

## AGENDA

**Outcomes, Evidence & Performance Board  
Advisory Board Meeting, 29<sup>th</sup> August, 1pm – 4pm  
Audit Scotland, 102 Westport, Edinburgh**

### Agenda

**1. Welcome and Introduction**

**2. Minute & Matters Arising**

**3. OEPB Work Programme Update Report**

**4. OEPB Outcomes Narrative**

**5. What Works Scotland Policy Briefing - Leadership**

**6. OEPB Review**


**7. AOB**



**8. Future Items & Date of Next Meeting**


**9. Close**


## Community Planning - Outcomes, Evidence & Performance Board Advisory Board Meeting, 24<sup>th</sup> May, Glasgow Minutes



Attendees:	Steve Grimmond (Chair, SOLACE); Mark McAteer (Scottish Fire & Rescue); Phil Couser (NSS); Fraser McKinlay (Audit Scotland); David Milne (Scottish Government); Sarah Gadsden (IS); Gerry McLaughlin (Health Scotland). Nick Watson (What Works Scotland); Alana Atkinson (Health Scotland); Emily Lynch (IS); Audrey McDougal (Scottish Government); Kenny Richmond (Scottish Enterprise); Albert King (substituting for Roger Halliday)
Apologies:	Elma Murray (SOLACE); David Martin (SOLACE); Malcolm Graham (Police Scotland); John Robertson (SDS); Allan Johnstone (VAS);
Attending:	Paul Dowie (Improvement Service) Gerard McCormack (Improvement Service) Laura Turney (Scottish Government)

Item	Description	Action	Date																		
1.	<b>Welcome and Introduction</b> The Chair welcomed all members to the 13 <sup>th</sup> meeting of the OEPB meeting.																				
2.	 Item 2 - OEPB Minute 30th Nov 20: The Board approved the minute of the last meeting as a true and accurate record. All actions were picked up under the Agenda except: <table border="1" style="margin-top: 10px;"> <thead> <tr> <th>Agenda Item</th> <th>Actions</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>2.2iii OEPB Membership</td> <td>Gerry has lodged a request for a Director of Planning from one of the territorial boards to join the OEPB.</td> <td>Gerry has not received a response to his request for a Director of Planning from one of the territorial boards to join the OEPB and will follow up</td> </tr> <tr> <td>2.6 Communications</td> <td>Share OEPB Flyer with CPP's.</td> <td>Complete. Details of remit, membership, and work programme updates are also available on the new OEPB website. <a href="http://www.improvementservice.org.uk/oepb.html">http://www.improvementservice.org.uk/oepb.html</a></td> </tr> <tr> <td>3.1 OEPB Work Programme</td> <td>Revisit resources and ambition of the OEPB at future board</td> <td>It was agreed this would be revisited at the next Board Meeting in August as part of the OEPB review</td> </tr> <tr> <td>3.2 OEPB Work Programme</td> <td>3.2 WWS to meet with CP support portal manager.</td> <td>Complete. Further information available in the workstream update (Agenda Item 3)</td> </tr> <tr> <td>5. Performance Management</td> <td>Recommendations on performance management in Community Planning</td> <td>Mark McAteer is leading on this area, and it was agreed to carry this forward to the next Board meeting following updates on the other work-streams</td> </tr> </tbody> </table>	Agenda Item	Actions	Progress	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 not received a response to his request for a Director of Planning from one of the territorial boards to join the OEPB and will follow up	2.6 Communications	Share OEPB Flyer with CPP's.	Complete. Details of remit, membership, and work programme updates are also available on the new OEPB website. <a href="http://www.improvementservice.org.uk/oepb.html">http://www.improvementservice.org.uk/oepb.html</a>	3.1 OEPB Work Programme	Revisit resources and ambition of the OEPB at future board	It was agreed this would be revisited at the next Board Meeting in August as part of the OEPB review	3.2 OEPB Work Programme	3.2 WWS to meet with CP support portal manager.	Complete. Further information available in the workstream update (Agenda Item 3)	5. Performance Management	Recommendations on performance management in Community Planning	Mark McAteer is leading on this area, and it was agreed to carry this forward to the next Board meeting following updates on the other work-streams	<p style="text-align: center;"><b>GM</b></p> <p style="text-align: center;"><b>Board</b></p> <p style="text-align: center;"><b>MM</b></p>	<p><b>Aug 2018</b></p> <p><b>Aug 2018</b></p> <p><b>Aug 2018</b></p>
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<p><b>3.</b></p>	<p><b>OEPB Work Programme Update Report</b></p>  <p>Item 3 - OEPB Work Programme progress:</p> <p>The board welcomed the update report and noted the progress being made across work-streams. The board welcomed the OEPB review scheduled for August, where progress, ambition and resources for the OEPB would be revisited.</p> <p>David Milne highlighted the opportunity to link the test of change/LIST work with the Local Governance review as they commence their engagement phase.</p> <p><b>Agreed Actions</b> OEPB Review in August to revisit progress, ambition and resourcing</p>	<p><b>Board</b></p>	<p><b>Aug 2018</b></p>
<p><b>4.</b></p>	<p><b>LOIP Stocktake – Emerging Themes</b></p>  <p>Item 4 - LOIP Stocktake Emerging</p> <p>Gerard McCormack (IS) introduced the emerging themes from the recent LOIP stocktake undertaken by the IS, Audit Scotland and Health Scotland.</p> <p>The board welcomed the finding that progress is being made against the expectations of the CE Act and associated guidance. Key indications of progress were highlighted as follows</p> <ul style="list-style-type: none"> <li>- Theme of reducing inequality was present across the board.</li> <li>- Genuine attempts to enhance community engagement and participation, either demonstrated in the development of the LOIP or through further planned work across the CPP.</li> <li>- LOIPs have started a process whereby as planning documents they have started to engender cultural and behavioural change in how a CPP is governed and how it impacts communities.</li> <li>- There is a breadth of data and business intelligence within the LOIPs that inform the development of local outcomes and priorities.</li> <li>- There is a recognition that there needs to be a shift to early intervention and prevention. This is either demonstrated through the commitments within the LOIP or through a statement of intent to develop this further with partners.</li> </ul> <p>The board noted the recommendation that there remains a need for LOIPs to be more focused on the areas where the CPP can make the biggest impact rather than replicate the ‘catch-all’ nature of previous Single Outcome Agreements. The board recognised the challenges for CPP’s in trying to retain a focus on those local priorities in an increasingly complex national policy landscape.</p> <p>Going forward, it was agreed the focus should be on how to support partnerships ensure LOIPs are effective in their delivery focus, rather than on the perfecting of LOIP documents. Points highlighted in the discussion included:</p> <ul style="list-style-type: none"> <li>- The need for a clear sense of what the difference is that CPPs want to make</li> <li>- Progress in improving access to data and evidence is fundamental to driving improvements</li> <li>- Potential benefits of a systematic/consistent approach to needs assessment to drive community planning and questions over the local capacity to pull data together and make sense of it</li> </ul>		

	<ul style="list-style-type: none"> <li>- The important role CPPs have in making data meaningful to people/communities to strengthen community engagement with the data within the LOIPS</li> <li>- The importance of mechanisms for partnerships to share practice and learn from each other around what’s working. The CP Managers Network was recognised as a good example of this</li> <li>- Agreement there is most distance to travel around clarifying the resources necessary to deliver the planned improvements and how they will be provided by statutory partners.</li> </ul> <p>The following wider strategic questions for community planning and potentially the role of the OEPB Board in progressing this agenda were considered:</p> <ul style="list-style-type: none"> <li>• How do CPPs continue to retain a locally informed focus within a policy landscape that places a number of expectations on CPPs?</li> <li>• Is there a need to work with CPPs to develop national areas of support to further develop and enhance their role?</li> <li>• Have LOIPs started to engender cultural and behavioural change in how a CPP is governed and how it impacts communities?</li> <li>• How are CPPs linked to wider transformative activity both with the organisations at a local level, but also cross-boundary, regionally and nationally?</li> </ul> <p>The board agreed 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 following areas:</p> <ul style="list-style-type: none"> <li>• Leadership and culture (to promote a greater focus on impact and joint resourcing)</li> <li>• Governance and scrutiny (particularly around how this involves communities)</li> <li>• Developing approaches to effective empowerment and participation</li> <li>• Effective use of data and business intelligence.</li> </ul> <p><b>Agreed Action</b></p> <p>To publish the LOIP Stocktake, highlighting links to support available</p> <p>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.</p>	<p><i>IS</i></p> <p><i>IS</i></p>	<p><i>June</i></p> <p><i>Ongoing</i></p>
<p><b>5.</b></p>	<p><b>Public Health Reform - Underpinning Data and Intelligence Commission</b></p>  <p>Item 5 - Public Health Underpinnin</p> <p>Paul Dowie (IS), Gerry McLaughlin (HS) and Phil Couser (NSS) provided an overview of work being undertaken as part of the Public Health Reform programme, including the Data and Intelligence Commission.</p> <p>The Public Health Reform programme reflects a commitment to reconfigure existing resources to better focus on redressing life outcome inequalities. There is broad consensus between LG/SG that without this we do not have the capacity required. There is a strong political ambition around the reconfiguration of resources and a recognition of the need to manage expectations during this period of change, particularly re pace of progress.</p> <p>The 3 key actions for public health reform are:</p> <ol style="list-style-type: none"> <li>1. Establish national public health priorities</li> <li>2. Create a new national public health body</li> <li>3. Enable a joined-up approach to public health at a local level</li> </ol>		

