Outcomes, Evidence & Performance Board
Advisory Board Meeting, 28th November, 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. **OEPB Review** 4.1. **OEPB Review Improvement Plan** 4.2. **Revised Name and Purpose** 4.3. **Engagement Activity - Baseline position**
5. **Performance Management arrangements for Community Planning**
6. **Local Governance Review - Update**
7. **What Works Scotland – Key Messages Metanarrative**
8. **Whole System Commission for Public Health**
9. **AOB**
10. **Future Items & Date of Next Meeting**
11. **Close**

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improvement service

Community Planning - Outcomes, Evidence & Performance Board
Advisory Board Meeting, 29th August, Edinburgh
Minutes

Attendees:	Steve Grimmond, Chair (SOLACE); David Martin (SOLACE); Fraser McKinlay (Audit Scotland); Sarah Gadsden (Improvement Service); Audrey MacDougall (Scottish Government); Nicholas Watson & Chris Chapman (What Works Scotland); ACC Malcolm Graham (Police Scotland); Roger Halliday, (Scottish Government); Manira Ahmed, substituting for Phil Couser, (NHS NSS); Mark Merrell, substituting for Ella Simpson (VAS/Scottish TSI Network); Emma Kennedy, substituting for Gerry McLaughlin (NHS Health Scotland); Emily Lynch (Improvement Service)
Apologies:	Elma Murray (SOLACE); John Robertson (SDS); David Milne (Scottish Government); Mark McAteer (Scottish Fire and Rescue Service); Kenny Richmond (Scottish Enterprise)
Attending:	Barry McLeod & Thomas Boyle (Improvement Service)

Item	Description			Action	Date
1.	**Welcome and Introduction** The Chair welcomed all members to the 14th meeting of the OEPB meeting and introduced those joining the meeting.				
2.	**Minutes & Matters Arising** 📄 Agenda Item 2 - OEPB Minute 24th N The Board approved the minute of the last meeting as a true and accurate record. All actions were picked up under the Agenda except:				

	Item	Progress	Action	Date
Actions				
2.2iii OEPB Membership	Gerry has lodged a request for a Director of Planning from one of the territorial boards to join the OEPB.	Gerry has still not received a response to his request for a Director of Planning from one of the territorial boards to join the OEPB. Chair & Gerry to discuss further re how to progress.	*Chair/GM*	*Nov 2018*
5. Performance Management	Recommendations on performance management in Community Planning	Draft prepared & include on Agenda at next board meeting	*Chair/MM*	*Nov 2018*
3. LOIP Stocktake	To publish the LOIP Stocktake, highlighting links to support available The IS, working with Community Planning Managers Network and relevant stakeholders, should continue to develop and deliver a programme of support for CPP's focussing on the identified areas.	Complete Ongoing	*IS*	*Ongoing*

	4. Actionable Intelligence	The OEPB Sharing Actionable Intelligence work-stream will sit with the Data and Intelligence Commission and be a focus of Public Health work, with updates provided to the OEPB. The LIST pilots will remain under the OEPB workstreams, with the board co-ordinating learning from these pilots in order to inform the Data and Intelligence Commission	Complete – see updates in Progress Report		
	5. Data Availability	Engage with SPA for advice in relation to the most direct route to progressing crime data Progress with SDS representative on OEPB board	Complete - see Update in progress report		
	6. Evaluation Support for CPPs	Update wording in OEPB work-stream to provide greater clarity around the focus of this work	Complete		
	7. Review of CP	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 The OEPB endorsed 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	Ongoing Complete	*SG*	*Ongoing*
3.	**OEPB Work Programme Update Report** Agenda Item 3 - OEPB Work Program The board welcomed the update report and noted the progress being made across the work-streams.				
4.	**OEPB Outcomes Narrative** Agenda Item 4 - OEPB Outcomes Nar Emily shared the first phase in the development of the OEPB Outcomes Narrative. The narrative at this stage provides an initial overview of outcomes and inequalities across Scotland, and highlights areas of concern for local and national policy where further exploration may be beneficial. The board endorsed this as a positive piece of headline work providing evidence which demonstrates the key inequalities still facing communities across Scotland. It is helpful in informing the national policy debate around inequalities and challenges to progress.				

	The board considered the role of the OEPB in progressing this work (and others e.g. NPF), and where it could add greatest value. Reflecting on the overall aim of this wider workstream - *to 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*, it was agreed the next phase should try to add to the granularity of this analysis and provide the local dimension. In particular, in terms of those intractable challenges (specifically those without a significant volume of exploration underway) it would be helpful to drill into the local information available and overlay on the national to help identify what's working, what's driving this and what action is needed. **Agreed Actions** Further analysis should be considered to add to the granularity and local focus, and to provide evidence of what's working. Scope out further with CPPs/COSLA/Scottish Government/HS. The outcome narrative should not be shared in its current form	*IS*	*May 2019*
5.	**6. What Works Scotland Policy Briefing - Leadership** WWSPolicyBriefing PublicServiceLeader: WWSPolicyBriefing PublicServiceLeaders WWS Legacy update.pdf The board welcomed the key learnings around Leadership emerging from the What Works programme. The themes shared in the papers resonated strongly with board members in relation to their own experiences and challenges encountered, and the areas of focus in relation to 'what works' provide very helpful step in helping improve practice. In terms of next steps, the board expressed an interest in how the learning is being disseminated, and particularly, how people will be helped to apply the learning – i.e. what are the practical steps to implementation. The role of the Scottish Government and other organisations such as the Scottish Leaders Forum in supporting this were also considered. The SLF is currently reviewing its role/framework for auditing leadership which may provide a useful opportunity. **Agreed Actions** Audrey will circulate the full list of policy briefings What Works Scotland will publish	*AM*	*Sept 2019*
7.	**8. OEPB Review** Agenda Item 6 - OEPB Session.ppt OEPB Review - Self A The main part of this board meeting was dedicated to the OEPB Review. Barry McLeod and Thomas Boyle (IS) facilitated a structured discussion with board members around the key themes emerging from the self-assessment of the effectiveness and impact of the OEPB. The discussion identified strengths and prioritised areas for improvement and key actions to progress these. The three inter-related areas for improvement identified were: - Clarify the role of the OEPB in terms of co-ordinating support for Community Planning and providing a national policy Driver - Strengthen the engagement loop between the OEPB and CPPs/CP partners - Review the OEPB membership The key actions agreed included: - Draft a revised purpose and name for the OEPB		

	- Develop an Engagement strategy to pull out evidence/viewpoint from local CPs/partnerships around needs/barriers/whats working. As a first step, pull together baseline picture of current engagement activity for the OEPB. – - Address Partner representation from NHS territorial Boards **Agreed Actions** An improvement plan will be developed summarising the key areas for improvement and actions and will be circulated to Board Members.	*IS*	*Nov*
9.	**Future Items & Date of Next Meeting** November 28th at 2pm – Scottish Enterprise, Glasgow		
10.	**Close**		

Outcomes, Evidence and Performance Board work programme 2017/18

Activity	Lead Responsibility	Contribution	Timescale	Quarterly Reporting Progress & Communications Update Sep-Nov 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	Information about the Community Planning Support website is now shared through a connected Khub group, website newsletters, and an ongoing programme of webinars. See more in 4.1-4.3
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	At this point in time there does not appear to be consensus across all partner agencies within the Profiles Collaboration Group that a single profiling platform for Scotland would be desirable. There is however agreement that, in the absence of a single profiles platform for Scotland, a common background process for processing profiles data would be achievable. There is agreement to use R/Shiny as the programming language for these processes and the group has begun to share code for producing profiles. ScotPHO and the Improvement Service have also begun work to harmonise similar indicators that appear in both profiles. It is hoped that as the Scottish Government's open data platform develops it will act as a central repository for unprocessed profiles data. This would central and harmonise the format of profiles data, thereby reducing indicator preparation time. There are also plans to use the group as a more efficient way of liaising with data providers

					through collective communications/requests. This approach should reduce resource demands both for those individual organisations requesting data, and also those providing data who will be able to respond to a single request. We are planning to collect feedback on profiles users' needs with regards to the type and level of need for profiles products across Scotland. The exact methods of engagement are still to be confirmed but are likely to involve qualitative interviews with profiles users. A report of findings to inform the future direction of work for the Profiles Collaboration Group is planned for Spring 2019.
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	Complete. Key gaps/limitations were shared with the OEPB at a previous board 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	SG Education Analysis Services have released small area data education attainment. Skills Development Scotland have reported that they have not made any progress on small area data, given other competing demands. Analysts at NHS ISD have developed a record swapping disclosure control methodology, that would allow more health and social care datasets to be published for small areas. They are now seeking buy-in from individual data owners, but have been told that hospital admissions data will not be re-instated at small area level.
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	Statistics.gov.scot went live in February 2016, with 126 datasets. By August 2018 this had increased to at 233 datasets. Since the last OEPB meeting we have added 12 further datasets, taking us to 245. This includes 30 datasets at 2011 data zone level. Work to add more local data and keep existing datasets up-to-date is

				ongoing, typically with around 25 updates per month. 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 possible next steps.

Activity	Lead Responsibility	Contribution	Timescale	Quarterly Reporting Progress & Communications Update June – Aug 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	**Alignment with Public Health Reform** It was agreed at the May OEPB Board meeting to align the Actionable Intelligence Workstream and the Data and Intelligence Commission of the Public Health Reform work programme. In particular the Improvement Services efforts will be focussed on realising the opportunities through the establishment of the new Public Health Scotland body as part of the wider public health reform programme. It was also agreed that future meetings of OEPB would receive updates on progress on the public health reform commissions. **LIST programme** It was also agreed the OEPB would continue to co-ordinate learning from LIST work to feed into the public health reform commissions
2.2 Deliver and evaluate actionable intelligence for locality management pilot and share lessons learned with other CPPs	NSS/IS	SG	March 18	See Appendix 1 for an update on Engagement activity as part of the LIST Programme
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	• **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 – Two-fold;** historic wariness to share data out with

				department/organisation; and where partners have a lack of IG awareness • **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 (late 2017) between LIST and Digital Directorate – Scottish Government, within which discussions centred upon data sharing challenges, discussions between LIST and Nicola Kerr @ SG are ongoing.

	Activity	Lead Responsibility	Contribution	Timescale	Quarterly Reporting Progress & Communications Update June – Aug 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/ Police Scotland/SFR S/ SE/SDS/AS	Sept 17	The previous PSRB Performance Management Infographic has been reviewed following our preliminary review of PM 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 2017 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	IS/SFRS have developed a draft national guidance note/universal principles around performance management that local and national CPP partners and owners of performance management frameworks can buy into. This has been tested with a range of stakeholders.
3.4	Report on key findings of review of performance management arrangements	IS	SG/ Police Scotland/SFR S	March 18	The draft report will be presented for discussion with the OEPB board at the November board meeting, along with proposed next steps. This is included as Agenda Item 5
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 June – Aug 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	• A new layout is being implemented to make the website more inviting and easier to navigate. • A new logo has been developed which is being used across other channels to highlight the connections to the website. • A second newsletter has been issued highlighting new resources, events and the first CP website webinar. The newsletter has 100+ subscribers. • A CP website webinar series with a focus on highlighting good practice and resources available has been initiated and the first two webinars have been hosted, while a further two planned. • The website has been updated with resources from organisations including NHS Health Scotland, JRF, Care Inspectorate, Scottish Health Council. Further meetings and contacts have been made with other organisations to deliver webinars and increase the sharing of resources on the platform.
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	• The website is now closely connected to a Khub group (Community Planning Network in Scotland) where relevant events, case studies and good practice can be shared. The group has reached 140+ members. • The webinar series will aim to include examples of how resources are being implemented and used across CPPs. The webinars are recorded and shared in the Khub group afterwards. The

					first webinar included information about research on performance reporting and evaluation and examples from work undertaken by West Dunbartonshire's CCP. The second was focused on how the Care Inspectorate uses Improvement Methodology in their work.
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	• We are investigating opportunities for greater tracking of where users are going after visiting the website. • As part of the webinar series we are asking for feedback on content and what the attendees would be interested in hearing more about.
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	• The IS and SCDC are nearing completion of the CPP Community Empowerment Action Learning Programme. A national learning event took place on 27th September and a report will shortly be published. • IS and NHS Health Scotland are working together to develop a proposal for improvement support for CPPs and are liaising with the CP Managers Network Reference Group around taking this work forward.
4.5	Develop approach to analytical capacity building across the public sector and deliver support	SG/NSS		Oct 17 then ongoing	• SG, NSS, NRS and Registers of Scotland are jointly working as part of Scottish Public Sector Analytical Collaborative. This has delivered shared training and a shared approach to understanding user needs for analytical publications The programme has also started to explore how we could offer wider careers opportunities in analysis across public bodies and have clearer shared access to the data these organisations hold using common analytical tools.

