorities
- Support evaluation and partner contributions
- Report performance to communities

Performance Management: A case for change...

- National Outcomes not markedly improving

- Combined actions are not enabling change fast enough

So...

- Are we measuring the right things to - drive change; that matter to communities

- To what extent do PM frameworks support convergence and/or divergence of partnerships/ organisations?

- Can we identify blockages in the system and remove them?

Mapping of Performance Measurement

Better Outcomes

- Economic recovery and growth
- Outcomes for older people
- Health inequalities and physical activity
- Safer and stronger communities, and reducing offending
- Employment
- Early Years

Economic recovery and growth
- Achieving Our Potential Framework
- Business Gateway Performance Framework
- Education for All Performance Framework
- European Structural and Investment Funds 2014 – 2020 Programmes
- Framework for Supported Employment in Scotland
- Games Legacy Outcomes Framework
- Government Economic Strategy – The Purpose Framework
- Greenhouse gas emission reduction targets 2013-2027
- Historic Scotland Performance Framework
- Housing and Regeneration Outcomes Framework
- Land Use Strategy
- Local Government Benchmarking Framework
- Menu of local outcome indicator Framework
- National Performance Framework
- National Planning Framework 2 & 3
- SCOTS Road Asset Management Framework
- Scottish Biodiversity Strategy (2020 Challenge)
- Scottish Enterprise: Performance Framework
- Scottish Local Authority Economic Development Indicators framework
- Scottish Natural Heritage
- Single Outcome Agreements
- Visit Scotland Performance Framewrork
- Zero Waste Plan

Outcomes for older people
- Achieving Our Potential Framework
- Adult Mental Health Benchmarking
- Games Legacy Outcomes Framework
- Health and Social Care Integration Framework
- HEAT
- Hospital Scorecard
- HSMR (Hospital Standardised Mortality Ratios)
- ISD Quality and Outcomes framework
- ISD Quality Measurement Framework
- Local Government Benchmarking Framework
- Menu of Local Outcome Indicators
- National Performance Framework
- National Planning Framework 2 & 3
- National Theatres Project
- NHS Estates and Facilities Benchmarking
- Older People's Profiles (SCOTPHO)
- Optimising Older Person's Quality Of Life: Outcomes Framework
- Public Sector Equality Duty (PSED)
- Single Outcome Agreements

Health inequalities and physical activity
- 12 week maximum wait for inpatient and day case treatment
- Adult Mental Health Benchmarking
- Alcohol and Drug Partnership Framework
- Cancer Quality Performance Indicators/Clinical Profiles
- Child Poverty Measurement Framework
- Children and Families Child Wellbeing Outcomes Framework
- Games Legacy Outcomes Framework
- Health and Social Care Integration Framework
- Health and Welfare Reform Outcomes Framework
- HEAT
- Hospital Inspection Reports
- Hospital Scorecard
- Housing and Regeneration Outcomes Framework
- ISD Quality and Outcomes Framework
- ISD Quality Measurement Framework
- Justice Dashboard
- Local Government Benchmarking Framework
- Long Term Monitoring of Health Inequalities
- Menu of Local Outcome Indicators
- National Performance Framework
- National Planning Framework 2 & 3
- National Theatres Project
- NHS Estates and Facilities
- Obesity Route Map, Obesity Action Plan ans Obesity Indicators
- Optimising Older Person's Quality Of Life: Outcomes Framework
- Scotland's Road Safety Framework
- SCOTPHO Profiles
- Scottish Natural Heritage
- Scottish Prison Service
- Single Outcome Agreements
- Youth Sports/Physical Activity