	<p>In relation to item 3, Public Health is being asked to consider how they play into and support Community Planning. There is recognition that many of the levers for change sit with CPPs, and therefore there is a need to co-ordinate action here.</p> <p>The Data and Intelligence Commission will consider what do we need PHS to do to provide the best possible public health intelligence to inform and shape public health activities across Scotland.</p> <p>The OEPB was asked to consider how they could support alignment between this work and that being taken forward by the OEPB, with particular reference to the Actionable Intelligence work-stream. The discussion concluded:</p> <ul style="list-style-type: none"> <li>- A pragmatic approach should be taken in relation to the Actionable Intelligence work. Public Health gives us a locus and focus for this work to be delivered and to build local capacity. This will also help focus our resources and reduce duplication.</li> <li>- LIST pilots will continue as part of the OEPB work-stream, with the learning from this feeding in to inform the Data and Intelligence Commission</li> <li>- There should be a broad based definition of data and intelligence to reflect the direction of travel, and the wide range of players and number of levers required to make a difference</li> <li>- Data and Evidence work needs to have a common language and products which are usable at a local level. Efforts should continue to produce convergence across products to offer an appropriately streamlined service. The focus should be shifted away from evidence gathering to how to use this evidence to make a difference. We should challenge ourselves in terms of what what we are offering local CPPs and what they are doing with it.</li> </ul> <p><b>Agreed Action</b></p> <p>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.</p> <p>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</p> <p>As the Commission develops, it will be brought back to the OEPB for challenge in relation to whether it is meeting the expectations set out</p>	<p><i>IS/NSS</i></p> <p><i>NSS/Board</i></p> <p><i>Board</i></p>	<p><i>Immed</i></p> <p><i>Ongoing</i></p> <p><i>Future Board Meeting</i></p>
<p><b>6.</b></p>	<p><b>Improving Data Availability – Progress and Barriers</b></p>  <p>Item 6 - Improving Data Availability - Pr</p> <p>The OEPB previously welcomed the agreement that statistics.gov.scot would be the definitive source for all key national outcomes datasets, and that all profiling data would then be drawn down from statistics.gov.scot.</p> <p>There are important gaps in the availability of outcomes data within statistics.gov.scot. The OEPB previously agreed priority outcome areas where more local data is needed. While there is progress in some areas, the OEPB were asked to consider how they might support progress in other areas</p> <ul style="list-style-type: none"> <li>• Children’s Educational attainment – Scottish Government’s Education Analysis (EAS) team have advised sub LA level attainment and attendance data will be available in statistics.gov in June 2018</li> <li>• Positive Destinations for young people - Skills Development Scotland are working on releasing participation measure data, at sub-local authority level however no expected timescale for this work has been provided</li> </ul>		

	<ul style="list-style-type: none"> <li>• Crime rate - Police Scotland have advised that they will not provide crime statistics for the open data portal, citing a lack of resources</li> <li>• Employment/Unemployment rate - The Labour Market team are working on updating datasets, and have begun by publishing updated employment data.</li> <li>• Outcomes for vulnerable/looked after children - Children and Families Analysis do not intend to provide sub-local authority data until they can address disclosure control challenges, but are working with the statistics.gov.scot team to publish existing datasets on the open data portal.</li> </ul> <p>Resource and prioritisation were identified as barriers to progress, in some cases leading to no progress in the delivery of priority data. The main issues appeared to be a mix of technical, methodological, and cultural factors. The OEPB agreed to offer support to help engage with data providers to facilitate progress and to encourage commitment to open data sharing across the public sector.</p> <p><b>Agreed actions</b> Engage with SPA for advice in relation to the most direct route to progressing crime data Progress with SDS representative on OEPB board</p>	<p>SG SG</p>	<p>Aug 2018</p>
<p>7.</p>	<p><b>Evaluation Approach and Support for CPPs</b></p>  <p>Item 7 - Evaluation Support for CPPs - L</p> <p>The board welcomed the update from Health Scotland on work to develop an evaluation approach and support for CPP's. Greater clarity was requested around the focus for this work. In particular, board members were keen that the focus on practical support isn't lost, and were keen to retain the ambition around tools, skill sets and capacity building which they considered would be particularly valuable to CPPs.</p> <p>It was agreed to update the wording in the work-programme to the following to provide greater clarity: <i>Provide evaluation support, skills and capacity development to Community Planning Partnerships to help them undertake local evaluations.</i></p> <p><b>Agreed actions</b> Update wording in OEPB work-stream to provide greater clarity around the focus of this work</p>	<p>IS/HS</p>	<p>May 2018</p>
<p>8.</p>	<p><b>Review of Community Planning</b></p>  <p>Item 8 -Evaluability Assessment of Comr</p> <p>David Milne (SG) updated the board on progress in developing a review of Community Planning. This reflects a 2016 manifesto commitment for Scottish Government to review the impact of reforms to community planning in Part 2 of the Community Empowerment (Scotland) Act 2015 during this Parliamentary session. It is anticipated that review work will take place during 2019-2020, with a report for Ministers by March 2020. The framework for the review will be agreed in the autumn.</p> <p>A number of OEPB partner bodies (Scottish Government, NHS Health Scotland, NHS-NSS, Improvement Service, What Works Scotland and Audit Scotland) have worked together as a Community Planning Review sub-group of OEPB to develop an approach that can support this review and, potentially, other work of importance to OEPB.</p> <p>The sub-group has proposed the following two overarching research questions to underpin this review:</p>		

	<ul style="list-style-type: none"> <li>- How has Community Planning changed in light of Part 2 of the Community Planning Act and Statutory Guidance?</li> <li>- What difference has been made for communities as a result?</li> </ul> <p>The OEPB board emphasised the importance of this work in providing an important test of the effectiveness of Community Planning as a vehicle for delivering ambitious changes in the way public services are delivered with and for communities. Members noted the proposals presented reflected significant progress from earlier discussions and there was agreement that the framework proposed reflected a helpful approach. Discussion with board members also covered the following points:</p> <ul style="list-style-type: none"> <li>- The range of sources of data and information that could potentially inform the review was welcomed, particularly the inclusion of existing activity from CPPs, the OEPB and beyond.</li> <li>- There was agreement with the ambition to look beyond processes to what community planning has achieved, although cautioned over the relatively short time period to be covered (3 years)</li> <li>- The decision on who should carry out the review on behalf of Scottish Government will be taken once there is clarity around what will be tested to ensure they have the skills/knowledge required.</li> </ul> <p><b>Agreed action:</b></p> <ul style="list-style-type: none"> <li>- 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</li> <li>- The sub-group to consider where other OEPB workstreams can either assist or be assisted by planned evaluation work</li> <li>- 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.</li> </ul>	<p><i>SG and OEPB sub-group</i></p> <p><i>IS</i></p>	<p><i>Autumn 2018</i></p> <p><i>May 2018 and ongoing</i></p>
<p><b>9.</b></p>	<p>AOB</p> <p><b>Revisiting OEPB name</b></p> <p>It was agreed to reflect on the title of this group to more accurately reflect the role/remit in order to improve communications. It was agreed this should form part of the discussion around the OEPB review at the next meeting</p>	<p><i>Board</i></p>	<p><i>Aug 2018</i></p>
<p><b>10.</b></p>	<p>Future items &amp; Date of Next Meeting</p> <p><b>August 29<sup>th</sup> at 2pm – Audit Scotland, Edinburgh</b></p> <ul style="list-style-type: none"> <li>o (3.3) Performance Management recommendations/guidelines led by Mark McAteer</li> <li>o (5.1) Narrative around current patterns of outcomes across Scotland led by IS</li> <li>o (5.3) WWS policy briefings – led by WWS/Audrey</li> <li>o (7.3 ) OEPB review – Self Assessment facilitated by IS</li> </ul> <p><b>November 28<sup>th</sup> at 2pm – Scottish Enterprise, Glasgow</b></p>	<p><i>Board</i></p>	<p><i>Aug 2018</i></p>
<p><b>11.</b></p>	<p>Close</p>		

## Outcomes, Evidence and Performance Board work programme 2017/18

Activity	Lead Responsibility	Contribution	Timescale	Quarterly Reporting Progress & Communications Update June – Aug 2018	
<b>1. Data/Analysis/Profiles</b> <i>Improve access to and understanding of the data available that can help CPP's understand need and measure progress</i> 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	The website has been advertised at number of NHS and IS events. This will be continued when relevant. For further work see update in 4.1
1.2	Explore opportunities to consolidate existing data resources/profiles across Scotland's public services, e.g. all public sector data being available from the Scottish Government national data repository	HS	SG/IS/NSS/ GCPH	Oct 17	<p>The Profiles Collaboration Group continues to encourage opportunities to consolidate data resources and profiles. The benefits of this collaboration have already achieved major savings in time and effort by reducing duplication and opening up opportunities for shared learning and increased functionality.</p> <p>Recent and ongoing progress includes:</p> <ul style="list-style-type: none"> <li>- Adoption of a shared platform across profiles. Both the CPOP and ScotPHO profiles have been redeveloped in R/Shiny, enabling greater efficiency in the production of profiles, and allowing organisations to learn lessons and skills from one another.</li> <li>- Indicator Harmonisation. By working together to create greater indicator harmonisation across profiles and tools, we are reducing duplication of effort and collectively improving the quality of data. This will also remove unnecessary 'noise' from the system and make profiles easier for users to make sense of. Shared metadata and methodology also deliver efficiencies and improved consistency. There are a number of</li> </ul>