	Activity	Lead Responsibility	Contribution	Timescale	Quarterly Reporting Progress & Communications Update June – Aug 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	The first stage of the OEPB Outcomes Narrative was shared with the OEPB in August. Following discussion, it was agreed that further analysis should be considered to add to the granularity and local focus, and to provide evidence of what's working. This will be scoped out further with CPPs/COSLA/Scottish Government/HS with the aim of delivering by May 2019
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	List of publications and events in Appendix 2
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	Work is ongoing between WWS and the IS to store and share material on the KHub.
5.4	Provide evaluation support, skills and capacity development to Community Planning Partnerships to help them undertake local evaluations	HS	WWS/SG	Oct 17	Work ongoing to follow up on themes from HS scoping with CPPs completed in June (themes outlined in August update). • HS and IS hosted a webinar- 'How do we demonstrate that Community Planning is make a difference?' in September via the Community Planning Support website. All respondents to the follow up survey said they were either satisfied or very satisfied that the webinar had met its aims. The webinar is now available to view on the Khub. Impact report to be produced in January.

				• Questions and comments received during the webinar have informed further actions and outputs which will include case study development and an evaluation briefing / guidance resource. • HS continue to actively support two CPPs, testing models of support for implementing evaluation. Both have a different focus and approach. There is potential that both styles of support could be used as case studies to be replicated across other CPPs. • HS proposal to fund CP Network meeting early in 2019 to update on evaluation support • Early discussion with IS to develop a collaborative offer of support to CPPs is underway- with a view to embedding evaluation support into a wider offer.
5.4	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	Work continues. The evaluation sub-group met in October to agree key areas of focus and primary questions and sub-themes for exploration. The framework is nearing a final version and engagement with stakeholders is ongoing.

Activity	Lead Responsibility	Contribution	Timescale	Quarterly Reporting Progress & Communications Update June – Aug 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 OEPB flyer at the November board meeting. The flyer has been shared with CPP's via Community Planning Managers. Details of membership, the work programme and progress updates are now available on the OEPB website. http://www.improvementservice.org.uk/oepb.html Regular progress updates are provided at Community Planning Network meetings, e.g. the LOIP Stocktake, Community Planning Recommendations, Evaluation tools 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 2017 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 was launched sharing 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 June – Aug 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 were approved by the OEPB in May 2018, and published in June http://www.improvementservice.org.uk/documents/community_planning/loip-stocktake-emerging-findings-may2018.pdf : The IS is currently working with the CP Managers Network to develop a programme of support flowing from this.
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	A self-assessment review was undertaken at the August 2018 Board Meeting. The improvement plan generated from this will be considered under Agenda Item 4 November 2018 Board Meeting

OEPB Review – LIST engagement with CP partners and partnerships

Who you engaged with	Method(s) of engagement	Focus of engagement	Output/impact of engagement	Timescale
Renfrewshire Council – Housing Strategy & Homelessness Team	LIST met with Renfrewshire Council Data Analytics & Research Manager, as well as members of Housing Strategy & Homelessness team scope this work.	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, and try to engineer a joint working approach between housing, social work and health that would break this cycle of repeat homelessness and poor outcomes	LIST analysts have carried out analysis on individuals recently released from prison. The aim of this was 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.	Initial analysis completed. Discussions to take place as to scope of any future analysis.
East Ayrshire Council – Play & Early Intervention Services	LIST met with members of the Vibrant Communities team within East Ayrshire Council, to discuss if there was any potential for LIST to provide data and intelligence support to their team's aim to focus on the provision of sustainable solutions for many of the most vulnerable within those communities.	LIST aims to provide support to the Play & Early Intervention Service, which includes; Befriending programmes (including support for formerly Looked After Children in their first tenancy); services to support families affected by parental imprisonment, Activity Motivators; and Play @ Home	The service has agreed to LIST support, in terms of improving overall data collection, analysis and evaluation for some of the services outlined across. They are currently operating with a significant amount of manual systems, and this will be one of the key areas LIST will address. E-forms have now been reviewed and agreed with the service, with LIST providing on-site consultative and reporting support throughout the process.	Ongoing

Who you engaged with	Method(s) of engagement	Focus of engagement	Output/impact of engagement	Timescale
West Lothian Council – Community Planning Team	After approach from West Lothian CPP, LIST undertook a series of discussions on-site, agreeing scope and outputs.	To look at the SOA/LOIP PIs concerning a wide range of CPP issues	LIST undertook 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.	Initial analysis complete. Further discussions between CPP and local LIST colleagues to follow.
Police Scotland – National	Initial approach to LIST through local HSCP contacts in Grampian area	LIST aims 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	A Data Processing Agreement is currently being written, allowing LIST to receive and analyse data from the National Crime System (NCS) for quarterly Police Partnership forums. Further exploratory analysis being scoped at present, relating to linking of NCS and Adastra (NHS system for custodial health care data).	Ongoing
Police Scotland – Renfrewshire/Inverclyde	Contact initiated by Police Scotland colleagues having undertaken work through previous Renfrewshire Council embedded support	Police Scotland were of the view that they may be under sighted as to the threat picture posed with Atizolan and the impact this is having within local communities, particularly in an increasing number of drug-related deaths.	LIST consulted ISD colleagues on this (Drug & Alcohol Team / Unscheduled Care). It would appear that coding relating to this drug is patchy, and local Health Board may be better suited to support this work. LIST are now also looking at how best we can potentially support a Long-Term Violence Strategy, with analysis focusing on the wider social, health and economic factors which may contribute to violence and other forms of crime.	Ongoing
Falkirk Council	Series of workshops	Significant health and socio-economic issues remain prevalent within many local communities, such as poverty and the impact on	All of these areas have been identified by local partners as key areas to be addressed within the formation of Local Outcome Improvement Plans (LOIP).	Ongoing

Who you engaged with	Method(s) of engagement	Focus of engagement	Output/impact of engagement	Timescale
		children and families; substance misuse; mental health and wellbeing; and employability and job creation.		
Scottish Fire & Rescue Service	Series of meetings	Initial discussion stage	To be confirmed	Ongoing
Users of profiles products across Scotland.	To be confirmed, but likely to involve qualitative interviews with profiles users.	To assess the type and level of need for profiles products in Scotland.	Report of findings to inform the future direction of work for the Profiles Collaboration Group	Spring 2019
Social Transformation for Wellbeing Data Group (University of Strathclyde, led by Sir Harry Burns)	Initial Workshop	LIST support for proposed eDRIS submission re. accessing ISD data. LIST to provide advice on whether there are any further complementary data items from different sources that may be of interest to the group.	To be confirmed	Ongoing

Blog: Continuing to learn from international experiences of participatory budgeting Coryn Barclay took part in took part in an international learning visit to Paris in December 2016. Two years on, she revisited the city to take part in the Third National Meeting of Participatory Budgeting.

Facilitation training – new skills to facilitate collaboration film and learning resource for practitioners on facilitation training in Aberdeenshire, a workshop aimed at developing people's skills, to enable them to work more effectively with their local communities and achieve better engagement with all populations.

Participatory budgeting Publication of PB resources pack: our work on participatory budgeting (PB) explores how PB supports public service reform and participation in democracy and decision-making.

Policy briefing – Evaluability Assessment: A collaborative approach to planning evaluations This policy briefing focuses on evaluability assessment, a systematic and collaborative approach to deciding whether and how an evaluation should be done. EA involves stakeholders working together to reach a consensus view of what the policy or service change is expected to achieve, what data sources are available to measure change processes and outcomes, and what is the best approach.

Webinar: Transforming communities? Exploring the roles of community anchor organisations in public service reform – supporting, leading and challenging? Webinar looking at the role of community anchors in public service reform, drawing on our research report on community-led, holistic community organisations.

Research for Change – Beyond What Works Conference held on 16th November in Glasgow exploring the role and use of data and evidence as key components in the development, design and delivery of good public services.

Webinar: Participatory budgeting and its potential for community empowerment and social justice Audio, slides and transcription from a webinar which looked what needs to happen to ensure that the mainstreaming of PB simultaneously carves out space for more complex participatory and deliberative processes in local government decision-making.

Empowering People and Places: What Works? Conference held on 6th November 2018 focused on engaging with research insights into what works, and what does not, in community empowerment, as well as discussing implications for the future of policy and practice in Scotland.

Universal basic income – A scoping review of evidence on impacts and study characteristics The first comprehensive scoping review of 28 studies of ten interventions which unconditionally provided substantial cash transfers to individuals or families.

An outcome-focused evaluation of High Life: Highland's Falls Prevention Programme An outcome-focused evaluation of High Life Highland's programme to prevent falls by older adults.

Making data meaningful: Evidence use in a community planning partnership in Scotland Case study report that highlights the complex and diverse ways in which public services use evidence in decision-making processes using information gathered from a Scottish community planning partnership.

Policy briefing: Public service leadership: What works? This policy briefing focuses how public service leadership needs to change to lead organisations involved in collaboration, co-production, community engagement and partnership.

Policy briefing: Public service leadership: Rethinking leadership for collaborative settings This policy briefing focuses why we need to rethink leadership practice in public services and what works for leadership in collaborative settings.

What Works Scotland contributes to health and wellbeing evaluation support materials What Works Scotland co-director Peter Craig has contributed to new evaluation support materials for health and wellbeing professionals.

What Works Scotland chapter in new book about action research and policy A new book on action research includes a chapter by two What Works Scotland research associates, drawing on the collaborative action research projects with community planning partnerships in Scotland.

Action Research in Policy Analysis: 'Sanction and sanctuary' in Scottish collaborative governance
Book chapter about action research theory and practice that draws on illustrations from two community planning partnerships. It discusses the relational strategies required to carry out action research in these complex public service partnership settings, including cultivating 'sanction and sanctuary'.

Stories from the coalface: Exploring what it means to work together in Aberdeenshire Reflections by participants in the Aberdeenshire collaborative action research on what they learned from the different projects and what they are continuing to learn from the experience.

Blog: Third sector leadership – the promise of collective accounts of leadership Guest bloggers James Rees, Carol Jacklin-Jarvis and Vita Terry from the Centre for Voluntary Sector Leadership examine the challenges and opportunities offered in June 2018 by adopting collective leadership practices in third and voluntary sector organisations.

Blog: Mapping the frontiers of collaborative governance Exploration of a March 2018 report generated by the work of What Works Scotland, Aberdeenshire Community Planning Partnership and partners into emerging multi-layered preventative partnership working in the Aberdeenshire area.

Blog: The future of joined-up working and integration in Scotland – Time to concentrate on collaborative practice? What Works Scotland research fellow Dr Hayley Bennett outlines some key ideas from her February 2018 presentation on collaborative practice and public service reform in Scotland.

New material on participatory budgeting in Scotland and impact on health and wellbeing A chapter in a new book about participatory budgeting world-wide examines how PB relates to public sector reform, community empowerment and social justice in Scotland.