Safer and stronger communities, and reducing offending
- Achieving Our Potential Framework
- Alcohol and Drug Partnership framework
- Child Poverty Measurement Framework
- Children and Families Child Wellbeing Outcomes Framework
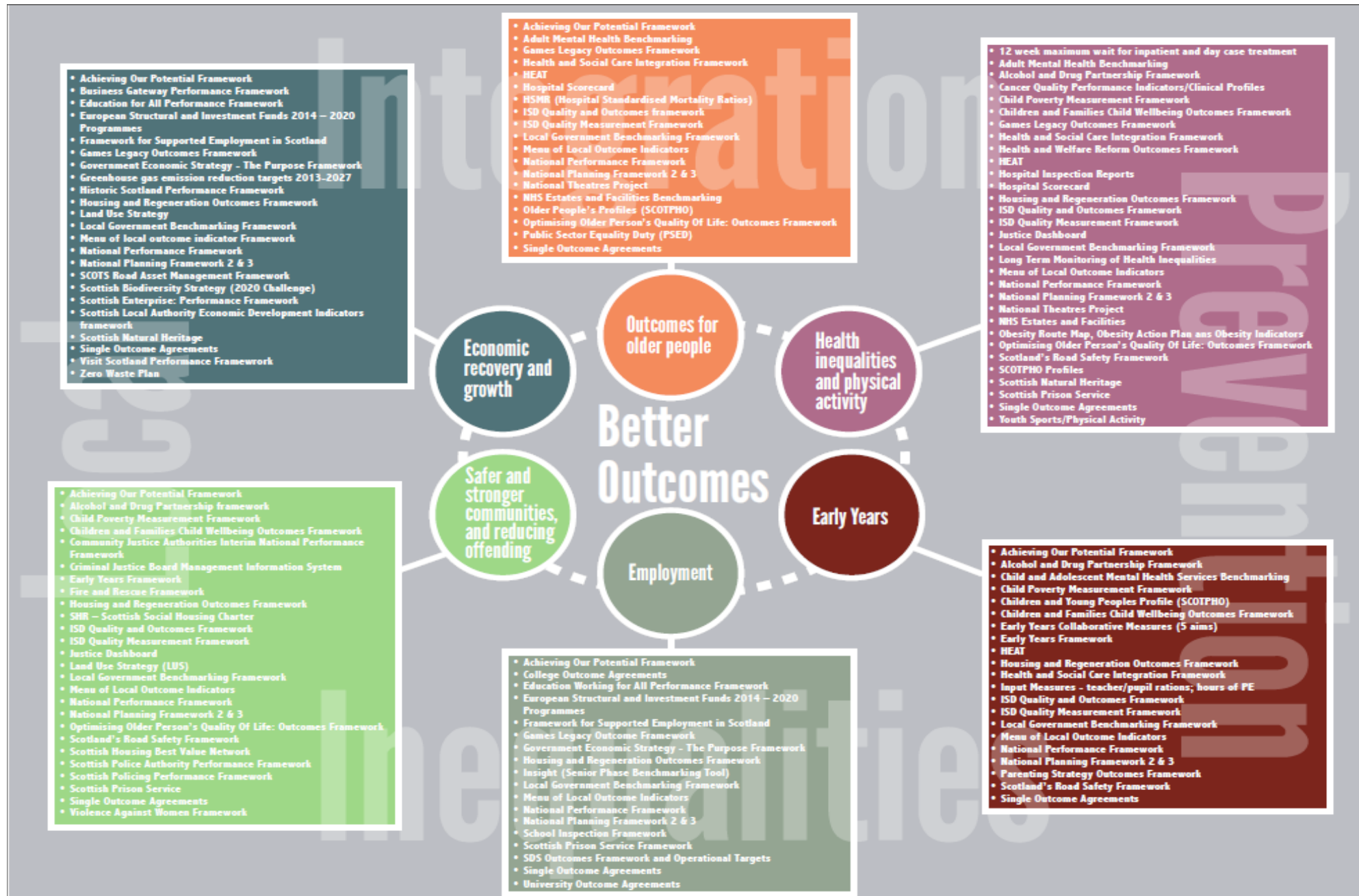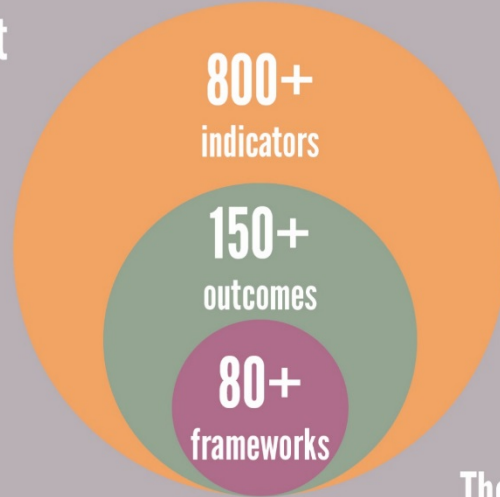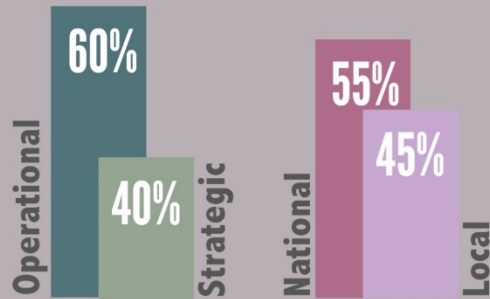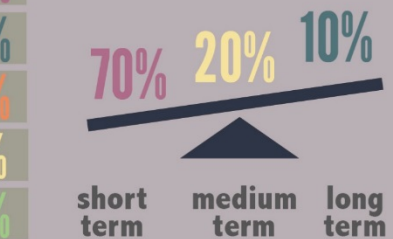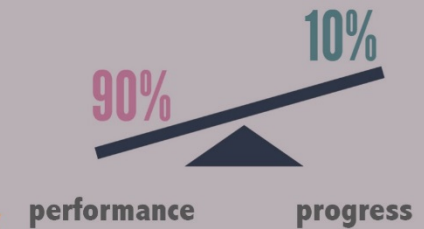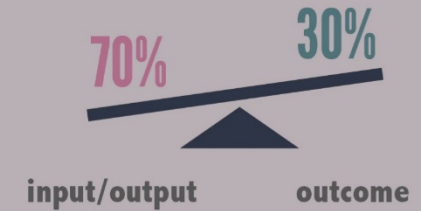- Community Justice Authorities Interim National Performance Framework
- Criminal Justice Board Management Information System
- Early Years Framework
- Fire and Rescue Framework
- Housing and Regeneration Outcomes Framework
- SHR – Scottish Social Housing Charter
- ISD Quality and Outcomes Framework
- ISD Quality Measurement Framework
- Justice Dashboard
- Land Use Strategy (LUS)
- Local Government Benchmarking Framework
- Menu of Local Outcome Indicators
- National Performance Framework
- National Planning Framework 2 & 3
- Optimising Older Person's Quality Of Life: Outcomes Framework
- Scotland's Road Safety Framework
- Scottish Housing Best Value Network
- Scottish Police Authority Performance Framework
- Scottish Policing Performance Framework
- Scottish Prison Service
- Single Outcome Agreements
- Violence Against Women Framework