				<p>outcome areas where all profile providers are grappling (separately) with inadequate data. These areas provide a meaningful opportunity to collaborate on joint solutions.</p> <ul style="list-style-type: none"> <li>- Sharing good practice. For example, the IS and ScotPHO use GitHub, a code sharing and team collaboration software, to share portions of code between organisations and share best practice in code style and layout.</li> </ul>	
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	<p>SG Education Analysis Services have released small area data on School Attendance on statistics.gov.scot. Work on education attainment data is in progress, expected to be published by September.</p> <p>Police Scotland and the Scottish Government are exploring publishing sub-local authority crime data.</p>
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	No update provided

Activity	Lead Responsibility	Contribution	Timescale	Quarterly Reporting Progress & Communications Update June – Aug 2018
<p><b>2. Sharing Actionable Intelligence</b>  <i>Support CPP's to improve their approach to sharing of real time data and intelligence at a local level</i>                      LEAD: Phil Couser, NSS NHS</p>				
<p>2.1 Scope actionable intelligence for locality management pilot and secure participation of up to 5 CPPs</p>	<p>NSS/IS</p>	<p>SG</p>	<p>Oct 17</p>	<p><b>Alignment with Public Health Reform</b>                      The May OEPB Board meeting agreed to align the Actionable Intelligence Workstream and the Data and Intelligence Commission of the Public Health Reform work programme.</p> <p>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 – <b>see Appendix 1</b></p> <p><b>LIST programme</b>                      It was also agreed the OEPB would continue to co-ordinate learning from LIST work to feed into the public health reform commissions – <b>see Appendix 2</b></p> <p>Work continuing in a number of CPPs – Renfrewshire (Ex Prisoner Homelessness,), East Ayrshire (Supporting vulnerable families), West Lothian (Health indicator review), Police Scotland (Transformation of data into intelligence from custodial information system – data visualisation and local/regional &amp; national Management reporting tool; supporting Drug Threat Monitoring Group; establishing indicators for Long Term Violence Strategy)</p>

				Scoping work with Falkirk Council (Use of data and intelligence). NSS to contribute to a series of more focussed workshops, to help Falkirk get the most of national data, links with local data, and most up-to-date analytical tools and techniques.	
2.2	Deliver and evaluate actionable intelligence for locality management pilot and share lessons learned with other CPPs	NSS/IS	SG	March 18	<p>Work continuing in a number of areas as outlined above, continued communication and feedback from CPP partners and proposed LIST CPP engagement review to be initiated. Informal feedback to LIST colleagues throughout Scotland ongoing.</p> <p>Established links with the Partnership Analyst Forum led by the Scottish Community Safety Network (SCSN). Exploring opportunities via links with COSLA.</p>
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	<ul style="list-style-type: none"> <li>• <b>Communication</b> - 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.</li> <li>• <b>Local organisational culture – Two-fold;</b> historic wariness to share data out with department/organisation; and where partners have a lack of IG awareness</li> <li>• <b>Information Governance</b> – New legislation (GDPR) has added a level of complexity to some data sharing discussions.</li> </ul>
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
<b>3. Performance Management</b> <i>Ensure performance management arrangements for Community Planning in Scotland are fit for purpose and reflect the reform agenda</i> LEAD: Mark McAteer, SFRS				
3.1 Revisit and update where necessary work undertaken by the PSRB to review performance management arrangements across the Community Planning sector	IS	SG/NSS/HS/Police Scotland/SFRS/SE/SDS/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.
3.4 Report on key findings of review of performance management arrangements	IS	SG/Police Scotland/SFRS	March 18	The draft report will be presented for discussion with the OEPB board at the November board meeting, along with proposed next steps
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
<b>4 Community Planning Support and Capacity Building</b> <b>Support CPP's to deliver their duties under the Community Empowerment (Scotland) Act 2015 by providing access to more targeted and coordinated support</b> 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	<ul style="list-style-type: none"> <li>• Building on results from the survey undertaken in the previous quarter and discussions in the IS/HS steering group, a redesign of the website front page layout, website colours and design of a new logo has been initiated with expected changeover in September 2018.</li> <li>• A quarterly newsletter was launched in June 18 highlighting resources and relevant events. It will also steer recipients towards the Community Planning Network Khub group and share information about upcoming relevant webinars.</li> <li>• The Community Planning Support website has been updated with resources from organisations like the IS, NHS Health Scotland, Kinharvie and JRF. Further meetings and contacts have been made with other content providers to deliver webinars and increase the sharing of resources on the platform.</li> <li>• As part of the ongoing work, the project manager has been included in the CPP manager network's advisory group correspondence.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Planning of a content structure and schedule for the Khub group started in mid-May with an expectation of launching the group in August. Khub use and comment will influence future content creation on the website.</li> </ul>
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/Aud it&Inspectio n Bodies	Dec 17	<ul style="list-style-type: none"> <li>• Use of analytics implemented along with a greater focus of linking the communication channels around the website.</li> </ul>

<p>4.4 Identify areas where support is not currently available to CPPs and develop and resource collaborative locally tailored solutions (link to 3.3)</p>	<p>OEPB Members</p>		<p>Ongoing</p>	<ul style="list-style-type: none"> <li>• Outputs from IS and SCDC CPP Community Empowerment Action Learning Programme are currently being written up into a learning report which will be launched at an event on 27<sup>th</sup> September.</li> </ul>
<p>4.5 Develop approach to analytical capacity building across the public sector and deliver support</p>	<p>SG/NSS</p>		<p>Oct 17 then ongoing</p>	<ul style="list-style-type: none"> <li>• SG, NSS, NRS (and now Registers of Scotland) are jointly working on the Scottish Analytical Infrastructure Collaborative. This has delivered shared analytical software training across the organisations, and has developed a data science accelerator delivering 4 projects e.g. using AI to automate standardisation of text on the census or recognition of crops to replace surveys of farmers. The programme has also started to explore how we could offer wider careers opportunities in analysis across public bodies.</li> </ul>

Activity	Lead Responsibility	Contribution	Timescale	Quarterly Reporting Progress & Communications Update June – Aug 2018
<p><b>5 Evidence &amp; Evaluation</b>  <i>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</i>            LEAD: Gerry McLaughlin, Health Scotland</p>				
<p>5.1 Develop and disseminate a narrative of current patterns of outcomes across Scotland using a wide range of data, information and available evidence</p>	IS/SG		March 18	<p><b>The OEPB Outcomes Narrative is covered under Agenda Item 4 - August 2018 Board Meeting</b></p> <p><u>Other work</u>            IS produced the first of a series of thematic reports in June, developing a meaningful and robust narrative linking performance information and outcomes (drawing on performance information in the Local Government Benchmarking Framework (LGBF) and outcomes data from the Community Planning Outcomes Profile). The first report focusses on Children and Young People and will be published shortly.</p> <p>IS continues to work with regulators/inspectors (e.g. Audit Scotland and Care Inspectorate) to support the use of CPOP to provide a narrative around progress in outcomes and inequalities within their scrutiny work.</p>
<p>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</p>	WWS		March 18	<p><b>This is covered under Agenda Item 5 - August 2018 Board Meeting</b></p> <p>WWS will hold an end of award series of events on the 6<sup>th</sup> &amp; 14<sup>th</sup> Nov and 4<sup>th</sup> Dec. They will also publish a series of policy briefings outlining key learning from the WWS programme. The first, on Leadership, will be the focus of the input at the OEPB Board meeting on the 29<sup>th</sup> Aug.</p>
<p>5.3 Synthesise and present the wider evidence base of what works in an interactive format through the Community Planning support portal</p>	WWS	HS/SG/NSS/IS	March 18	<p>Work is ongoing between WWS and the IS to store and share material on the KHub.</p>

<p>5.4 Provide evaluation support, skills and capacity development to Community Planning Partnerships to help them undertake local evaluations</p>	<p>HS</p>	<p>WWS/SG</p>	<p>Oct 17</p>	<p>The next steps for this work, presented at the May meeting, are well underway. An invitation to engage in discussions with Health Scotland re: evaluation was circulated via the CP Network. Scoping conversations with 7 CPPs are complete, with 5 emerging themes.</p> <ul style="list-style-type: none"> <li>- Evaluation knowledge and understanding</li> <li>- Evaluating impact on communities</li> <li>- Consistent approach to evaluation and performance management</li> <li>- Demonstrating impact of priorities</li> <li>- Evaluating impact of the partnership</li> </ul> <p>This feedback is being collated and HS are following up with each area.</p> <p>Emerging themes from the scoping have been mapped against; WWS survey findings, LOIP stocktake findings and the requirements of the CEA. This is to identify similarities and possible priority areas and to further validate where evaluation support could add most value.</p> <p>A webinar is scheduled for 26th September-hosted via the <a href="#">Community Planning Support website</a> to provide knowledge on Evaluation and Performance Reporting and their interconnectedness. This is in direct response to themes emerging from the scoping exercise.</p> <p>As a result of the scoping exercise HS is actively supporting 1 CPP testing a model of support for implementing evaluation. This is with a view to building capacity to enable them to apply the process in other ways (the current focus is a community safety project). We will offer this support to the other CPs engaged in the scoping exercise with a view to further testing before sharing widely via the CP Network.</p>
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<p>5.4 Establish scope and coverage of Evaluability Assessment of the Community Empowerment Act and explore opportunities for OEPB to link with this work</p>	<p>SG</p>	<p>WWS/HS</p>	<p>May 17</p>	<p>Work continues. The evaluation sub-group is holding a workshop on 23 August, with the aim of agreeing key areas of focus and primary questions and sub-themes for exploration as part of the framework. This will build on the direction of travel which OEPB agreed at its May 2018 meeting. The intention remains to engage with stakeholders on the scope and focus of the evaluation over the Autumn and Winter.</p> <p>Following OEPB’s agreement in May, IS has approached 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. Many of these CPPs have responded positively.</p>
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Activity	Lead Responsibility	Contribution	Timescale	Quarterly Reporting Progress & Communications Update June – Aug 2018
<p><b>6 Raising the profile and influence of the OEPB's work programme</b>  <i>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</i>            LEAD: Steve Grimmond, SOLACE and Chair of OEPB</p>				
<p>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</p>	OEPB Chair		Sept 17	<p>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</p>
<p>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</p>	OEPB Members		Ongoing	<p>OEPB members approved the OEPB flyer at the November board meeting. The flyer has been shared with CPP's via Community Planning Managers.</p> <p>Details of membership, the work programme and progress updates are now available on the OEPB website.  <a href="http://www.improvementservice.org.uk/oepb.html">http://www.improvementservice.org.uk/oepb.html</a></p> <p>Regular progress updates are provided at Community Planning Network meetings, e.g. the LOIP Stocktake was shared at the June meeting.</p> <p>Additional communications will be prioritised when further outputs are available. This will be reviewed at future meetings</p>