Hope for Democracy: Participatory Budgeting in Scotland Book chapter about participatory budgeting in Scotland and its interplay with public service reform, community empowerment and social justice in a global survey of 30 years of participatory budgeting.

The community sector and its relevance to public service reform The community sector, including community anchors, can have a key role to play in the development of public service reform in Scotland – partnering, leading and challenging. Here we outline why we think the community sector has that potential and prompt further reflections from others as to what that means in actual practice.

Outcomes, Evidence and Performance Board

November 28th 2018

Workstream 6 – Measures of Success

OEPB Review - Improvement Plan

1. **Purpose**

    1.1. This paper presents the draft Improvement plan developed from the Review of the OEPB in August.

2. **Recommendation**

    2.1. It is recommended that the OEPB:

    2.1.1. Approves the Improvement Plan

    2.1.2. Agrees for the Improvement Plan to be embedded within the OEPB Work programme going forward to enable progress to be monitored and reported.

3. **Background**

    3.1. The improvement plan was developed following a self-assessment process with board members in August 2018. This involved a structured discussion with board members around the key themes emerging from the self-assessment on the effectiveness and impact of the OEPB. The discussion identified strengths and prioritised areas for improvement and key actions to progress these.

    3.2. The Improvement Plan is included in Appendix 1.

OEPB August 2018: Draft Improvement Plan

Improvement actions	Lead	Implications [Risk, Cost,Resource]	Target Date	Measure	Outcomes
1.1 Clarify the role of the OEPB in terms of co-ordinating support for Community Planning and providing a national policy driver.					
Revisit/ refocus the narrative around the role of the OEPB. Review name of group.	Sarah Gadsden and Fraser McKinley	Cost - Staff resource to revisit narrative. Risk – Lack of awareness of role of the OEPB could limit progress in providing a national policy driver. (Comment 4, page 5 of report)	14th September 2018	• Development of refocused narrative of the OEPB which is agreed by the Board.	The role and legitimacy of the OEPB is strengthened by the refocused narrative.
1.2 Greater focus on the role of the OEPB in drawing out the views and experiences of CP partners and partnerships in relation to issues/challenges/successes/needs to ensure this is used to shape improvement support and influence where appropriate.					
Establish a baseline picture of what the OEPB has done/ is currently doing around engagement with CP partners and partnerships. Revisit Workstream 6 on 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). Develop an engagement strategy to pull out evidence/viewpoint from local CP partners and	IS/ Steve Grimmond	Cost – Staff resource to develop engagement strategy. Risk – Lack of coordinated approach to support and engagement may lead to duplication of effort by individual OEPB members.	November November May 2019 - actions to be identified and discharged May 2019	• Baseline/ mapping of OEPB engagement activity to date. • Development of engagement strategy. • Positive feedback on CP partners and partnerships engagement with the OEPB.	Coordinated engagement strategy which improves support and relationships between the OEPB and CP partners and partnerships.

Improvement actions	Lead	Implications [Risk, Cost,Resource]	Target Date	Measure	Outcomes
partnerships around what they need/what's working/what's not/why etc.					
1.3 Review the OEPB membership to ensure all key partners are consistently represented.					
Address Partner representation from NHS Territorial Boards.	Steve Grimmond/ Gerry McLaughlin	Risk – Members not of sufficient seniority to progress actions.	Discuss in November 2018	• NHS Territorial Boards represented on Board.	All key partners are consistently represented on the OEPB.
Explore other potential representatives e.g. social enterprise on behalf of private sector, CPP managers network etc.	Steve Grimmond/IS	Risk – Lack of consistent attendance can lead to lack of progress, impetus on key issues.	November	• Members are clear of their role and remit on the Board.	

Outcomes, Evidence and Performance Board
November 28th, 2018
Workstream 6 – Measures of Success

OEPB Review: Revised Name and Purpose

1. **Purpose**
   1.1. This paper summarises the feedback received in relation to the revised OEPB purpose and name, suggesting potential amendments and next steps.

2. **Recommendations**
   2.1. It is recommended that the OEPB:
   2.1.1. Endorses a change in name for the Board
   2.1.2. Agrees a revised purpose as outlined in Appendix 2, with additions made to reflect the suggestions made by Board members in relation to engagement and measuring success.
   2.1.3. Agrees to review its current work programme in light of its revised purpose and name.

3. **Background**
   3.1. As part of the review of the OEPB undertaken in August, it was agreed to revisit its purpose and name. The aim was to provide greater clarity around the role of the OEPB in terms of co-ordinating support for Community Planning and in relation to influencing national policy. This refocussing will also help to strengthen the role and legitimacy of the OEPB.

   3.2. A revised purpose and name was developed and circulated to board members for comment in September with the aim of receiving endorsement at the November OEPB meeting (see Appendix 1).

4. **Feedback - key themes**
   4.1. Feedback was received from almost all board members providing positive endorsement on the newly proposed name and the stronger focus on Community Planning in the purpose.

   4.2. There were two areas where further emphasis would be welcomed:

   4.2.1. Strengthening the engagement loop and ensuring OEPB work is informed by CPP's and CP partners. If the key purpose is to co-ordinate and provide the support CPPs and CP partners need, further emphasis is needed on our commitment to check in with CPPs and CP partners to make sure our work programme is driven by what they need.

   4.2.2. Defining how the OEPB will measure success. Further discussion would be helpful to reach a view on what measures of success might look like. For example, agreement would be welcomed on whether measures should relate to views from CPP's/CP Partners on the extent to which they feel supported and that their issues are listened to and addressed; or should they be about demonstrating cost savings/efficiency gains across the system; or should it be about quantifying improvement in community planning or outcomes themselves?

4.3. An alternative redrafting was also offered to provide greater emphasis on the challenges for Community Planning around leadership and influence and public/community involvement (Appendix 2). It is proposed we accept this additional redrafting and amend to reflect the suggestions in relation to engagement and measuring success.

5. Next steps

5.1. The current work programme does not address some of the challenges identified in the revised purpose. It is therefore suggested that subject to the approval of the revised name and purpose, the work programme should be revisited. It is proposed this should be undertaken in advance of the next board meeting with the aim that it be included on the agenda for approval.

Appendix 1 – Revised Name and Purpose

Community Planning Improvement Board (CPIB)

The Community Planning Improvement Board (CPIB) provides improvement support for community planning in Scotland.

Our purpose is to support Community Planning Partnerships (CPPs) to deliver their statutory duties effectively and to make better and more informed decisions that improve the lives of local communities across Scotland. We work with community planning partners to understand:

- the services, ways of working and leadership that are effective in improving outcomes and reducing inequalities for local communities
- the gaps in data, knowledge and capacity, and the challenges CPPs are experiencing
- what support and/or change is needed to make community planning work more effectively for local communities.

This underpins our three main roles.
1. **Evidence** - We aim to bring together and share evidence of what works well in community planning, in order to influence policy, practice and reform of public services at local level and to inform national decision-making.
2. **Collaboration** – We bring together national analytical and improvement support to ensure capacity and resources are targeted to where they are most needed. .
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**
- **Sharing good practice and evidence**
- **Better leadership, governance and scrutiny**
- **Joint resourcing and planning**
- **Improved local data**
- **Co-ordinated improvement support**

How are we helping?

Support and capacity building
We're offering practical support to CPPs by expanding the Community Planning in Scotland website to include more resources, support and showcases of CPPs' work and progress. We are identifying gaps in the support for CPPs – and working to plug them - while building analytical capacity across public services.

Evidence and evaluation
We're developing and sharing evidence of what works, based on research by What Works Scotland, as well as developing an approach to evaluation that can be used by CPPs.

Performance management
We're looking at performance management arrangements across community planning and we'll propose improvements .

Improving access to and understanding and better use of data
We're improving access to and understanding of data by exploring opportunities to increase the local data available in open formats and fill the gaps in the data currently available to measure outcomes at local level. We're also supporting CPPs to make better use of data to make more informed decisions.

Sharing data and intelligence 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 stakeholders to address challenges to data sharing.

Appendix 2 – Alternative revised purpose

Community Planning Improvement Board (CPIB)

The Community Planning Improvement Board (CPIB) provides improvement support for community planning in Scotland.

Our purpose is to support Community Planning Partnerships (CPPs) to deliver their statutory duties effectively and to make better and more informed decisions that improve the lives of local communities across Scotland. We work with community planning partners to understand:

- the leadership, influence, services and approaches that are effective in improving outcomes and reducing inequalities for and with local communities
- the challenges for CPPs including data for evidence based decision making and capacity;
- what support, innovation and/or change is needed to make community planning work more effectively for and with local communities.

This underpins our three main roles.

4. **Evidence** - We aim to bring together and share evidence of what works well in community planning to influence policy, practice and reform of public services at local and national levels
5. **Collaboration** – We bring together national insights, innovation and improvement support to ensure capacity and resources are targeted to where they are most needed.
6. **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?
- **Strengthened leadership and influence**
- **Community participation, particularly hard to reach groups, vulnerable and communities of interest**
- **Effective decision making and good governance**
- **Innovative approaches to joint planning, service design and resourcing**
- **Availability of high quality local data and insights to support decision making**
- **Supporting innovation, improvement and sharing best practice**

How are we helping?

Support and capacity building
We're offering practical support to CPPs by expanding the Community Planning in Scotland website to include more resources, support and showcases of CPPs' work and progress. We are identifying gaps in the support for CPPs – and working to plug them - while building analytical capacity across public services.

Evidence and evaluation
We're developing and sharing evidence of what works, based on research by What Works Scotland, as well as developing an approach to evaluation that can be used by CPPs.

Outcomes, planning and insights
We will consider approaches to developing outcomes, planning and insights for community planning and will propose areas for development and improvement to support partnership working. This will include how we capture and evidence the impact of community planning through a range of measures and actionable insights.

Better access to and use of data, insights and intelligence
We will improve access to, and understanding of, data by exploring opportunities to increase the local data available in open formats and fill the gaps in the data currently available to measure outcomes and build an evidence base at local level.

We're also supporting CPPs to make better use of data and to develop meaningful insights to support effective and informed decision making. We will support CPPs to improve their approach to the sharing of data, intelligence and insights intelligence at a local level, and work with stakeholders to address challenges to data sharing.

Outcomes, Evidence and Performance Board
November 28th, 2018
Workstream 6 – Measures of Success: OEPB Review

Current Engagement Activity – A Baseline

1. **Purpose**
   1.1. This brief paper presents a baseline picture of current engagement activity undertaken to inform and support the delivery of the OEPB work programme. An overview of current activity and potential gaps are identified to provide a useful starting point for the development of an OEPB Engagement Strategy.

2. **Recommendations**
   2.1. Board members are asked to consider the review of baseline engagement activity and agree the proposed next steps.

3. **Background**
   3.1. As part of the review of OEPB undertaken in August, it was agreed that greater focus should be given to strengthening the engagement loop between the OEPB and Community Planning stakeholders. A stronger engagement loop would ensure that the issues, challenges, successes and needs of partners and partnerships are central to informing the OEPB's role in co-ordinating and targeting improvement support, and also in influencing local and national policy.

   3.2. A coordinated engagement strategy will improve support and relationships between the OEPB and Community Planning stakeholders and will strengthen the legitimacy of the OEPB as a conduit for the experiences/needs of CP partners and partnerships and as a vehicle through which CPP support needs' can be addressed.

   3.3. To inform the development of an engagement strategy, it was agreed to first establish a baseline picture of what the OEPB has done, or is currently doing, around engagement with Community Planning partners and partnerships. This could then be used to identify any gaps to be addressed within the engagement strategy.

4. **Baseline of Engagement Activity**
   4.1. Individual workstream leads were asked to share details of key engagement activity already undertaken to inform their OEPB workstream, or that which is planned over the coming period. Appendix 1 summarises the information shared to date. The summary reveals there is already meaningful ongoing engagement as part of individual workstreams with a variety of community planning stakeholders, and that this engagement is being used to inform the development of the workstreams.

