



Community Planning Improvement Board Performance Management: Good Practice Principles

The Community Planning Improvement Board has developed good practice principles for performance management at CPP and Community Planning partner level. This is based on evidence so far produced by the Board, including a 2017 survey of public service leaders, a 2018 stocktake of the themes emerging from LOIPs (<https://bit.ly/2XuPiEu>), engagement with key stakeholders and the series of Audit Scotland reports into Community Planning.

These principles have been incorporated into the CPP self-assessment Checklists:
www.improvementservice.org.uk/self-assessment-in-community-planning-partnerships.html

The Board recognises that developing performance management to support Community Planning achieve improvements in outcomes is an important element of public service reform. However, on its own, a performance management system will not deliver change – that requires commitment to wider organisational and partnership redesign. It is a tool that will help CPPs and individual Community Planning 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.

The Board recognises that 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. The Board will continue to have discussions with senior leaders on system wide change.

Performance Management Principles at the CPP Level

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

- 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.
- 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.
- 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).



- To encourage innovation in service/partnership design to meet the expected outcome improvements expressed in the LOIP, public service managers need to be fully empowered to allow more freedom in using collective resources.
- 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.
- Partnerships should continue to develop their approach to evaluation to demonstrate the impact of their agreed actions in meeting their performance expectations.
- 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.

Performance Management Principles for Community Planning Partners

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

- How individual partners will demonstrate commitment to each LOIP and CPP with which they work and how partnership working is embedded in the strategic and operational planning of partner services showing how resources (people, property, information, equipment etc.) support the ambitions and performance expectations set out in the LOIP's.
- Each partner should make a strong and unambiguous commitment to how they will work with other Community Planning 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.
- Each partner should make a strong and clear commitment to work with other Community Planning partners to evaluate the impact of using joint resources in supporting the CPP to improve outcomes.
- Each partner should make a strong and clear commitment to how it will work with other Community Planning partners in further strengthening community engagement in Community Planning and how it will use its resources in support of this.



More Information

Visit www.improvementservice.org.uk/cpib for information about the Community Planning Improvement Board

For information on and support for community planning, visit the Community Planning support website at www.cpsupport.scot or Knowledge Hub at <https://khub.net/group/communityplanningnetworkinscotland>