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	<p>The OEPB has considered the following key developments in the past 12 months:</p> <ul style="list-style-type: none"> <li>- HSC review of targets and indicators</li> <li>- Local Governance Review</li> <li>- Public Health Reform</li> <li>- Community Empowerment Act – Evaluability Assessment</li> <li>- Accounts Commission Local Government Financial Overview</li> </ul>
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	<p>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</p>
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	<p>The OEPB agreed a communications plan in August 2017. The following actions have been carried out:</p> <ul style="list-style-type: none"> <li>- Dissemination of OEPB flyer on the purpose, membership &amp; remit of the OEPB key Community Planning stakeholders</li> <li>- An OEPB Webpage was launched sharing background information, papers including work plan updates, membership details and information on how to engage</li> <li>- Ongoing promotion of the CPP portal</li> </ul> <p><b>Next Steps</b></p> <ul style="list-style-type: none"> <li>- As progress is made across different workstreams, each workstream lead to consider key communications</li> <li>- 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.</li> </ul>

Activity	Lead Responsibility	Contribution	Timescale	Quarterly Reporting Progress & Communications Update June – Aug 2018
<b>6 Measures of Success</b> <i>Identify key measures to demonstrate the impact of the OEPB's work programme over the short, medium and long term</i> 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 <a href="http://www.improvementservice.org.uk/documents/community_planning/loip-stocktake-emerging-findings-may2018.pdf">http://www.improvementservice.org.uk/documents/community_planning/loip-stocktake-emerging-findings-may2018.pdf</a> :
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 August 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	<b>This is covered under Agenda Item 6 – August 2018 Board Meeting</b>

## Appendix 1

### Improvement Service/Public Health Reform Update – Actionable Intelligence Workstream OEPB September 2018

#### **Background**

The last OEPB agreed they would like to see the alignment of the actionable intelligence workstream and engagement between the OEPB and Public Health Reform work programmes. 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.

This update covers:

- Progress with data and intelligence
- The publication of the Public Health Priorities
- The establishment of the Public Health Policy Unit and the Whole System Reference Group
- The legal form of Public health Scotland

#### **Public Health Reform - Underpinning data & intelligence**

The aim of this work is to describe how a data and intelligence function should be best organised in the new public health body and in the context of the wider system, making best use of the collective capacity and assets across the whole system to meet the needs of national, regional and local partners and customers, and to enable the new body to help Scotland be a world leader in improving the public’s health and preventing disease.

The function should:

- Enable action and interventions to be informed by the best possible public health
- intelligence at national level (national level data sets), regional and local level (translation of data into local level action)
- Be coordinated to ensure that the public health data and intelligence activities undertaken in Scotland are relevant to priorities and duplication is minimised
- Foster an environment for exchange of information, expertise and (potentially) resources between organisations.
- Foster innovation and leading practice in data and intelligence

#### **Progress**

As part of the process of public health reform, and creating Public Health Scotland, it is important to understand the needs of the users of our outputs, understand how to best make an impact on public health outcomes and priorities, how best to meet the needs of our sponsors and funders, and how to fit into the busy environment of organisations to ensure that our contribution is valued and does not duplicate the work of others

The underpinning data and intelligence commission has established a number of workstreams to explore issues that are key to the success of the data and intelligence function, shown in the table below. Each work stream has been tasked to be ambitious in its thinking and to explicitly consider “the art of the possible.”

Work stream	From a d&i perspective consider:
Identifying whole system resource, capacity, collaboration opportunities, gaps	Interaction with other national bodies providing data intelligence. Barriers, facilitators and options for making more effective use of the existing data and intelligence workforce

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Learning from other organisations	<p>Learning from Public Health organisations outside Scotland about what has worked and hasn't worked. How has data and intelligence figured in making them a high performing PH organisation.</p> <p>Learning from other organisations about what makes a successful – and how this differs if you are impact led vs customer led vs mixture (from literature). Learning from hub and spoke models (from literature)</p>
Data Governance as enabler of PHS	<p>Embedding statistics governance in Public Health Scotland, in line with the requirements of the UK Statistics Act (and appropriate Scotland Orders) and the UK Statistics Code of Practice, regulated by the UK Statistics Authority.</p> <p>Information Governance considerations and the balance between required internal expertise and where external expertise can be sought (e.g. through NSS).</p> <p>Address key issues including the legal basis for processing data, data controller status and data sharing, outlining key issues and opportunities</p>
Local, regional and national working	<p>Review the options described in the 'Public Health Intelligence Shared Services Review' for ways of supporting public health intelligence at national, regional and local levels.</p>
Data as a Service	<p>Review the data services which will be provided by Public Health Scotland, and those which will be provided by other bodies (e.g. NSS, Improvement Service), including development of new data sets, quality assurance, data monitoring, terminology services, data modernisation. Build on the work of the NSS Digital Transformation Programme to define "Data as a Service".</p> <p>How Public Health Scotland will interact with the new digital body being established in NHS Education Scotland (NES), and how it will utilise/support the proposed new digital platform.</p>
Developing the options	<p>In parallel with the outputs of the other work streams, develop a series of options for a future state for the data and intelligence function.</p>
Understanding data & intelligence needs of other commissions	<p>Work in parallel with other commissions to understand and integrate their expectations, requirements and ambitions in relation to data and intelligence.</p>

The UDI commission has identified some stakeholders with whom they are undertaking early fact finding engagement during July and August – for example Roger Halliday and the Analyst Leadership Group; the Scottish Local Government Digital Office. Small stakeholder engagement events will also occur between now and mid-September to aid development of the work streams, including liaising with the other commissions to ensure their data and intelligence expectations are considered. Subsequent stakeholder engagement could be planned in line with the other commissions and will occur after development of our options appraisal (October onwards).

### **Publication of Public Health Reform Priorities**

Six key high level public health priorities for the whole system were launched on 14 June. They have been developed through a process of engagement with stakeholders from across Scotland. Feedback from stakeholders was reviewed by public health experts. The priorities are:

- A Scotland where we live in vibrant, healthy and safe places and communities.
- A Scotland where we flourish in our early years.
- A Scotland where we have good mental wellbeing.
- A Scotland where we reduce the use of and harm from alcohol, tobacco and other drugs.

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- A Scotland where we have a sustainable, inclusive economy with equality of outcomes for all.
- A Scotland where we eat well, have a healthy weight and are physically active.

The priorities are interdependent and related, reflecting the complexity of Scotland's health challenges and the effort needed nationally, regionally and locally to make a difference. They provide a focus for collective action across the whole system to improve the public's health and reduce health inequalities

A number of key stakeholders from the NHS, and the wider public and third sectors, including NDPBs, have endorsed the public health priorities. To date, over 80 organisations have given their endorsement.

#### **Establishment of Public Health Priorities Policy Unit**

A new policy team is being established within Scottish Government with the purpose of providing focussed policy capacity to support the wider system, within Government and beyond, to adopt and implement the priorities.

Whilst from a Public Health Reform Programme perspective the task – in terms of the production of a set of priorities – is now complete, the key job of encouraging, challenging and supporting the wider system will extend well beyond the lifespan of the Reform Programme. In time, Public Health Scotland (PHS) will have an important role to play in providing this connectedness, but there is more than a year until PHS is established, and we need to make early progress.

With this in mind the new policy team will focus on the core purpose and ambition of improving healthy life expectancy and reducing inequalities across Scotland. The policy team will work in parallel with the programme, and activities which will lead to the establishment of PHS and the strengthening of local partnerships. The policy team will be accountable to senior Public Health officials within Scottish Government, and, ultimately, to the Scottish Government SRO for the Reform Programme, Dr Andrew Scott.

#### **Establishment of Whole System Reference Group**

To support the wider policy efforts, and in parallel with the new policy unit, a Whole System Reference Group (WSRG) has been established to support thinking and action at national and local level and to help build a collaborative approach.

The intention is that the WSRG will have a tactical role in supporting and providing advice to the work of improving public health in Scotland. Specifically, it will: identify ways in which to encourage collaboration and build momentum; identify areas for innovation within the whole system; provide advice and challenge to shape/influence policy development; and offer insights and identify issues from a whole system perspective to support the commissioning activity that will shape the new public health body. The WSRG will support key activity by advising and supporting an approach which helps mobilise the whole system at national and local levels to work collaboratively to improve Scotland's health.

#### **Legal Form of Public Health Scotland and Legislation update**

The consensus has been reached that establishing Public Health Scotland as a special health board would be the best way forward. The Public Health Oversight Board (PHOB) was of the view that the legal status of the body was less important than how the new body was led, how it will operate and how it will support the wider system. The PHOB also recognised real risks in relation to workforce and information governance if a different model, other than a special health board, was adopted.

Consideration is also being given to establishing the new body as a statutory partner to the community planning process.