   4.2. However, it also highlights the following areas where our approach to engagement might be further strengthened:

5. **Stakeholder groups**
    5.1. It would be helpful to develop a more systematic approach to engagement with senior level Community Planning stakeholders, in particular Chief Officers across public services. Recognising the well documented community planning challenges in relation to leadership, governance and accountability, it is important that the views and experiences of this group are central to the work of the OEPB.

6. **A more strategic and co-ordinated approach**
    6.1. While the intelligence and evidence gathered effectively informs individual workstreams, a more strategic and co-ordinated approach would ensure this evidence could be used collectively to build a coherent picture of the gaps, successes and barriers in relation to Community Planning.

    6.2. This would help the OEPB and its members inform and target their improvement activity. Greater co-ordination will ensure engagement activity is focussed on the right themes to support community planning, e.g. shared leadership; governance and accountability; tackling inequalities; community participation and co-production; understanding local communities' needs, circumstances and opportunities; effective performance management; resourcing improvement; focus on prevention and focus on key priorities.

    6.3. A more strategic approach will also support the OEPB to collectively consider how the evidence gathered from engagement activity could be used to inform local and national policy and what influencing role they wished to play.

7. **Next steps**
    7.1. Building on this initial baseline exercise, the following next steps are proposed as a useful direction of travel across the coming period:

    7.1.1. Develop an engagement strategy which builds on the engagement work underway and addresses the identified gaps. This should be incorporated within the OEPB Workstream 6 'Raising the Profile and Influence of the OEPB', allowing progress to be monitored as part of the workstream reporting.

    7.1.2. Align the development of this strategy with the programme of support for Community Planning currently being developed on the back of the recent OEPB LOIP review. This will support a joined-up approach and will also ensure the influence of the OEPB is pulled in behind the Community Planning support programme.

    7.1.3. Invite representation from the Community Planning Managers Network on to the OEPB. The CP Managers Network is a key stakeholder group with invaluable experience in relation to the challenges and successes for local community planning, who will also be able to provide excellent links to other key stakeholders. They will also be able to provide pragmatic input on the types of support, and their relative priority, that will make the biggest difference in supporting CPPs to deliver the change necessary to tackle inequalities in outcomes.

Appendix 1 – OEPB Engagement Activity: A Baseline

Workstream	Focus of Engagement	Key Stakeholders engaged with to date	Key Methods used	Impact
1. **Data/Analysis/Profiles** *Improve access to and understanding of the data available that can help CPP's understand need and measure progress*	Data/Analysis/Profiles user needs	Data users in local authorities, third sector organisations, academic researchers and government agencies Users of profiles across public sector in Scotland	Workshops on accessing official statistics through statistics.gov.scot. User needs engagement strategy will use qualitative interviews to assess the type and level of need for profiles products in Scotland (spring 2019)	Informed the development of the SG data publishing system User needs engagement strategy will inform the future direction of work for the profiles collaboration group
2. **Sharing Actionable Intelligence** *Support CPP's to improve their approach to sharing of real time data and intelligence at a local level*	Use of local intelligence	Officers in council services Officers from a range of partner agencies	Service delivery re LIST	Informed local improvements in services/systems/strategies
3. **Performance Management** *Ensure performance management arrangements for Community Planning in Scotland are fit for purpose and reflect the reform agenda*	Identifying challenges, barriers and support needs around Performance Management	Chief Officers across public services Community Planning Managers and officers	Survey of Chief Executives Engagement with CP Managers Network (Events)	Informed the development of recommendations for change for OEPB to consider
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*	Understanding the needs/priorities around support and capacity building	Community Planning Managers and officers Officers from a range of partner agencies, particularly LG and Health	Survey of users of the Community Planning in Scotland Website Website form available for CP stakeholders to request specific information or support	Survey has been used to understand user needs and inform the work plan for the first year. This will be repeated in 2019.

more targeted and coordinated support			Community Planning Network Khub group, Quarterly newsletters, and a programme of Webinars	Khub, Newsletters and Webinar activity has supported growing engagement with the website, and promoted the sharing of case studies, asking questions, sharing good practice, updates and resources
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*	Understanding what is working in relation to community planning Identify evaluation support needs	Research and analytical officers across the public sector Chief Officers across Public Services CPP Executive Groups CP Managers and officers Officers from a range of partner agencies, particularly LG and Health	WWS seminars, publications, research and direct work with partnerships Evaluation - engagement with CP Managers Network, 1-1 discussions, and webinars Review of CP – mining of existing data sources will likely be supplemented by survey/interviews with CP stakeholders including senior personnel from statutory partners.	Greater awareness in relation to the issues facing Community planning, including capacity, and progress being made Workshops, webinars and direct evaluation support are informed by engagement To address likely gaps in the existing evidence available for the CP review where direct engagement with CP stakeholders will be necessary to illuminate re progress.
Measures of Success *Identify key measures to demonstrate the impact of the OEPB's work programme over the short, medium and long term*	Developing a baseline in relation how CPPs are meeting their duties	CP Managers and officers	Survey of CPP Managers to gather experiences/findings in relation to local LOIP processes Engagement with CP Managers Network to identify and agree areas for improvement support on the back of the LOIP report	LOIP review informed by local experience LOIP programme of support will be informed by local experience

Outcomes, Evidence and Performance Board
November 28th, 2018

Ensuring Performance Management arrangements for Community Planning in Scotland are fit for purpose and reflect the reform agenda

1. **Purpose**
   1.1. To propose issues for discussion and recommendation arising from findings of the OEPB review of performance management in Community Planning.

2. **Background**
   2.1. Developing Performance Management to support Community Planning achieve improvements in outcomes is an important element of public service reform. On its own a performance management system will not deliver change; that requires commitment to wider organisational and partnership redesign. It can however act as a catalyst in supporting improvement and improved reporting and accountability by partners to communities regarding improving outcomes.

   2.2. The OEPB, building on work previously undertaken by the Public Service Reform Board, examined recent audit reports regarding Community Planning and in discussion with key Community Planning stakeholders considered whether performance management arrangements have acted as a driver of improvement in Community Planning or have been regarded as a barrier to change.

3. **The key observations from the work to date have been:**
   - There has been considerable progress in terms of building strong relationships between partners and individual participants in Community Planning to achieve change.
   - Enhanced collaboration and partnership working to drive outcome improvements and address inequality remains an essential driver of change.
   - The performance management landscape of public services should be simplified to support further change.
   - Existing organisational Performance Management Frameworks should be 'decluttered' with an emphasis on reducing the number of input/ output targets, indicators and measures used.
   - Partnerships should focus on a smaller number of key outcomes and priorities that will make a difference to their area.
   - Addressing inequalities as experienced at locality level remains critical to improving overall outcomes.
   - Better segmented information and data should be available to track change and improvements at locality levels.
   - Performance management should focus more on the impact partnerships are making, recognising that system wide action will be necessary to achieve improvement, but should do so without producing overly complex local performance management arrangements.
   - Organisational/ partnership development is an important enabler of change in building the leadership and partnership/organisational cultures necessary to support change and aid performance management.
   - A key feature of culture change should be on achieving local empowerment and flexibility to drive innovation to reduce outcome inequalities.

4. **Discussion and Proposals for Next Steps**

4.1. Change in performance management arrangements at the local partnership level can act as a catalyst in the wider change process but it cannot be a substitute for ambition in the steps that need to be taken to reduce inequalities in Scotland. At best, performance management is a tool that will help CPPs and individual partners focus on what their priorities are, think and plan for the changes they need to make and ascertain if progress is being made in reducing inequalities and importantly account for this locally and nationally

4.2. Building on the evidence so far produced by the OEPB, including the 2017 OEPB survey of public sector leaders; 2018 stocktake of LOIPS; engagement with key stakeholders and also the series of Audit Scotland reports into Community Planning there are issues arising that the Board is asked to consider. The Board is further asked to agree what the next steps for the performance management work stream should be if we are to support ongoing improvement in this area. It is important to note that some of these issues set out below are not necessarily new issues, but issues that have not yet been fully addressed as part of the reform process.

5. **At the CPP Level**

If performance management is to help drive improvement locally CPP's should consider the following matters:

5.1. As local leaders of Public Services the CPP must articulate its collective performance expectations on the necessary steps to reduce inequalities in and between local communities and build collaborative cultures that enable further cross service working at locality levels.

5.2. The LOIP should clearly express what the CPP understands improvement will look like locally and be ambitious in so doing and it should drive appropriate service/ partnership working to achieve its ambitions

5.3. Partnerships need to facilitate the desired shift to early intervention and prevention by redesigning service delivery models and interventions. Service models need to encompass responsive services to meet current community needs, early intervention/ prevention services that focus on the upstream causes of inequality and 'recovery services' that reach out to the most disadvantaged and help build stability in their lives to enable them to take opportunities to improve their life outcomes. Collective leadership will be key here given the ongoing need for crisis responses, and the fact that the impacts of preventative work and early intervention will be seen over the longer term (and will often be difficult to attribute to specific activity).

5.4. To encourage innovation in service/ partnership design to meet the expected outcome improvements expressed in the LIOP public service managers need to be fully empowered to allow more freedom in using collective resources.

5.5. There should be better development and sharing of segmented population information and relevant data to help partnerships track progress in realising the outcome improvements they seek.

5.6. Partnerships should continue to develop their approach to evaluation to demonstrate the impact of their agreed their actions in meeting their performance expectations.

5.7. Performance information should be more accessible and meaningful to stakeholders, therefore the CPP should collectively commit to improve public performance reporting making it more transparent, joined up and engaging for local people and communities.

6. For CP partners

If the CPP is to achieve success how individual partners work together through Community Planning will be a critical element of success; individual CP partners should consider the following:

6.1. How individual partners will demonstrate commitment to each LOIP and CP with which they work and how partnership working is embedded in the strategic and operational planning of partner services showing <u>how</u> resources (people, property, information, equipment etc.) support the ambitions and performance expectations set out in the LOIP's.

6.2. Each partner should make a strong and unambiguous commitment to how they will work with other CP partners to share data and information to further strengthen the local evidence base which is the bedrock that helps define the core priorities of the CPP.

6.3. Each partner should make a strong and clear commitment to work with other CP partners to evaluate the impact of using joint resources in supporting the CPP to improve outcomes.

6.4. Each partner should make a strong and clear commitment to how it will work with other CP partners in further strengthening community engagement in Community Planning and how it will use its resources in support of this.

7. For National Policy Makers

If success in reducing inequality is to be achieved, change over and above that at partnership level is required. Wider system change relating to the governing structures of public service delivery will also be necessary. In particular, clarification of the status of national priorities and public service performance targets in terms of how they impact on local empowerment to pursue improved outcomes is necessary. Linked to this, is a need to simplify the governance processes of public services to create the space for enhanced local partnership working in pursuit of the outcomes set out in the LOIPs. Clarity for what Community Planning Partnerships are locally accountable for needs strengthened but clarity to whom public service partners are accountable to for achieving those outcomes also needs to be clarified. Such a step is about addressing the accountability vacuum that CPP's have operated in within the public service delivery landscape. Therefore, the Scottish Government should consider the following:

7.1. How it will streamline the performance management frameworks of individual public services to further enable more organisational capacity to be focused on achieving outcome improvements through Community Planning.

7.2. How through the PMF's of each public service will demonstrate how it will be held to account for its work in support of Community Planning and outcome improvements.

7.3. How it will support/ enable further flexibility in local public service design and delivery in the pursuit of improved outcomes.

7.4. How it will progress its work in developing an evaluability framework to review the overall effectiveness of Community Planning.

7.5. How it will make clearer prioritisation in relation to the NPF to aid CPP's in further supporting these priorities and help guide their use of resources in relation to the intentions expressed in each LOIP.