Employment
- Achieving Our Potential Framework
- College Outcome Agreements
- Education Working for All Performance Framework
- European Structural and Investment Funds 2014 – 2020 Programmes
- Framework for Supported Employment in Scotland
- Games Legacy Outcome Framework
- Government Economic Strategy – The Purpose Framework
- Housing and Regeneration Outcomes Framework
- Insight (Senior Phase Benchmarking Tool)
- Local Government Benchmarking Framework
- Menu of Local Outcome Indicators
- National Performance Framework
- National Planning Framework 2 & 3
- School Inspection Framework
- Scottish Prison Service Framework
- SDS Outcomes Framework and Operational Targets
- Single Outcome Agreements
- University Outcome Agreements

Early Years
- Achieving Our Potential Framework
- Alcohol and Drug Partnership Framework
- Child and Adolescent Mental Health Services Benchmarking
- Child Poverty Measurement Framework
- Children and Young Peoples Profile (SCOTPHO)
- Children and Families Child Wellbeing Outcomes Framework
- Early Years Collaborative Measures (5 aims)
- Early Years Framework
- HEAT
- Housing and Regeneration Outcomes Framework
- Health and Social Care Integration Framework
- Input Measures - teacher/pupil rations; hours of PE
- ISD Quality and Outcomes Framework
- ISD Quality Measurement Framework
- Local Government Benchmarking Framework
- Menu of Local Outcome Indicators
- National Performance Framework
- National Planning Framework 2 & 3
- Parenting Strategy Outcomes Framework
- Scotland's Road Safety Framework
- Single Outcome Agreements

Current Balance of Performance Measurement

The level frameworks are operating at

Operational **60%**
Strategic **40%**

National **55%**
Local **45%**

800+ indicators
150+ outcomes
80+ frameworks

Local autonomy/flexibility

20%
80%

Statutory vs non-statutory

20%
80%

The nature of reporting

70% data returns
30% narrative

Coverage

Inequality	**20%**
Joint resourcing	**5%**
Specific	**25%**
Timed	**10%**
Person centred	**50%**

The balance of measures

70% input/output — **30%** outcome

90% performance — **10%** progress

85% no targets — **15%** targets

short term **70%** — medium term **20%** — long term **10%**

The challenges

- Too much/too regulatory/too focussed on inputs

- Too fragmented – not 'whole system' focused

- Potential for tensions between local and national priorities

- Disaggregating individual partner contributions against outcomes

- Predominance of output measurement (waiting times; teacher numbers) - drives focus away from tackling inequalities/prevention

- Aligning individual partners' performance management frameworks/ arrangements

Our Stated Vision

A model for future performance management arrangements

More	Less
Focus on the difficult issues	Measuring what can be measured / focus on cost
Empowerment of communities and the front line	Controlling / focus on reassurance
Information to drive improvement	Tick box accountability / targets
Contribution to broad outcomes	Attribution to individual service / conflicting targets and indicators
Transparency to public	Scrutiny to regulators

LOIPS - Initial Impressions on Performance Management Arrangements

- More focus on outcome improvement, often with a long-term emphasis – are <u>priority</u> outcomes and how they will be measured clear?