## CPPs Tests of Change Update

This paper aims to provide an update as to plans ongoing between LIST and potential CPP partners, as at 20<sup>th</sup> of August 2018:

### Renfrewshire – Prisoner leavers/homelessness

- **Background** – With Renfrewshire Council experiencing a higher than average number of prison leavers presenting to their Homeless Service, they were keen to collaborate with the LIST team to better understand the scale and nature of the problem, 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 has met with Renfrewshire Council Data Analytics & Research Manager (Danny McAllion), as well as members of Housing Strategy & Homelessness team (Alan Brand, Marie Savage & Paula Craig) to further scope this work.
- **Current status** – LIST analysts have carried out analysis on 109 individuals, recently released from prison. The aim of this is to gain an insight into their unscheduled and secondary care interactions with health services in Renfrewshire. We have since produced outputs for this cohort detailing topics such as; A&E attendances with the reasons for attendance, routine admissions to hospital and emergency admission breakdown where drugs and/or alcohol have been recorded as the primary reason for admission. We have also looked at Arrival Mode to A&E to provide an overview of additional resource. This report should be taken as a high level overview of the cohort in question, with the view that LIST will continue to work closely with CPP colleagues to look into specific cost areas in more detail.

### East Ayrshire – Play & Early Intervention services

- **Background** – The Vibrant Communities services within East Ayrshire provides innovative services and support to local people, through a focus on community-based co-production and the provision of sustainable solutions for many of the most vulnerable individuals and families 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 (including Book Share and Play and Parenting training); Activity Motivators; and Play @ Home (interventions to support the most vulnerable families). Angela Murray is the main LIST contact within East Ayrshire Council.
- **Current status** – The service has recently received Big Lottery Funding, and has agreed to LIST support, in terms of improving overall data collection, analysis and evaluation for some of the services outlined above. 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. East Ayrshire administrative support team to complete these in August, with LIST providing on-site consultative and reporting support throughout the process, which will lead to the service providing evidence and evaluation to Big Lottery against agreed outcomes.



## West Lothian – Community Planning

- **Background** - LIST undertaking a review of CPP Prevention Plan performance indicators, particularly (but not exclusively) to provide guidance and support on a suite of indicators relating to Child Health. It is anticipated that this review will supplement work already ongoing to look at the SOA/LOIP PIs concerning a wide range of CPP issues. Joanna Anderson (West Lothian Community Planning Team) and Carol Bebbington (HSCP) are main LIST contacts for this project.
- **Current status** – Review undertaken and submitted to CPP colleagues. LIST have also begun discussions to potentially review local Police and wider Community Safety performance indicators, with a view to beginning a further test of change, focussing upon ‘Protecting people’ and ‘Reducing antisocial behaviour and hate crime’. Further discussions with CPP and local LIST colleagues to follow.

## Grampian/Scotland-wide – Police Scotland

- **Background** – The work undertaken by Police custodial medical teams is critical, both in terms of dealing with victims of crime/sexual abuse and effectively executing their duty of care for those being held in custody. It has been recognized locally that the existing provision, in terms of protocols and procedures, require further standardisation across the Grampian region. LIST aim to provide analytical support to Police Scotland to build a case to transform custodial medical care and medical forensic service provision to a nurse-led service. LIST support required in first instance to improve the recording of custody medical care data on the National Crime System (NCS) and extract of this information from the system for analysis. Subsequent support required to help analyse the data and build a case to transform existing provision to a new model of care. This work is led by Shona Stewart from Police Scotland.
- **Current status** - Initial project/scoping discussions ongoing between all partners, with initial meeting having taken place in late October 2017 in Aberdeen. In order to best meet the requirements of the Outcomes Framework for Custody Healthcare and Forensic Medical Services which Police Scotland and NHS Scotland are signed up to, a SLWG has now been established, with a short series of 4 meetings planned to be held, third scheduled for early August 2018. LIST team also to liaise with ISD Scotland colleagues with a key interest/knowledge of Prisoner/Custody health care systems. A Data Processing Agreement is currently being written, allowing LIST to receive and analyse data from NCS for quarterly Police Partnership forums.

## Renfrewshire/Inverclyde – Police Scotland

- **Background** - There is now a significant issue with Atizolan (Street valium), and the impact this is having within local communities, particularly in an increasing number of drug-related deaths. Atizolan was previously classified as a ‘legal high’ but has been reclassified to Class ‘C’ substance. Police Scotland ‘K’ Division are of the view that they may be under sighted as to the threat picture posed by this substance and are keen to work with partners to address this. Derek Middleton (Analyst Co-ordinator) and DI Nathan Calderwood (the Divisional lead for drug-related deaths) lead contacts for this work.
- **Current status** – Police Scotland have been tasked with pulling together a market profile / intelligence report on drug related deaths for Renfrewshire & Inverclyde Division, in particular focusing on the prevalence of benzodiazepines in a significant proportion of these. This is to assist with a harm reduction and partnership focused approach to tackling the issue of drug deaths in the Division. LIST plan to meet Police Scotland colleagues again in July, and are keen to get a sense of what (if any) data LIST could bring that would enhance their planned Drug Threat monitoring group. LIST in process of consulting ISD colleagues on this (Drug & Alcohol Team / Unscheduled Care). LIST are now also looking at how best we can support a Long-Term Violence Strategy within ‘K’ Division, with

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analysis focusing on the wider social, health and economic factors which contribute to violence and other forms of crime.

## Falkirk – Local Outcome Improvement Planning

- **Background** – Significant health and socio-economic issues remain prevalent within many local communities, such as poverty and the impact on children and families; substance misuse; mental health and wellbeing; and employability and job creation. 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). Fiona Campbell (Head of Policy, Technology and Improvement - Falkirk Council) lead for this work stream.
- **Current status** – A number of workshop events have taken place in early 2018, with another scheduled over the summer. These workshops aim to develop an understanding of the importance of quality data and analysis in securing improved public services and better outcomes for local people; what data is available?; what are the challenges and opportunities that exist?; how can we work collaboratively moving?

**Outcomes, Evidence and Performance Board**  
**Workstream 5 – Evidence & Evaluation: OEPB Outcomes Narrative**  
**August 29<sup>th</sup> 2018**

**1. Purpose**

- 1.1. This paper presents 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.
- 1.2. The link for the initial outcomes narrative has been shared with Board members.
- 1.3. This brief accompanying paper provides some useful background around the development of the narrative, and outlines areas where further discussion with the board would be helpful.

**2. Background**

- 2.1. The OEPB committed to produce a narrative of the current patterns in outcomes and inequalities across Scotland to provide a useful baseline from which to influence local and national policy direction and co-ordinate improvement support. This narrative will also provide useful baseline evidence for the review of Community Planning.

**3. Selection of Outcome measures**

- 3.1. The outcome measures used in the narrative were selected from the refreshed 2018 National Performance Framework, the Community Planning Outcomes Profile, SCOTPHO profiles and the ESRC Understanding inequality programme. The full list is included in Appendix 1.
- 3.2. To provide a picture of how outcomes are changing over time, only those measures with time-series information available were selected. Also prioritised were measures where it was possible to provide an inequality breakdown. This means it was not possible to include some important areas due to data limitations, e.g. Children's voices. Going forward, further consideration will be given to the use of other types of data to allow for this.
- 3.3. The overview groups measures in themes of economy, health, children and young people, community and environment to facilitate interpretation.

**4. Narrative overview and areas of concern**

- 4.1. At this stage, the outcomes narrative provides an initial overview of key outcomes and inequalities over time across Scotland, highlighting key areas of concern for public policy. Following discussion with the OEPB board on whether the areas highlighted provide a useful

focus for further exploration, the next phase could undertake a more targeted analysis in terms of the pattern of outcomes and inequalities in these areas, and the factors driving these.

**4.2.** The overview highlights areas of potential concern in red. The criteria used to identify areas of potential concern were:

- Policy priority and impact across other outcome areas
- Outcomes which show deterioration over time
- Outcomes where inequality is widening
- Outcomes with poor relative comparison with UK/Europe

**4.3.** The areas of concern identified in the initial analysis are:

**4.3.1. Inclusive Growth & Fair Work**

Productivity growth has been very limited and has recently stalled. This has been accompanied by an increase in part time, temporary, self-employed and less secure jobs. Data also reveals: weaker employee voice; high levels of in-work poverty; graduate numbers outpacing skilled jobs; more people and children living in poverty; and Inequality at a historic high

**4.3.2. Healthy Ageing**

We are not seeing the improvements required in Healthy Life expectancy to enable us to respond to the demographic challenges we face. This is particularly the case for men, where we compare poorly to many European countries. There are also widening inequalities between the most and least deprived areas in terms of how long people can expect to live in good health.

**4.3.3. Child Poverty**

Currently 24% of children in Scotland are living in poverty. This is projected to increase to around 40% by 2030.

**4.3.4. Young People's Wellbeing**

Compared with other Western developed nations, the well-being of Scotland's adolescents is poorer across many indicators of well-being, and inequality is wider. Almost 40% of 15-year-old girls in Scotland have borderline or abnormal levels of emotional and behavioural difficulties. Between 2002 and 2014, 15-year-old girls in Scotland had the steepest decline in mental health out of all the HSBC countries (while boys had the 5th steepest decline).

**4.3.5. Fragile Communities**

There is a growing number of 'fragile' communities due to population migration and ageing. Demographic and environmental projections over the coming decades mean pressure will continue to grow on the sustainability of these communities.