8. For the OEPB

The OEPB exists to support Community Panning and individual partners drive forward with the outcome improvement agenda in addressing inequalities across and within communities. The OEPB should consider the following to further improve how it works to achieve this:

8.1. Discuss and agree the proposals for change at CPP level, for CP partners and for national policy makers.

8.2. Consider what further support is needed by CPPs and CP partners to help achieve success in improving outcomes and reducing inequality.

8.3. In terms of the issues for national policy makers, consider if there is an appetite for OEPB/OEPB members to progress the issues raised, and if so how this should be done.

Public Sector Leaders
By email

22 June 2018

Dear Public Sector Leader

LOCAL GOVERNANCE REVIEW – ENGAGEMENT PHASE

Programme for Government 2017-18 set out the intention to "decentralise power to a more local level in Scotland and launch a comprehensive review of local governance ahead of a Local Democracy Bill later in this Parliament". In December 2017, the Scottish Government and COSLA jointly launched the Local Governance Review.

We believe that it is important to review how powers, responsibilities and resources are shared across national and local spheres of government and with communities in the context of significant change to the governance of Scotland over the last two decades, and in recognition that outcomes for citizens and communities are best when decisions are taken at the right level of place.

This review reflects local and national government's shared commitment to subsidiarity and local democracy, and builds on joint agreement between COSLA and the Scottish Government to focus on and strengthen local and community decision-making and democratic governance in ways that improve outcomes in local communities, grow Scotland's economy for everyone's benefit, support communities to focus on their priorities, and help new ideas to flourish.

The Review of Local Governance will explore what might be achieved, and highlight opportunities for positive change.   In doing so it brings a wide range of Scotland's public services into scope, takes cognisance of reforms where work is already progressing, and will include powers and functions held at national level. It is therefore very important that we hear from you.

Many of you will know that the review is being undertaken in two key strands. First, a highly inclusive conversation with communities is getting underway, and will listen to views about how decision making can work best for towns, villages and neighbourhoods around the country. This reflects our shared commitment to community empowerment, and builds on the work already done to give people a direct say over the decisions that matter most to them. If you would like to support this process, for example by hosting events, please get in touch.   As part of that

conversation, we expect people will be interested in how decisions about a range of public services can be made in the communities that they serve.

Second – the main purpose of this letter – we wish to involve you, as Scotland's public sector leaders, in a dialogue about how changes to how Scotland is governed can make the lives of Scotland's people better. Accordingly, we are now inviting you to bring forward proposals to feed into the review.

Just like the first strand, the second strand of the Local Governance Review offers a broad scope, and we anticipate that all public services will wish to offer proposals for improved governance arrangements at their level of place. This is based on an acceptance of increased variation in decision-making arrangements across the country: what is right for one place will not necessarily be right for another. For example, these could be at the level of a city or local authority, community planning partnership or regional economic grouping, or focus on how existing national arrangements can support a more local way of working.

We know that there are already many examples of working creatively across traditional boundaries to deliver responsive services for people. We want to hear how these approaches can be strengthened and scaled up, whether there are new powers or other changes that are needed to make more progress and the benefits these would produce, and about opportunities to hardwire better local governance arrangements into the places you serve. We are also keen to hear about how this landscape could be made to work better overall.

What is important is that proposals reflect our shared aspirations in light of the new National Performance Framework to tackle inequalities and drive inclusive growth, are consistent with Christie Commission principles, and strengthen local decision making.

We also want to have an interactive process with you to consider and develop ideas. Whilst we are setting a deadline for written proposals and evidence of 14 December 2018, we want to hear from you as early in the process as possible in order to understand your proposals, help them take shape and identify where other evidence or assurances might be required to deliver change, and consider how they might link with other ideas.

To get that process underway, we are seeking an initial indication of the kind of issues you would like to discuss by the beginning of September, and we will follow up this letter at that point. There is no fixed format for this, however we do want to receive your initial input no later than early Autumn in order to leave enough time to work with you on proposals. We also want to avoid setting an arbitrary date that would put you under undue pressure to take things forward. But we can't stress enough that we would welcome you getting in touch as early as possible in the process of you forming your ideas. We would of course be happy to meet with you and your networks as part of this process too.

Where there is interest in developing an idea, it will also be important to involve all partners with a potential contribution to make. For example, this approach is already opening up new possibilities for the Islands, following the commitment in Programme for Government 2017-18 to support those Island authorities who want to establish a single authority model of delivering local services.

These two strands of the Local Governance Review will run in parallel for a period of around 6 months, and inform a programme of changes to governance arrangements in different places where these can increase the pace and scale of public service reform, focus on shared outcomes, and strengthen local decision making. In the event of legislative change being required a Local Democracy Bill is provisionally scheduled for introduction later this parliament.   However, should you have ideas that will make a real difference, but will take longer to develop and deliver, we do of course still want to hear from you.

Joint oversight for the Local Governance Review overall is provided by the Cabinet Sub-Committee on Public Service Reform Delivery and COSLA's Political Leadership Team. These arrangements provide the primary forum for determining how proposals will be progressed, with Ministers reflecting this in the scope and content of legislation.
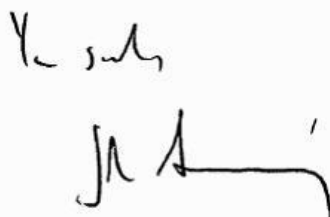
The Local Governance Review is part of a long term commitment by national and local government to place based reform and a more local approach to decision making in Scotland.   The newly refreshed National Performance Framework provides a shared set of outcomes that this way of working can help to deliver. It is therefore vital that we hear from all parts of Scotland's public services in line with the timescale above. We look forward to your participation, and to discussing your proposals in the coming months.

To begin this process, you can make contact with the team at: democracymatters@gov.scot or 0131 244 0709.

ANGELA CONSTANCE, MSP
Cabinet Secretary for Communities,
Social Security and Equalities

JOHN SWINNEY, MSP
Deputy First Minister and
Cabinet Secretary for
Education and Skills

CLLR. ALISON EVISON
COSLA President

Outcomes, Evidence and Performance Board
November 28th, 2018

Local Governance Review

Purpose

1. This report provides an update on Strand 2 of the Local Governance Review.

Current Position

2. Strand 2 of the Review involves the Scottish Government, local authorities, CPPs and other public-sector organisations proposing approaches to governance, powers, accountabilities or ways of working that could improve outcomes, reduce inequalities, and improve democracy locally. It was initiated through joint correspondence to all public services from the COSLA President, Cabinet Secretary for Communities, and Deputy First Minister on 26 June.

3. COSLA are carrying out a number of activities to support the Local Government community, specifically; supporting individual authorities to develop specific submissions to the Review based on their local circumstances and priorities, and COSLA developing an overall submission which focuses on key themes.

4. Professor James Mitchell is supporting Local Government with this Strand of the Review (see briefing in Appendix 2); following his initial scoping exercise, key underpinning themes emerging from councils were agreed by Leaders in August, and by the Scottish Cabinet Sub Committee in September.   These are:

   - an asymmetric approach to governance
   - collaboration and integration across public services and councils
   - significant appetite to broaden and scale up empowerment and participation in local decision making
   - introduction or strengthening of local democratic accountability and representation in a greater range of local public services that impact on communities
   - scale e.g. exploring if regional approaches could capture economies of scale but allow for flexible deployment at the local
   - a recurring and high-profile focus on fiscal empowerment

Submission and Workshops

5. The key founding principle of the Local Governance Review is that it brings into scope a wide range of public services, and both national and local government. This has been a consistent component of the discussion through the Cabinet Sub Committee, and in September Cabinet Secretaries reiterated their clear expectation that all public bodies engage positively in discussions on proposals, and that the Scottish Government will perform an important brokering role in this task. Some examples of how this is being undertaken include:

- Awareness raising across Health interests, including at Chief Executive and Chairs meetings, and IJB Chief Officers.

- Advise to Health Council on design of local events

- Ongoing dialogue with the Islands regarding their intention to submit proposals on Single Island Authority models, including discussions between local partners in Orkney.

- Regular updates to public bodies via briefing notes and attendance at NDPB Chief Executives Forum

- Bespoke meetings with Police Scotland and Skills Development Scotland, and others.

6. The Scottish Government has also intimated that the forthcoming Strand 2 workshops present an opportunity for to further broaden engagement on the developing thinking, and that Scottish Government Directors and Location Directors will be invited to attend and encouraged to promote these events across their networks, including the public bodies they sponsor.

7. All public services have been requested to share submissions by 14 December. Across the country considerable work is taking place to develop positions locally, often through local working groups, or through the Community Planning Partnership.

LGR Letter - 22 June 2018.pdf

8. With submissions now being finalised, a programme of workshops is being delivered between Scottish Government and COSLA to explore and share the ideas or proposals that are emerging from the local government community and our key partners.

The intention is to bring people together (community representatives, elected members, key officers from public agencies) who have been involved in developing submissions to the Review, as well as a wide range of other partners. The workshops are noted in the appendix to the report along with links to register for the events.

Next Steps
9. Following submissions to the Consultation in December 2018, a joint political governance process will be established to consider the results of the consultation and to ensure that Scottish Government and COSLA work together to deliver the results of the Review.

10. As with all aspects of the Review, this will be conducted through the joint political arrangements that have been put in place, and it is anticipated that a more detailed proposal on the process for this will now be jointly developed with Scottish Government over the coming weeks.

APPENDIX1

Workshop Schedule

Glasgow	1pm, Wednesday 28 November, City Halls, Candleriggs	[Book online](#)
Perth	1pm, Wednesday 5 December, Perth and Kinross Council Offices, 2 High Street	[Book online](#)
Inverness	1pm, Tuesday 4 December, venue to be confirmed	[Book online](#)
Edinburgh	1pm, Monday 17 December, COSLA Offices, Haymarket	[Book online](#)
Aberdeen	1pm, Tuesday 18 December, Aberdeenshire Council Offices, Woodhill House	[Book online](#)

Local Governance Review – the state of play

Read this briefing on our website

Author: James Mitchell, LGiU Scotland Associate

Categories: People, Place, Services

Introduction

A review of local governance in Scotland has been underway for 12 months and aims to consider how powers, responsibilities and resources are shared across national and local spheres of government including with communities. It includes all public services. Communities and public

services are currently being invited to set out their proposals. Professor James Mitchell has been working with COSLA to help develop the key themes emerging from across local government and beyond. As part of that work, COSLA is inviting councils and partners to share emerging thinking in a series of workshops around Scotland. Further details on how to take part are at the end of this briefing.

Briefing in full

Since before the establishment of the Scottish Parliament, most of the debate on the governance of Scotland has focused on the national level. Discussion on whether Scotland should have a Parliament, what powers should be devolved and whether Scotland should be independent has tended to crowd out discussion on the governance of Scotland from below. There had been interest in the relationship between the Parliament and local government at the outset of devolution, so a Commission under Sir Neil McIntosh, former chief executive of Strathclyde Region and one of Scotland's most respected public servants, was asked to:

- consider how to build the most effective relations between local government and the Scottish Parliament and Scottish Executive; and,
- consider how councils can best make themselves responsive and democratically accountable to the communities they serve.

It reported a month after the first elections to the Scottish Parliament in 1999, setting out some general principles governing central-local relations. Such relations should be based on **mutual respect** and **parity of esteem**, given their common democratic mandate. It emphasised the principle of **subsidiarity** and that the onus should be on the Scottish Parliament to demonstrate the benefits that would accrue from any centralisation. It was also stressed that the principle of subsidiarity went beyond local government, but reached into local communities. Successive Scottish Governments have treated the McIntosh recommendations as a menu from which they could pick and choose rather than an integrated and comprehensive programme of reform.