- Clearer focus on identifying drivers for change   - more consistent focus needed on the drivers for <u>improvement</u>; specific contributions from partners; interventions known to be important in improving outcomes/reducing inequalities

- Clear focus on inequalities and commitments to address it

- Clear focus on localities/ locality plans - although many are still in development

- Well developed evidence base - frequently not well linked with the selection of outcomes

- Strengthened focus on community engagement - little detail on how this influenced priorities

- Strengthened focus on early intervention and prevention - not always clear in terms of actions

- Not all include baselines, improvement targets or progress measures - perhaps available in supplementary material

We still need to understand:

- How partners are aligning plans/scrutiny structures/reporting

- How frameworks will be used to drive improvement and strengthen public accountability

- The development and reporting of locality plans, and their role in promoting community engagement

- The narrative developed to tell the story of priorities, progress and impact

Issues Arising (1) Governance, scrutiny & accountability - how is data being used to drive collaboration and shared focus?

Good performance management involves sharing information across partnerships, profiling need as partners & identifying where focus is required and measuring and improving performance against it

- Do CP partners have access to the necessary data/evidence?
- Do CP partners know enough about what drives improvement in outcomes/reduction in inequalities <u>locally</u>?
- Do CP partners have a shared understanding of vulnerability and demand?
- Does CP partners information feed into performance reporting on localities?
- Do CP partners have access to disaggregated data to understand and report on local need/progress?
- How are partners aligning their own plans with CP plans?
- How/ if partners are using contribution analysis – benefits realisation and supporting performance measures?
- Who's the audience for performance management- what priority do individual partners give partnership performance against outcomes within own accountability arrangements?
- What is the purpose of reporting – improvement or reassurance?

Issues Arising (2) Impact of ongoing budgetary pressures

- Budgetary pressures - focus on statutory duties at expense of wider outcomes; input/output measurement predominate e.g. response times, teacher numbers, waiting times
  - Power of institutional interests continues
  - Party politics makes matters highly political
  - Media looking for a simplistic story
  - Burden to prove what works not what we know doesn't work

- What should be done given the above to create space for a collaborative focus on outcomes – PM drives resources in particular directions…

- Need better stories to build the narrative –the difference outcome focus is making ; persuaded people these things matter…..

- The link to BV audits – audit/scrutiny teams to have the skills and understanding to focus more on outcomes/ support changing the narrative not reinforcing status quo

Issues Arising (3) How to balance the national and local

- Local flexibility and priorities while reassuring SG/Scrutiny / Public…..
    - National targets often disguise inequalities; what matters in improving outcomes/ inequality locally; localism vs post-code lottery
    - What does the National need to be reassured of progress – how to develop 'light touch' that doesn't undermine local/partnership? What does this mean for Scrutiny?
    - How to take the local and extrapolate/build to the national – key for national organisations (fire/police/SE etc) delivered locally but 'Politics' is national
    - Inequalities are often driven by wider socio economics; national and international factors

- New spatial structures for delivery of different issues (localities, regions for EY/Education/City Deals) - increasing the complexity of the whole system; are we focussing on too many directions?

- Review of HSC targets and measures – whole system complexity means we need more local flexibility and to build from there; but accountability and 'stepping away from targets'.

An illustration within Local Government of how we're trying to align performance information with Outcomes

www.is-scratchpad.org.uk/cpop-lgbf.html

How do council services contribute to better outcomes?

Click on an outcome below to find out which services have an impact on that outcome and how.

Outcomes:
- Older People
- Early Years
- Employment and Economic Growth
- Outcomes
- Community Planning Outcomes Profile
- Health and Wellbeing
- Environment
- Safer and Stronger Communities

Council Services:
- Children's Services
- Adult Social Care
- Corporate Services
- Culture and Leisure
- Council Services — Local Government Benchmarking Framework
- Environmental Services
- Housing
- Economic Development and Planning

AIM:

To support more strategic use/reporting of LGBF in line with focus on outcomes

To strengthen narrative around the role different council services play contributing to improving outcomes and reducing inequality of outcomes

Offer a route for partners to help align performance information to wider partnership outcomes

What Might be Needed?

- A shared theory of change to support improvements in Performance Management in supporting better outcomes? Are Christie principles still at the core?

- PM systems that are locally fit for purpose
  - More outcome focussed
  - More targeted
  - Clearer on partner contributions
  - Shared learning

- Focus on the CPP <u>process</u>, not just the board -   does the process give confidence that it's working well (culture/relationships/ways of working etc) and does this support improving outcomes?

- This should feed in/inform the Evaluability Assessment
      What are the common things you'd expect re if they are implementing the process/ethos – e.g. engagement

- Scrutiny framework/ auditing CPP's that supports change

What Might This Mean For The OEPB ?

- Given our stated vision for PM are our actions ambitious enough?

- How clear are we about our role(s) in supporting/ driving further the changes we have asserted for PM?

- What should be our priorities in supporting PM as a driver of improvement?

  - sharing learning from across our work streams

  - supporting CPP's in better understanding local demand/ vulnerability

  - a CP partners 'owned' centre of excellence to develop useful data/ intelligence not just 1 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