**5. Proposed Next Steps**

**5.1.** Following discussion with the board around the identified areas of concern, and in particular whether they provide a useful focus for further exploration, more targeted analysis could consider:

- The inclusion of UK and international comparisons where available
- Analysis of variability across local geographical areas/population groups/outcome sub-categories
- Contribution analysis to provide further understanding around key drivers. This could draw on the wider evidence base, such as that presented in LGBF thematic reports examining the relationship between performance data and outcomes.

## **6. For discussion with the OEPB Board**

### **6.1. The OEPB Board is asked to consider:**

- 6.1.1.** Whether the measures selected provide a useful overview of the key outcomes and inequalities over time across Scotland? Are there other outcome areas and sources of data which should be included?
- 6.1.2.** Whether the concerns identified provide the most useful focus for further examination, and what additional analysis and interpretation would be helpful? How could OEPB board members contribute to and support this? Are there any implications at this stage for the co-ordination of improvement support?
- 6.1.3.** What, if anything, would be helpful to publish and disseminate as the output from the first phase of this work?

## Appendix 1 – Indicator List

## Economy

Indicator	Definition	Source
<b>Adults with low or no qualifications</b>	Proportion of adults aged 16-64 with no qualifications or qualifications at SCQF level 4 or below	Annual Population Survey
<b>Skilled Jobs vs. Graduates</b>	Number of skilled positions (SOC2010 Skill Level 4) & the number of graduates in the workforce (Qualifications include: Doctorate, Other higher degree, First degree, or Foundation degree; Nursing; Teaching)	GOV.UK - UK Labour Market Projections: 2014 to 2024
<b>Economic Activity Rate</b>	Proportion of adults aged 16-64 who are economically active	Annual Population Survey
<b>Employment Rate</b>	Proportion of adults aged 16-64 who are in employment	Annual Population Survey
<b>Underemployment (Hours)</b>	Proportion of population aged 16+ who would like to work longer hours, given the opportunity	Annual Population Survey
<b>Median Earnings</b>	Median full-time weekly gross pay (Adjusted for inflation – Constant 2017 prices)	Annual Survey of Hours & Earnings and overall CPIH (Consumer Prices Index including owner occupiers' Housing Costs)
<b>Gender Pay Gap</b>	Full time gender pay gap – difference in median hourly pay as a percentage of men's earnings	Annual Survey of Hours and Earnings
<b>Gini Coefficient</b>	Standard economic measure of income inequality	Scottish Government - Poverty and Income Inequality in Scotland: 2015/16
<b>Relative Poverty</b>	Proportion of individuals living in private households with an equivalised income of less than 60% of the UK median before housing costs	Family Resources Survey
<b>Employee Voice</b>	Percentage of employees pay affected by collective agreement – whether agreement between trade union and employer affect pay and conditions	Labour Force Survey
<b>Exports</b>	Exports by destination	Scottish Government - Exports Statistics Scotland, 2016
<b>FDI Investment</b>	Number of Foreign Direct Investment Projects	EY's attractiveness survey
<b>Number of Businesses</b>	Number of registered enterprises	Scottish Government – Businesses in Scotland, 2017
<b>Productivity</b>	Output per hour, cash value (Current price)	Scottish Government – Labour Productivity for Quarter 4, 2017
<b>R&amp;D Expenditure</b>	Gross expenditure on Research & Development as a percentage of GDP	Office for National Statistics
<b>Reputation</b>	Anholt GfK-Roper Nation Brands Index	Scottish Government, Strategic Research, Strategy Unit
<b>Total Population</b>	Total Population	National Records of Scotland
<b>GDP</b>	Gross Domestic Product, Chained Volume Measure, 2015=100	Scottish Government – Quarterly National Accounts Scotland (QNAS) for Quarter 1 2018

## Children and Young People

Indicator	Definition	Source
<b>Healthy Birthweight</b>	Percentage of babies with a healthy birthweight (appropriate for gestational age)	Information Services Division
<b>Perinatal Mortality</b>	Perinatal mortality rate per 1000 births	National Records of Scotland
<b>Primary 1 BMI</b>	Percentage of children in Primary 1 receiving a review whose BMI falls within the healthy clinical category (BMI>0.4 <sup>th</sup> and <91 <sup>st</sup> centile)	Information Services Division
<b>Dental Health</b>	The proportion of children in Primary 1 with no obvious tooth decay experience	Information Services Division
<b>Developmental Milestones</b>	Percentage of children with a concern in any domain at 27-30-month review	Information Services Division
<b>Child Poverty</b>	Percentage of children living in relative poverty – below 60% of UK median income in the same year, after housing costs	Scottish Government – Poverty & Income Inequality in Scotland, 2014-17
<b>Children's Mental Health</b>	Percentage of 15 years olds with a borderline or abnormal total difficulties score on the Scottish Schools Adolescent Lifestyle and Substance Use Survey (SALSUS)	Scottish Government – Scottish Schools Adolescent Lifestyle and Substance Use Survey (SALSUS) 2015: Mental Wellbeing Report. <i>Data provided by IPSOS</i>
<b>Educational Attainment</b>	Average Tariff	The Improvement Service – Local Government Benchmarking Framework
<b>School Leaver Positive Destinations</b>	Percentage of school leavers in a positive destination (follow up destination)	Scottish Government – Summary statistics for attainment, leaver destinations and healthy living, No. 8: 2018 Edition – Attainment & Leaver Destinations
<b>School Leavers in Higher Education</b>	Percentage of school leavers in higher education (follow up destination)	Scottish Government – Summary statistics for attainment, leaver destinations and healthy living, No. 8: 2018 Edition – Attainment & Leaver Destinations

## Health

Indicator	Definition	Source
<b>Alcohol Related Hospital Admissions</b>	Number of alcohol related hospital admissions per 100,000 population	Information Services Division
<b>Emergency Hospital Admissions</b>	Rate of emergency admissions in 65+ years, per 100,000 population	Information Services Division
<b>Healthy Life Expectancy – Females</b>	Estimate of how long the average person might be expected to live in a 'healthy' state	ScotPho
<b>Healthy Life Expectancy – Males</b>	Estimate of how long the average person might be expected to live in a 'healthy' state	ScotPho
<b>Percentage of Adults Who Smoke</b>	Proportion of adults aged 16+ years who are current smokers	Scottish Health Survey
<b>Physical Activity</b>	Proportion of adults completing 30 minutes of at least moderate exercise 5 days a week	Scottish Health Survey
<b>Problem Drug Use</b>	Estimated number of people with drug use problems (opiates and/or benzodiazepines)	Information Services Division
<b>Self-assessed Health</b>	Percentage of adults aged 16+ years who assess their health as very good or good	Scottish Health Survey

## Communities

Indicator	Definition	Source
<b>Crime Rate</b>	Crimes recorded per 10,000 population	Scottish Government – Recorded Crime in Scotland 2016-17 <i>SIMD Breakdown – The Improvement Service Community Planning Outcomes Profile (CPOP)</i>
<b>Cultural Engagement</b>	Percentage of adults who have participated in a cultural activity or attended a cultural place or event in the last 12 months	Scottish Household Survey
<b>Deaths on Roads</b>	The number of people killed on Scotland's roads	Transport Scotland
<b>Digital Infrastructure</b>	Proportion of premises where superfast broadband (30Mbit/s) is available	Ofcom
<b>Disputes with Neighbours</b>	Percentage of people who say that neighbour disputes are very/fairly common in their area	Scottish Household Survey
<b>Fragility</b>	Index measure of how fragile communities are in Scotland, based on depopulation, old age dependency ratio and rural depopulation	The Improvement Service – Community Planning Outcomes Profile
<b>Housing Inequality</b>	Index of relative housing quality	ESRC Understanding Inequality Project - <i>Meng le Zhang and Gwilym Pryce</i> <i>Sheffield Methods Institute, University of Sheffield</i>
<b>Neighbourhood Perceptions</b>	Percentage of adults who rate their neighbourhood as a very good place to live	Scottish Household Survey
<b>Perceived Ability to Influence Local Decisions</b>	Percentage of people who agree with the statement 'I can influence decisions affecting my local area'	Scottish Household Survey
<b>Perceptions of Crime in Local Area</b>	Percentage of people who think crime in their local area has improved or stayed the same over the last 2 years	Scottish Crime & Justice Survey

## The Environment

Indicator	Definition	Source
<b>Access to Greenspaces</b>	Proportion of adults who live within a 5-minute walk of their local greenspace	Scottish Household Survey
<b>Active Travel</b>	Proportion of adults usually travelling to work by public or active transport	Scottish Household Survey
<b>Air Pollution – Nitrogen Oxides</b>	Indexed growth in nitrogen oxides emissions, 1990=100	National Atmospheric Emissions Inventory
<b>Air Pollution – Particulate Matter</b>	Indexed growth in particulate matter emissions, 1990=100	National Atmospheric Emissions Inventory
<b>Business Waste</b>	Business waste generated (million tonnes)	Scottish Environment Protection Agency
<b>Carbon Footprint</b>	Carbon footprint – million tonnes CO2 equivalent	Scottish Government – Scotland's Carbon Footprint 1998 to 2014



<b>Condition of Protected Sites</b>	Percentage of natural features on protected nature sites found to be in favourable condition, as at 31 March	Scottish Natural Heritage
<b>Household Waste</b>	Household waste generated (million tonnes)	Scottish Environment Protection Agency
<b>Natural Capital Assets</b>	Natural Capital Asset Index, 2000=100	Scottish Natural Heritage
<b>Renewable Energy Production</b>	Electricity generated by renewables as a percentage of gross consumption	Department for Business, Energy and Industrial Strategy (BEIS)
<b>Traffic Congestion</b>	Percentage of driver journeys delayed by congestion	Scottish Household Survey
<b>Use of Outdoors</b>	Proportion of adults making one or more visits to the outdoors per week	Scottish Recreation Survey (2006-2012), Scottish Household Survey (2012-2016)

# Public service leadership: Rethinking leadership for collaborative settings



## Introduction

Leadership is crucial to the development and delivery of effective public services. It is essential then that public service reform is underpinned by high quality leadership. Furthermore, reform must also build further leadership capacity.