More recently, there has been a growing focus on opportunities to strengthen local democracy in Scotland. The Christie Commission called for a shift towards greater community engagement, and the Commission on Strengthening Local Democracy found that Scottish local government was out of step internationally, without legal protections. The Scottish Government's Programme for Government had promised a "comprehensive review of local governance ahead of a Local

Democracy Bill later in this Parliament". This review was launched jointly by the Convention of Scottish Local Authorities (COSLA) and Scottish Government in December 2017.

The review has been organised into two overlapping strands: an inclusive 'conversation' with local communities, reflecting the commitment to community empowerment, and a dialogue with public sector leaders on how Scotland is governed seeking views on how to improve Scottish governance. This first phase involved an 'engagement mix' with locally organised events and online engagement, as well as animated film and is focused on community decision making.

The second phase focuses on public service governance. In June, a letter was sent to all public sector leaders, setting out the scope and timing of the review. It anticipated that "all public services will wish to offer proposals… based on an acceptance of increased variation in decision-making arrangements across the country: what is right for one place will not necessarily be right for another." Scottish Government and COSLA emphasise the continuing importance of the Christie principles: community empowerment and personalised services; collaboration and integration; a significant shift to prevention; and greater efficiency.

A key test of this review will be the extent to which public sector leaders engage with this process. The emphasis placed on this being a review of local **governance** and not simply local **government** means that a vast range of public bodies should engage with the process. Given that a large part of public sector leadership is directly responsible to Scottish Government, we should anticipate a rich array of ideas to emerge.

In summer 2018, a survey of Scotland's 32 local authorities was conducted which highlights the level of the engagement between local government and the community. 29 authorities (90%) responded over the Summer months. The responses were wide-ranging with considerable focus on the continuing improvement processes *within* each authority, as well as the opportunities that this review offered. They highlighted the diversity of local government but six key themes were discernible across the responses:

- **Asymmetric approaches** to governance: allowing for models of local governance to develop in light of local circumstances – one size does not fit all;
- **Collaboration and integration** across public services and councils: facilitating growing partnerships in depth as well as breadth where appropriate across clusters of councils regionally and community planning partners, third sector organisations and innovative community models;

- Exploring **regional approaches** allowing for economies of scale with flexible deployment at local level;
- **Subsidiarity, empowerment and participation**: extending current developments in participatory budgeting, local planning and deliberative democracy and role of community councils with emphasis on local flexibility;
- **Local democratic accountability**: extending current local democratic accountability into greater range of public services including health, justice and the economy;
- **Fiscal empowerment**: greater financial autonomy over resources available to provide services including discretionary local taxes, review of the application of financial measures in relation to policy initiatives or specific input measures, and opportunities for budget sharing across public service providers.

Reforms to Scottish local government over the last century have been informed by centralisation, consolidation into larger units, efforts to impose symmetry, and an erratic attitude towards creating coherence across public services. The themes emerging from local government challenge these trends and point to a different conception of local government for the 21st century, conforming more with what is found in other parts of Europe. The central message is the need for **_empowerment_**. Three inter-related forms of empowerment would be the measurement against which reform will be judged: community empowerment; fiscal empowerment and functional empowerment.

Reviews can be a way of changing policy and practice, or they can be seen as a cover for inaction while appearing to take an issue seriously. There is some cynicism in local government that this local governance review is the latest in a long list of reviews that lead to little change. The challenge for Scottish Government is to disprove this view, and to ensure that other parts of the public sector are fully engaged and committed. The challenge for local government is to flesh out the case for reform for each of the six themes identified.

To help shape this agenda, workshops are being held across Scotland in November and December to listen to emerging views and ideas and to provide evidence for reform. Sessions have been scheduled to take place in Perth, Glasgow, Edinburgh, Aberdeenshire, Inverness an open to elected members, officers and other partners. More information about how to get involved can be found via the _COSLA website_.

Community planning after the Community Empowerment Act: The second survey of the Community Planning Officials in Scotland

Executive summary and recommendations

November 2018

Sarah Weakley and Oliver Escobar

Executive summary

Community planning officials (CPOs) constitute a key group of local public servants in Scotland. They work across a broad range of policy areas, from the environment to regeneration, equalities, housing, planning, transport, community development, and health and social care, to name a few. They are at the forefront of advancing the agenda laid out by the 2011 Christie Commission on the Future Delivery of Public Services and the 2014 COSLA Commission on Strengthening Local Democracy, as well as legislation such as the 2015 Community Empowerment (Scotland) Act.

In sum, CPOs carry out the everyday work of enabling local governance in Scotland at the interface of three crucial policy agendas: public service reform, social justice and community empowerment.

This report presents the comparative findings of the first two surveys (2016 and 2018) of CPOs conducted in Scotland. The timing of these two surveys is significant because it covers the first two years of implementation of the Community Empowerment Act (CEA), and the 2018 survey is one of the first pieces of research to capture some of the early impacts of this legislation on community planning practice. Here, we summarise some of our key findings related to the CEA, community engagement, partnership work and evidence mobilisation, with particular attention to how the two surveys together create a fuller picture of CPOs as frontline policy workers. Based on these results we then provide recommendations for government, community planning partnerships (CPPs), and support and evaluation agencies.

The Community Empowerment Act and community engagement in CPPs

The research found that the most prominent types of community engagement carried out in CPPs rarely entail devolving substantial power and resources to communities. Supporting community empowerment is one of the primary aims of the CEA, and community engagement activities are viewed by 2018 CPOs as a vital aspect of their work; an improvement from the 2016 survey. However, despite their valuing of community engagement and their belief it is something they should put a lot of energy into, there is less evidence that they are organising activities that are co-produced or community-led. Relatedly, CPOs and community members often feel that community participation does not have a marked impact in policy and decision making.

This is linked to a key issue brought up in both surveys – that of inclusion and diversity. From the perspective of CPOs, they worry that community engagement processes tend to repeatedly involve certain groups and individuals rather than a cross-section of the relevant community and can in turn simply replicate the power inequalities at play in communities. For those community members who do engage consistently, this can lead to 'consultation fatigue'. Lack of diversity can diminish the usefulness of community engagement evidence for policymakers, and as a result, more community members may become sceptical about the value of participating due to a lack of impact. This creates a vicious circle where lack of diversity and inclusion can undermine the legitimacy of participatory processes, which then hinders their impact. A lack of impact, in turn, makes such processes less appealing to citizens, hence undermining the prospects to improve inclusion and diversity.

Despite these issues, the 2018 survey showed some positive impacts of the CEA in community engagement, particularly in the increase in participatory budgeting activities and the CPOs' positive assessment of local outcome improvement plans (LOIP) as a framework to focus community efforts for change. The survey also reflects a more positive opinion about how some elected members are using community engagement to inform their decisions, and suggests that there is an emerging cohort of more engaged local councillors working with CPOs. This may provide a foundation to improve the democratic credentials of CPPs in terms of bringing together community participation and elected representation.

Partnership and deliberative quality in CPPs

The 2016 and 2018 surveys aimed to investigate key dynamics in CPPs, and in particular how they function as a vehicle to deliver on the public service reform agenda set forth by the Christie Commission. Both surveys found that although partnership working does occur, particularly in the sharing of evidence (see the next section), CPP board meetings are not the main venue where partnership working nor decision-making occurs. The consistent results in both surveys strengthen the argument that CPPs are often seen as 'secondary arenas' for policy and decision making, with core strategic business carried out elsewhere (e.g. through bilateral engagement). Therefore, CPPs function more as spaces for sharing information and planning and coordinating initiatives than as sites for sharing resources, budgets and decision-making.

We also found that deliberative quality remains relatively low at CPP board meetings, where there is limited challenge or disagreement and little opportunity to scrutinise and improve initiatives in partnership. The surveys also reported that CPP partners' influence is less than ideal, with many CPOs feeling that the board is still 'council heavy' and therefore other partners may not be sharing ownership of CPP priorities as intended. This indicates that there is some way to go to meet the objective embodied in the CEA that all partners, not just the council, take more proactive roles in driving the work of CPPs.

The role of evidence in community planning work

CPPs provide a valuable space for partners to share and use evidence, and this has direct impact on the everyday work of CPOs. Indeed, evidence from partners and evidence generated from public consultation are the two most used sources of evidence reported by CPOs in both surveys.

The increase in the use of public consultation evidence is significant in light of the CEA's focus on community input. However, there are various types of evidence gained from consultation and it is important to consider procedural issues when assessing the 'usefulness' and legitimacy of public consultation evidence. Its value greatly depends on the type and quality of processes put in place and whether they meet good standards of inclusion, participation and deliberation.

Other sources of evidence commonly used are from national and local government, while sources from the third sector, academic institutions, and professional bodies are much less frequently used by CPOs. In terms of what evidence is particularly useful and valued, CPOs highlighted evidence from local areas, practical evidence of 'what works', and evidence that helps to evaluate outcomes. The survey also found that CPOs are using evidence to better understand inequalities in their area, particularly when this evidence is appropriate to their spatial scale, but CPOs in both surveys indicated a need for more localised data to improve their work. Finally, the 2018 survey found a new area of interest in evidence use among CPOs; that of 'perception-based data'. This report explores tensions between this type of 'community voice' data alongside higher-level outcomes data in community planning work.

Local achievements and challenges

The 2018 survey illustrates some of the ways that CPPs are making an impact locally, and CPOs report a number of projects that would not happen without the work of the CPP. These include initiatives across a range of policy areas such as community justice, employment, participatory budgeting, and poverty and inequalities. We also found in the 2018 survey that there is far more buy-in to the LOIP compared to the Single Outcome Agreement in the 2016 survey. CPOs report that LOIPs create a shared focus to tackle priorities through collaboration. Respondents from the 2018 survey also have a more positive opinion of senior leadership than in 2016. This improvement is encouraging and may be the result of the CEA driving CPPs' work to create the first round of LOIPs, which provided an avenue where senior leadership could exercise a new vision for community planning in their area of influence. Nonetheless, CPOs identified tensions in reconciling local and national priorities, which was brought up by respondents as an issue challenging the relationships between CPP partners with different lines of accountability –some local and some national. This may impinge on CPPs' autonomy to be responsive institutions of local governance able to act on the basis of local priorities.

Understanding CPOs and their work

The survey shows that the work of CPOs is highly influenced by the Christie Commission, the National Standards for Community Engagement and the Community Empowerment Act. The National Performance Framework is currently far less influential in their work. The results of both surveys provide a better understanding of this community of policy workers in Scotland; a group who serve as boundary-spanners and strive to challenge some of the rigidities of traditional local governance work. We found that CPOs would like to be able to put more energy into encouraging culture change, using evidence to support policies and practices, and involving communities in policy and decision making.

Despite the challenges outlined in this executive summary and throughout the report, job satisfaction among this group of policy workers is high. This may be due to a relatively strong sense of commitment to making a difference, where CPOs see themselves as internal activists driving culture change in the system and on the ground. To do this work, engagement skills are seen as particularly important by CPOs. The two surveys identified particular skills gaps that could be improved by capacity building and training in engagement (e.g. mediation, facilitation), research, and resource management. Together, both surveys offer a nuanced picture of this dynamic cadre of professionals who act as boundary spanners, deliberative practitioners, public engagers and knowledge brokers. To move this work forward and to fulfil the potential of CPPs as effective platforms for participatory and collaborative governance, we recommend improvements to be led by government, CPPs and support and evaluation agencies.

Recommendations

For government:

1. There needs to be improved public communication, from national and local government, to promote what CPPs do and how people can get involved.
2. The Scottish Government must clarify to what extent CPPs are autonomous spaces where communities and CP partners can focus on local priorities, even though they may vary from national priorities. The current Local Governance Review provides space to address this issue.
3. The Scottish Government should provide funding for the national Community Planning Network to create more opportunities for peer learning and professional development amongst CPOs across the country.