This briefing paper draws on and develops themes from a more extensive What Works Scotland review of public service leadership (Chapman, van Amersfoort and Watson, 2017). It focuses on the above core issues, organised around three key questions associated with public service leadership:

1. Why do we need to rethink leadership practice?
2. Leadership in collaborative settings: What works?
3. Where next for public service leadership in Scotland?

## 1. Why do we need to rethink leadership practice?

As pressure increases on public services to deliver improved performance within a context of fewer resources, the requirement to achieve more with less means that we must find new ways of working that create new efficiencies and synergies not found in traditional practices.

Furthermore, broader socio-political pressures are likely to lead to the continued restructuring and integration of public services into flatter organisations governed by stronger lateral, rather than vertical relationships, working as mutualistic rather than bureaucratic organisations that move beyond traditional notions of producer-capture - the tendency for any organisation to start operating in the interests of those who work for it. (Hood, 1998). These organisations will operate with more collaborative egalitarian cultures that move beyond traditional hierarchical cultures of the past (Douglas, 1982). These emerging settings will require new forms of leadership. Leaders will be required to forge new relationships, and adopt new roles and responsibilities across institutional and professional boundaries to a level never seen before. These emergent collaborative contexts will require an alternative form of leadership because:

- hierarchical leader-follower relationships are less common; collaborating partners are often assumed to be equal,
- formal positions have less impact on the enactment of leadership in partnerships, and
- there is greater complexity of leadership roles within collaborative settings which combine different cultures and professional identities.

Put simply, the leadership that has served us in the past is unfit to serve us for the future. We need to reimagine leadership practices to build public services that are fit for the future rather than replicate those that served us in the twentieth century.

## 2. Leadership in collaborative settings: What works?

If we are to build leadership practices fit for the future, authentic collaboration and collaborative practice must be placed at the centre of what we do. This means more than talking about collaboration and holding meetings to discuss collaboration. We can think about making this transformation as moving from ‘professional collaboration’ to creating a culture where ‘collaborative professionalism’ prevails. Where we see collaborative professionalism in action all take responsibility for working collectively rather than charging others to do it (see Table 1).

From professional collaboration...	to collaborative professionalism
Talking or action	<i>Talk and action</i>
Narrow achievement goals	<i>Learning with meaning and purpose</i>
Episodic meetings	<i>Embedded cultures</i>
Administratively imposed	<i>Practitioner led</i>
Comfortable and contrived	<i>Genuine and respectful</i>
Conversation	<i>Dialogue</i>
For consumers	<i>With consumers</i>

**Table 1: From professional collaboration to collaborative professionalism**

Whilst there is no recipe for developing collaborative professionalism, the research evidence highlights the importance of treating leadership in collaborative settings as a predominantly social process that focuses on eight key areas:

1. **Building trust with and between members** - working selflessly to create a culture of openness and trust between colleagues.
2. **Maintaining and developing strong relationships** - deliberately building, reinforcing and sustaining high quality relationships.
3. **Facilitating collaboration and equality between members** - paying attention to, and promoting, equitable practices to optimise involvement.
4. **Stimulating the flow of information between members** - actively supporting effective communication to reinforce positive relationships and effective interactions.
5. **Understanding the environment** - recognising the importance of context, the level of capability and capacity within the collaborating organisation(s).
6. **Identifying opportunities, resources and potential stakeholders** - promoting an entrepreneurial and risk-taking culture, being outward-looking and optimistic.
7. **Mobilising people and resources for the greater good** - involving and empowering people to take on new roles and responsibilities to build personal and organisational capacity.
8. **Taking a pragmatic stance** - recognising there are times when a directive approach must take precedence over the spirit of collaboration, without losing the support of a guiding coalition in order to drive the collaborative agenda forward.

The eight areas of focus are interdependent and influence each other. For example, as trust develops, relationships are likely to be strengthened which, in turn, may lead to more opportunities for involvement and the potential for people to take on additional leadership roles which, in turn, may build organisational capacity. Conversely, a decline in trust in one area of collaboration is likely to have a detrimental effect on

other areas. However, there are cases where one partner stepping back slightly from an area of involvement – taking a pragmatic stance – may actually have a positive effect in another area and help to maintain and develop strong relationships. The key to leadership in collaborative settings appears to be finding the appropriate blend between the supporting and directive actions that make things happen in collaboration.

Successful leaders are entrepreneurial and build ‘relationship capital’. They are entrepreneurial in the sense that they have the capability to see opportunities for collaboration and the mobilisation of resources including other people and can link these to intended outcomes. These leaders build ‘relationship capital’ by drawing on, developing and sustaining relationships with key individuals. Strong and trusting relationships are necessary to sustain commitment through challenging periods and often serve as the glue that holds partnerships and collaborative endeavour together when things are working less smoothly. These relationships are particularly important for inter-organisational and cross service collaborations that may suffer from conflicting values, governance arrangements, interests or perspectives.

These interpersonal networks are the foundation beneath formal inter-organisational or service partnerships. Trust enables people to deal with the risk and uncertainty that is often involved in collaboration, and while trust will develop over time a basic level of trust is needed at the start of any collaborative initiative. Reticulists (Sullivan and Skeltcher, 2002) are individuals who span boundaries to build capacity and influence the practice of collaboration. These actors are:

- **Skilled communicators** - with the ability to adapt their language to specific settings and empathise with others through negotiation and seeing a situation from a range of perspectives.
- **Excellent networkers** - gain access to a range of settings, seek out and connect others with common interests and goals.
- **Strategic in orientation** - they can see the ‘big picture’ and understand how different partners can contribute to achieve common goals.
- **Contextually astute** - they understand how opportunities and constraints within the organisation can influence individual’s behaviour.
- **Problem-solvers** - they think laterally and creatively to seek solutions to the challenges they face.
- **Self-managing** - they take risks within a framework that understands organisational capacity. In this sense they have sound organisational skills.

The importance of reticulists has also been emphasised by others who have suggested that leadership in collaborative settings is characterised by working across structural and emotional boundaries, a phenomenon that has also been addressed as boundary spanning, boundary crossing and brokering (Broussine & Miller, 2005; Morse, 2010; Silvia & McGuire, 2010);. Similarly to reticulists, boundary crossers have the ability to build strong and trusting relationships, negotiate between other actors, connect problems to solutions and mobilise resources and efforts (Silvia & McGuire, 2010).

### 3. Where next for public service leadership in Scotland?

We have outlined the case for rethinking the nature of public service leadership in Scotland. We argue this new form of leadership must go beyond the necessary, but increasingly less important, system management approaches. This new leadership must evolve ‘hand in glove’ with the development of flatter, more collaborative, networked, mutualistic public service organisations.

For mutualistic public service organisations to lead the change rather than rely on national prescription to deliver change we need to develop leaders with the credibility, capacity and expertise to lead local and national system change across a range of services. They will have to do this whilst sustaining their own

team/department/organisation or service and engaging authentically with the communities they serve. This is a future where partnerships, networks and federations working laterally with shared, coordinated and distributed leadership across many types of boundaries will provide both the delivery of services *and* the challenge and support for improvement of services. It will include the development of sustainable, environmentally sound, and socially just practices, and capacity-building through professional learning and leadership development.

Put simply, in the future those working in public services will frame and lead provision of their services, and set the direction for, and support, service improvement in partnership with those engaging with the service. Co-production with service users will become the norm. Not only will this involve moving decision-making much closer to the point of delivery, it will also move beyond public service producer-capture and ultimately operationalise Christie.

See the accompanying What Works Scotland policy briefing - *Public service leadership: What works* - to get a summary of our key findings from our leadership research. It presents a set of highlights which we believe should inform thinking and future developments in public service leadership across Scotland.

See all What Works Scotland leadership resources at [whatworksscotland.ac.uk/category/topic/leadership](http://whatworksscotland.ac.uk/category/topic/leadership)

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This policy briefing was written by **Professor Christopher Chapman**, Co-director of What Works Scotland (University of Glasgow).

**What Works Scotland** is a Scottish Government and ESRC-funded research collaboration aiming to improve the way local areas use evidence to make decisions about public service development and reform.

# What Works Scotland's Legacy

## Introduction

What Works Scotland's legacy is being realised through the continuation of our innovative collaborative approaches to research. Many of the new tools, practices and networks established by WWS are informing and influencing evidence based policy making within public services across Scotland..

We will make sure that the ur tools, evidence and learnings we have developed over the 4 years of the programme will continue to be accessible We will work in collaboration with Improvement Scotland to establish a WWS knowledge hub portal and we will commit to keeping our website open and curated. Policy Scotland will also play a long term role in spreading and developing our emerging ideas.

While What Works Scotland engaged in a variety of research questions over the past 4 years we believe our most impactful legacy will be the tools and practises we co-produced with practitioners; and the innovative collaborations (particularly between academics and practitioners) to enable meaningful engagement with evidence based research, to inform decision making in this complex PSR landscape.

In this short document we detail both the impact our work has had and our plans to ensure our findings are spread across Scotland.

## What Our Legacy Looks Like

Our pioneering approach to collaborative research has allowed us to move far beyond the original research questions set out at the start of the programme. By working with local authorities, statutory agencies and the Third Sector we have been able to embed new ways of working. In the following sections we give a few examples of where this has happened. .