For CPPs:

1. Community participation and representation should be improved at all levels of CPPs, from local partnerships and forums to strategic groups and boards.
2. CPPs must improve transparency about how community engagement influences services, policies and decisions.
3. CP partners should pull together a shared community engagement fund to support lowering current barriers to participation[1]. Alongside traditional engagement, CPPs should develop capacity to organise more inclusive processes that involve citizens seldom heard and reflect a cross-section of the relevant community[2].

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[1] See Lightbody et al. (2017) 'Hard to reach' or 'easy to ignore'? Promoting equality in community engagement: http://whatworksscotland.ac.uk/publications/hard-to-reach-or-easy-to-ignore-promoting-equality-in-community-engagement-evidence-review/

[2] There is a growing field of democratic innovations (e.g. digital crowdsourcing, mini-publics, participatory budgeting) from which to take inspiration. See for example https://participedia.xyz

4. CPPs should regularly monitor and address training and skills gaps in the CPOs workforce as well as CP partners tasked with facilitating CP processes. Areas that require particular attention are: research skills; engagement skills, including facilitation, mediation and conflict resolution; and resource management skills.

5. CPPs should develop a framework to improve the sharing and using of evidence between CP partners in order to make the most of existing capacity across organisations and sectors.

6. CPPs should provide spaces for community interpretation of local needs and aspirations on the basis of a range of sources of evidence. Community engagement processes must become more deliberative by building into any participatory process opportunities to engage with various sources of evidence about the geographic or policy area in question.

For support and evaluation agencies:

1. The evaluation of LOIPs and Locality Plans must assess to what extent community priorities are shaping the strategic priorities of a CPP. Evaluations must pay particular attention to inequalities in power and influence amongst and within communities.

2. Evaluations should examine the extent to which CPPs constitute effective 'deliberative systems' where different meetings and forums, from the local to the strategic, are coherently linked and feature high quality deliberation and effective action throughout.

3. Awareness of when and how to use Participation Requests must be improved. In particular, there is a role for organisations and networks that work with disenfranchised and disadvantaged groups to promote and support the use of Participation Requests.

4. The added value of CPPs needs to be better understood and communicated within CPPs, across local government and communities, and at national level – for example, by reporting more systematically the collaborative advantages gained through partnership work, as well as specific outcomes for communities of place, practice and interest.

Read and download the full report at http://whatworksscotland.ac.uk/publications/community-planning-after-the-community-empowerment-act-second-survey-of-community-planning-officials/

Public health reform

A Scotland where everybody thrives

Eibhlin McHugh
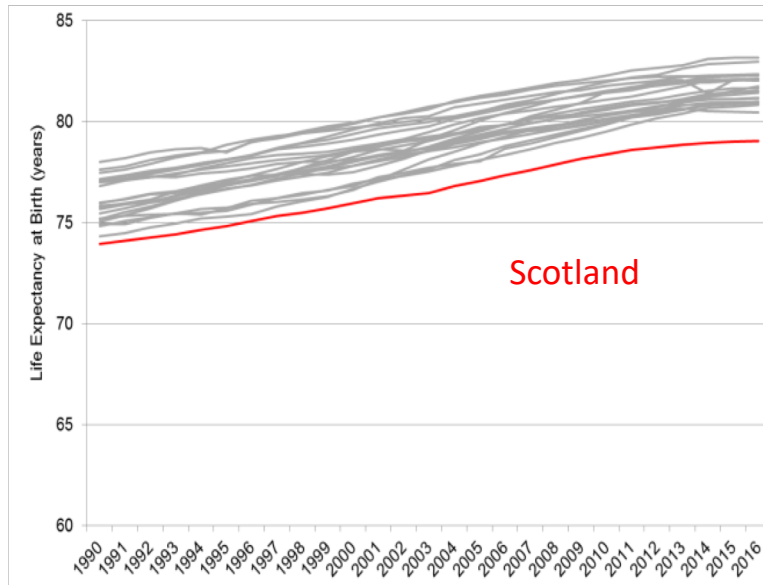**Co- Director**
Executive Delivery Group

Public health

'The science and art of promoting and protecting health and well-being, preventing ill-health and prolonging life through the organised efforts of society' (Acheson, 1988; WHO)
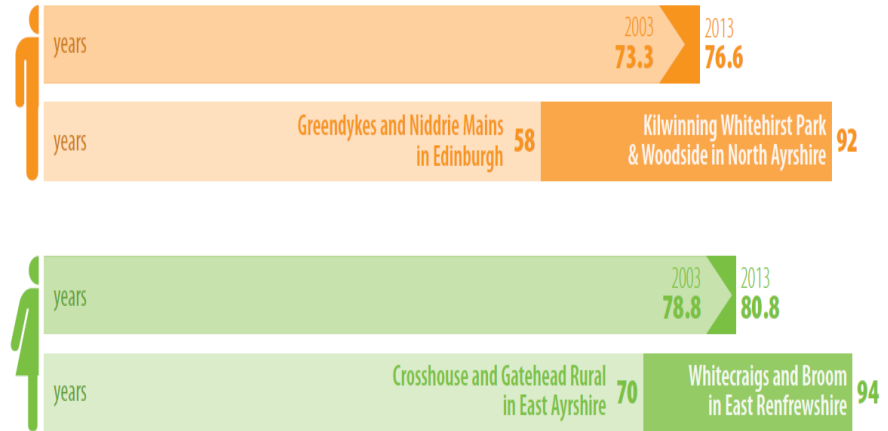
Public health

- is population based
- emphasises collective responsibility for health
- recognises the role of the state and of the underlying socio-economic and wider determinants of health and disease
- Involves partnership with all those who contribute to the health of current and future populations

What does it need to address….?

Scotland's poor relative health relative to Western European countries
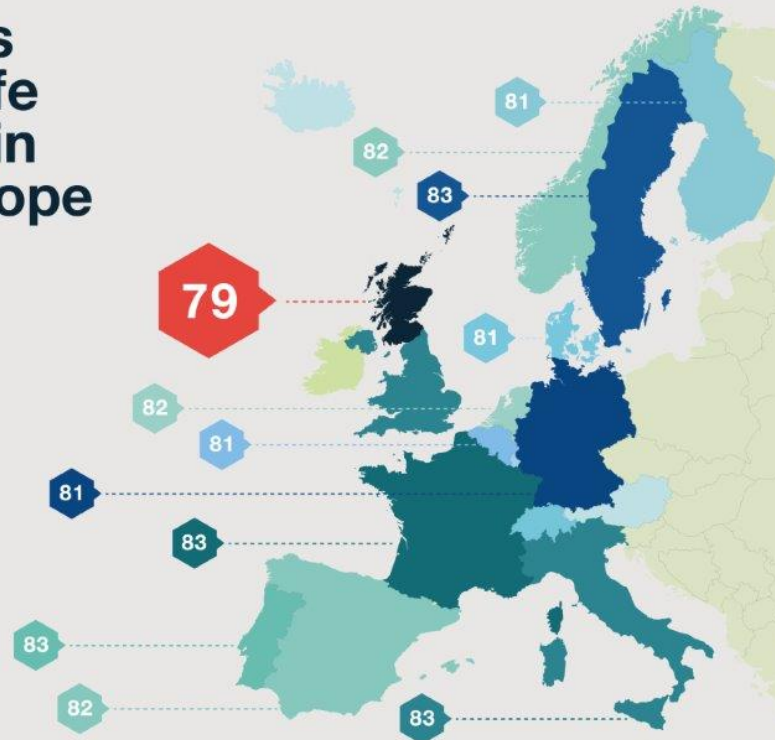
Significant & persistent inequalities

years — 2003 **73.3** — 2013 **76.6**

years — Greendykes and Niddrie Mains in Edinburgh **58** — Kilwinning Whitehirst Park & Woodside in North Ayrshire **92**

years — 2003 **78.8** — 2013 **80.8**

years — Crosshouse and Gatehead Rural in East Ayrshire **70** — Whitecraigs and Broom in East Renfrewshire **94**

Scotland

Unsustainable pressures on public services

Life Expectancy

Scotland has **the lowest** life expectancy in Western Europe

79

81
82
83
81
82
81
81
83
83
82
83

What Creates Health Gain?

Bunker et al (1995)

Health care (43%)

Other factors (57%)
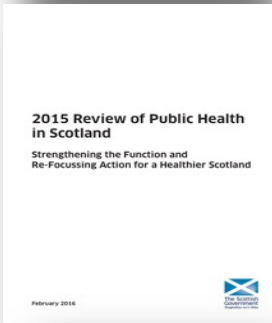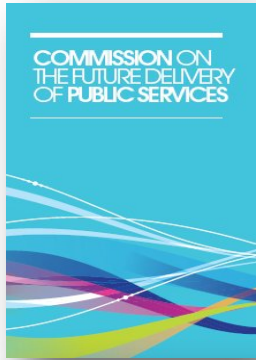
The vision for public health reform

A Scotland where everybody thrives

The ambition…

Scotland to be a **world leader** in improving the public's health, **using knowledge, data and intelligence in innovative ways**, creating a **culture for health** in Scotland, with an economic, social and physical **environment which drives, enables and sustains** healthy behaviours, and where **individuals take ownership of their health.**

Strategies, reviews and plans….

Three key actions for public health reform

1. Establish national public health priorities

2. Create a new national public health body

3. Enable a joined-up approach to public health at a local level

Public Health Scotland

Public Health Scotland

- **Jointly accountable to Scottish Minsters and Local Government for the delivery of its strategic objectives as far as possible**

- **Provide strong national, professional and strategic leadership for the public's health**

- **Primary focus is on enabling the whole system to deliver better public health and wellbeing outcomes**

- **A clear distinct identity as a vehicle for public sector partnership**

- **Have a key role in enabling and supporting delivery at a local level**

Public Health Scotland

- **Provide oversight of the delivery of the Public Health Priorities in the context of the National Performance Framework**

- **Deliver high quality, effective and supportive health improvement, health protection and health care public health functions**

- **Intelligence, data and evidence led**

- **Have strong leadership roles in relation to: public health research; innovation; public health workforce**

- **Bring together expertise from Health Scotland, HPS and ISD**

Public Health Scotland supporting Local Delivery

- Provide a national overview of local partnerships delivery plans in relation to improving and protecting health

- Support the development and sharing of best practice, consider barriers to improvement and address areas of collective concern

- Consider the broader contribution of national bodies to local partnership activity

- Provide targeted support to partnerships including embedding staff locally where appropriate

- Contribute to CPP Leadership by collecting relevant data and intelligence

Public Health Priorities

Scotland's public health priorities

Collaborative process to agree priorities that are important public health concerns, evidence based and with broad support across partners.

Jointly agreed and owned public health priorities with the greatest potential to improve health and reduce inequalities over the next 10 years.

Public health priorities provide the focus to deliver the systemic change required to achieve real and tangible improvements in the nation's health.

Scotland's public health priorities

''A consensus on the most important things Scotland must focus on over the next decade if we are able to improve the health of the population''

Scotland's public health priorities

A Scotland where we live in vibrant, healthy and safe places and communities

Scotland's public health priorities

A Scotland where we flourish in our early years

Scotland's public health priorities

A Scotland where we have good mental wellbeing

Scotland's public health priorities

A Scotland where we reduce the use of and harm from alcohol, tobacco and other drugs

Scotland's public health priorities

A Scotland where we have a sustainable, inclusive economy with equality of outcomes for all

Scotland's public health priorities

A Scotland where we eat well, have a healthy weight and are physically active

Whole System Working

Enabling the whole system

Priorities published in June 2018 as catalyst for working together to improve the public's health

The creation of a powerful coalition to promote health and challenge inequalities – bringing partners together **locally and nationally** with a focus on **prevention** (Christie Commission) and creating the conditions for wellbeing,

Enabling the whole system

Continue to build **Consensus and Leadership** for Scotland's public health priorities across partners,

Establishment of **Priorities Policy Team** within Scottish Government to provide focused policy capacity, within Government and beyond to adopt and implement priorities.

Whole System Steering Group to encourage collaboration across community planning partnerships, identify and support areas for innovation and new ways of working.

Enabling the whole system

Collective leadership focused on aligned goals and underpinned by public service values and relationships of trust

Stronger focus on **prevention** and tackling deeply rooted causes

Recognise complexity of challenges and commitment to **long term action**

Finding solutions "with **communities**" rather than "doing to"

Enabling the whole system

Data and Intelligence to drive Innovation and support new ways of working

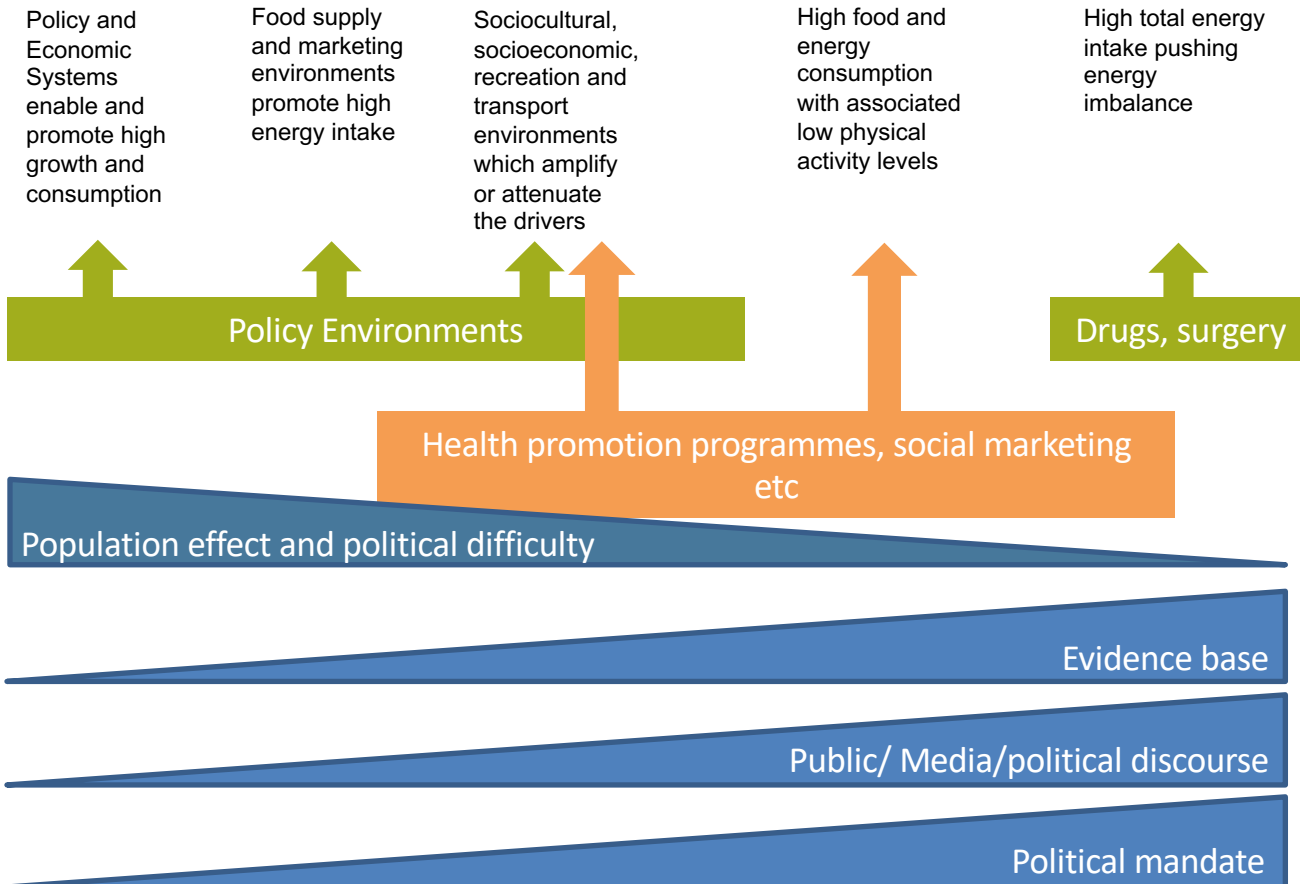**National Performance Framework** to support measure progress

Developing a shared understanding of a **Whole System Approach** to delivery of the priorities

Adapted from Swinburn et al: Lancet 2011

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Public health reform

A Scotland where everybody thrives

Eibhlin McHugh and Marion Bain
Co- Directors
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Public Health Reform

A Scotland where everybody thrives

Scotland's Public Health Priorities

Summary

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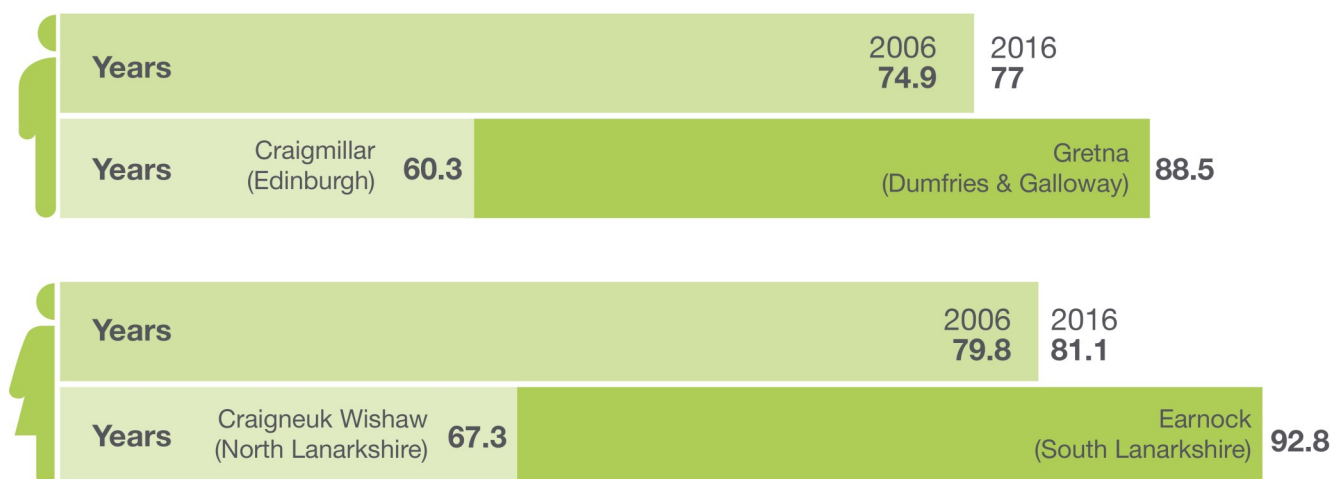
Scotland's health challenge

Scotland's current health challenges are complex and go far beyond the control of the NHS. Average life expectancy in Scotland is still significantly lower than in other countries of the UK and the rest of Western Europe. In Scotland, there are substantial differences in health outcomes between the most and least deprived areas.

Healthy life expectancy – the number of years we can expect to live in good health – also varies significantly across Scotland in terms of how long people can expect to live in good health. This can be a difference of up to 28 years for men and 25 years for women.

These differences are strongly influenced by the social conditions in Scotland, the circumstances into which people are born, the places where they live, their education, the work they undertake, and the extent to which good social networks exist.

There are human costs in terms of life expectancy and years lived in poor health, but this also limits our ambition to build a thriving and prosperous Scotland where our people achieve their full potential.

For our public services, responding effectively to this burden of poor health and inequality will become unsustainable.

Years		2006 74.9	2016 77
Years	Craigmillar (Edinburgh) 60.3		Gretna (Dumfries & Galloway) 88.5

Years		2006 79.8	2016 81.1
Years	Craigneuk Wishaw (North Lanarkshire) 67.3		Earnock (South Lanarkshire) 92.8

Why priorities are important

To improve health and wellbeing, we need to address the nation's current health challenges – our poor relative overall health status compared with other countries; the significant and persistent health inequalities that exist across Scotland and how our health and social care services can best respond to support a population with more complex needs.

The NHS cannot tackle Scotland' health challenges on its own. Health and wellbeing is strongly influenced by the social conditions in Scotland, the circumstances into which people are born, the places where they live, their education and the work they undertake. To improve Scotland's health and wellbeing requires a collective endeavour.

Public health priorities provide a focus for collective action. They focus our efforts on those issues where by working together we can improve healthy life expectancy and reduce inequalities. They reflect the complexity of Scotland's health challenges and the effort needed nationally, regionally and locally to make a difference.
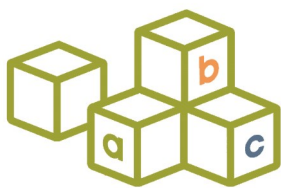
Scotland's Public Health Priorities

The 2016 Health and Social Care Delivery Plan confirmed Scottish Government and COSLA's commitment to develop a set of public health priorities for Scotland. The priorities reflect the issues that are the most important to focus on over the next decade to improve healthy life expectancy and reduce inequalities.

A Scotland where we live in vibrant, healthy and safe places and communities

The places we live, work and play, the connections we have with others and the extent to which we feel able to influence the decisions that affect us – all have a significant impact on our health and wellbeing.

A Scotland where we flourish in our early years

We want Scotland to be the best place for a child to grow up. This priority places particular emphasis on our early years, recognising the impact that early childhood poverty, disability and adverse childhood experiences can have on health outcomes throughout a person's life.

A Scotland where we have good mental wellbeing

Mental wellbeing is about both feeling good and maintaining positive relationships and living a life that has a sense of purpose. Good mental wellbeing improves outcomes in education, employment and health, benefiting individuals, families, communities and society.

A Scotland where we reduce the use of and harm from alcohol, tobacco and other drugs

We need to reduce the harm caused by smoking, drinking and drugs in Scotland. The number of people using these substances and the harm caused to both them and those around them can be minimised.

A Scotland where we have a sustainable, inclusive economy with equality of outcomes for all

Income inequality undermines opportunities for disadvantaged groups and individuals. Our health is intrinsically linked to our ability to participate fully in society and having the resources or the social connections to do so.

A Scotland where we eat well, have a healthy weight and are physically active

We want everyone in Scotland to eat well, have a healthy weight and enjoy being physically active. A healthy diet and regular exercise bring a wide range of benefits for both physical and mental health. Attaining and maintaining a healthy weight and help protect us from a wide range of serious health conditions.

Working together

The priorities set out the things we must focus on together if we are to improve the nation's health, but we also need to have a shared understanding of how we will work together to deliver change. The Scottish Government and COSLA have committed to a number of reform principles to inform our approach. We will encourage partners to reflect similar principles in all that they do to improve health and wellbeing.

Reducing Inequalities

Tackling health inequalities is a matter of social justice. Reducing the health inequalities which exist in Scotland will be the primary objective of our collaborative action and runs through all of our public health priorities.

Collaboration and Engagement

Effective services must be designed and delivered with, and for, people and communities. Early and meaningful engagement across organisations and with people and communities will be an essential element of action on Scotland's public health priorities.

Empowering People and Communities

We will work in a way which supports services and communities to produce the change they want to see together, and codesign the services they will use. Our goal will be to put people and communities at the heart of change.

Fairness, Equity and Equality

Our approach will be based on the principles of fairness and equity, taking account of the avoidable differences in health among groups of people and providing access to the resources needed to improve health. Everyone has the right to the highest attainable standard of health and everyone should have equal opportunity to realise this right without discrimination.

Prevention and early intervention

Action on Scotland's public health priorities will prioritise preventative measures to reduce demand and lessen inequalities.

Intelligence, evidence and innovation

Action on Scotland's public health priorities will be evidence-led. We will apply public health expertise, data and intelligence and draw on our communities' lived experience. The challenges within the priority areas will need new thinking and new solutions. Innovation, in particular in the areas of data science and technology, and the use of digital solutions will be a key tool in enabling, driving and supporting change.