### Evaluability Assessments

We have had a significant impact on the approach to evaluation planning across Scotland. We have worked closely with partner organisations such as NHS Health Scotland, Glasgow Community Planning Partnership and the Scottish Collaboration for Public Health Research and Policy to develop and apply Evaluability Assessments. These are a novel and innovative approach to planning the evaluation of new policies and programmes. We have developed guidance, delivered training to academic researchers, practitioners and policy-makers, and conducted over ten EAs, for a wide range of national and local stakeholders, covering a diverse array of interventions.

Evaluability Assessments have informed the design and commissioning of evaluations of the Family Nurse Partnership, the introduction of free school meals for all children in P1-3, and the Enhanced Health Visiting Pathway.

Evaluability Assessment is becoming an established part of the planning of evaluation by the Scottish Government. EAs have been commissioned of the Community Empowerment Act, The Fair Start Programme and Scotland's Baby Box, and EAs are being included in the specification of requirements for the evaluation of major policy initiatives such as the Basic Income pilots and Self-Directed Support.

## What Works Scotland's Legacy

Interest in EA is now growing elsewhere in the UK. We have contributed guidance on EA to an online evaluation resource for practitioners, published by Public Health England. With Health Scotland we are developing proposals for a UK-wide EA collaboration, including Public Health England and Public Health Wales.

Ex-post evaluation of an EA of Glasgow's Thriving Places (TP) initiative, based on interviews with participants from a range of public and third sector organisations, showed that the process enabled them to discuss issues that were rarely addressed otherwise. Participants reported that the Theory of Change identified via the EA had clarified their own understanding of what TP was aiming to achieve, and provided a resource they could use in their own practice.

### **Place Based Approaches to Public Service reform**

Place Based Approaches has emerged as a key priority across the WWS programme. From initial work developed through collaboration with West Dunbartonshire CPP, What Works Scotland has developed a national '**Training for Trainers' programme in facilitative leadership** which has been delivered to participants across the four case site areas. In Aberdeenshire, local practitioners who attended the training have since organised and run their own training.

In response to demand, WWS extended the training and support from front line practitioners to senior officers and elected members and delivered workshops in Highland and in Perth and Kinross. Highland Council are now seeking to pilot mini publics and other democratic innovations; while further WWS work with Perth and Kinross Council has enabled WWS to develop a **tool for assessing local decision-making** applicable to any CPP.

**Making Data Meaningful** was a placed based initiative developed through collaboration between What Works Scotland, the Glasgow Centre for Population Health and the community planning team in West Dunbartonshire Council, with input from the Information Services Division. This co-produced evidence to build capacity for evidence-use in local improvement projects in the form of community profiles available on the West Dunbartonshire Your Community website. Further research examining the various ways in which different types of evidence is used and to clarify when, where, and by whom decisions are made will provide a valuable legacy relevant across CPPs.

Another innovative place-based approach emerging from WWS is **Children's Neighbourhoods Scotland** which aims to connect families and communities across the area and provide a coherent, holistic and sustained approach to tackling the attainment gap and reducing health inequalities. WWS was instrumental in the establishment of the pilot project in the Bridgeton and Dalmarnock neighbourhood of Glasgow last year, and the programme has grown into a long term (10 year), multi partner collaborative approach. The programme has recently received an additional £2 million investment by Scottish Government to support this work across other neighbourhoods in Scotland.

### **Participatory Budgeting**

We are playing a key role in the development of Participatory Budgeting across Scotland and beyond. We are represented in the Scottish Government's Participatory Budgeting Working Group. This body advises on the development of Participatory Budgeting processes, as well as investment and capacity building, across local authorities in Scotland. It has been instrumental in developing a large training programme in Scottish Local Authorities. It has also provided , investment by the Scottish Government in match-funding for Local Authorities implementing Participatory Budgeting processes.

## What Works Scotland's Legacy

At local levels WWS is providing advice on PB policy and capacity building for Local Authorities, Community Planning Partnerships and/or Third Sector Interfaces in Highlands & Islands, Moray, North Ayrshire, Clackmannanshire, West Lothian, Midlothian, Glasgow, West Dunbartonshire and Fife. Collaboration with a group of professionals in Glasgow developed '**Glasgow's Participatory Budgeting Evaluation Toolkit**' to assess the impact of participatory budgeting activities and develop an improvement plan. This tool can be adapted by anyone for use in their own context.

We have set up arenas through which officers from CPPs can come together and share evidence. We took representatives from Fife and Glasgow CPPs on a fact finding visit to Paris and this set up a new cross-CPP policy and practice learning relationship on PB in Scotland.

We are working closely with both Glasgow CPP and Glasgow Disability Alliance as they develop their own approaches to PB. This work will continue into 2019.

### **Academic Innovation and Capacity Building**

We have had impact on Universities and the way they work. Through our seminars, our collaborative approach to research and our workshops we have provided opportunities for academics and public service practitioners to work in a more participative research environment, demonstrating new approaches for future research programmes both for universities and public service bodies. We have also had impact on the provision of teaching. In the University of Glasgow we established a collaborative Dissertation programme where local groups could come to the University and offer Masters students the opportunity to work with them on a range of projects. This has now been taken up by the university and is mainstreamed. This has not only provided Masters students with better opportunities it has also built relationships between the University and some of Glasgow's poorest areas and develop 'lay reports' to inform practice. The University of Glasgow has committed resource to administer this programme beyond the WWS project lifetime.

At a national level the WWS model has also influencing the set-up of the new WW centres in Wales and Northern Ireland; and UK Collaborative Centre for Housing Evidence (CaCHE) - a consortium of 13 partners led by the University of Glasgow.



## What Works Scotland's Legacy

### What will WWS's legacy look like, beyond 2018?

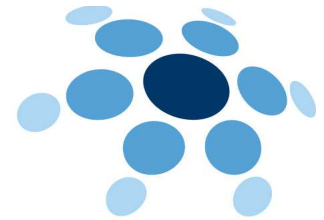
1. Policy Scotland at the University of Glasgow will oversee, promote and continue WWS's legacy beyond 2018. As an established centre providing space for local, national and international public policy debates and promoting collaboration between academics, practitioners and policy makers, this unit is well placed to curate WWS's legacy; monitor long-term changes in policy or practice; develop relationships; and continue the debates and provocations generated by our work.
2. **The WWS knowledge hub** will to enable those involved in PSR (policy makers and practitioners) to access information and share best practice. WWS academics can also continue public discourse and engagement through this portal - safe space for tens of thousands of those involved in public services across the UK to interact, learn and support each other. The Knowledge hub will provide access to the full collection of WWS tools, publications and evidence. The WWS website will provide a snap shot of all material produced by the end of the project and will direct visitors to appropriate locations for further 'live' information through the WWS knowledge hub and Policy Scotland website.
3. Over the course of the programme we have worked with a large number of academics and there now exists a **body of academics and researchers** able to work in public service reform who are committed to new ways of working with communities and community groups. There is also a large body of research reports and academic papers.
4. The end of project events taking place in November and December 2018 will focus on three key strategic themes within the PSR landscape: **Empowering People and Places; Research for Change – Beyond What Works.....; Effective Leadership and Intelligent Governance** and the tools, media and materials from these will be publically available.
5. New **behaviours/ways of working** have been established within the four case site areas as a result of WWS innovations. For example collaborative action research within CPPs and universities; University of Glasgow and Thriving Places collaborative dissertations programme (subject to the continuation of Thriving Places); and public bodies using evidence as part of decision-making processes. We have prepared a **cross site report** which highlights key reflections and learnings from each case site area and comparisons and learnings from the innovative processes, structures, tools and organisations developed through collaborative action research in the field.
6. Effective **relationships and peer support networks** are in place to enable cross CPP support for specific themes explored by WWS, for example the evidence to action working group and participatory budgeting community of practice.
7. There is a growing a **understanding of what works and what is important in PSR** (the 'meta-narrative') particularly within those groups we have worked with, drawing on findings from WWS such as collaborative leadership, the use of evaluation strategies and examples of place based approaches in action.
8. We will have completed a targeted series of **key message dissemination activities with specific strategic partners**, such as Scottish Government policy makers, the OEPB, third sector organisations and Health Scotland, to embed the key learnings about what works and what doesn't work in PSR, based on the research findings from the WWS project.

# PSIF

Public Service Improvement  
Framework

**Outcomes, Evidence and Performance  
Board Review**

Barry McLeod & Thomas Boyle  
August 2018



PSIF



improvement **service**

# OEPB Review

- Purpose
- Leadership and Relationships
- Governance and Accountability
- Engagement and Participation
- Resources
- Impact

# OEPB– Checklist Responses

## *Strengths*

Progress has been made in terms of OEPB partners working together with the CPP Portal now in place to help facilitate knowledge sharing.

The introduction of the Work Plan with named workstream owners has really helped, providing clarity and greater accountability for getting things done.

A success is the fact that partners came together voluntarily and that community planning managers feel that there is national body looking at how they can support CPPs.

# OEPB– Checklist Responses

## *Lowest 3 Statements*

20. The OEPB has effective engagement mechanisms for influencing policy, practice and reform of public services at local and national levels.

**Engagement and Participation**/Rated 27th/27 (-66.7%)

19. The OEPB has effective engagement mechanisms for understanding the needs of CPPs. **Engagement and Participation** /Rated Joint 26th /27 (-55.6%)

24. The OEPB is sufficiently resourced against its purpose. **Resources** /Rated 26th /27 (-55.6%)

# Instructions

## Group Work

Group A

Group B

## Task

40 mins.

Select 4 AFIs from 6 on the A3 sheet

Feedback to the room to gather other views on evidence.

# Instructions

## Group Work

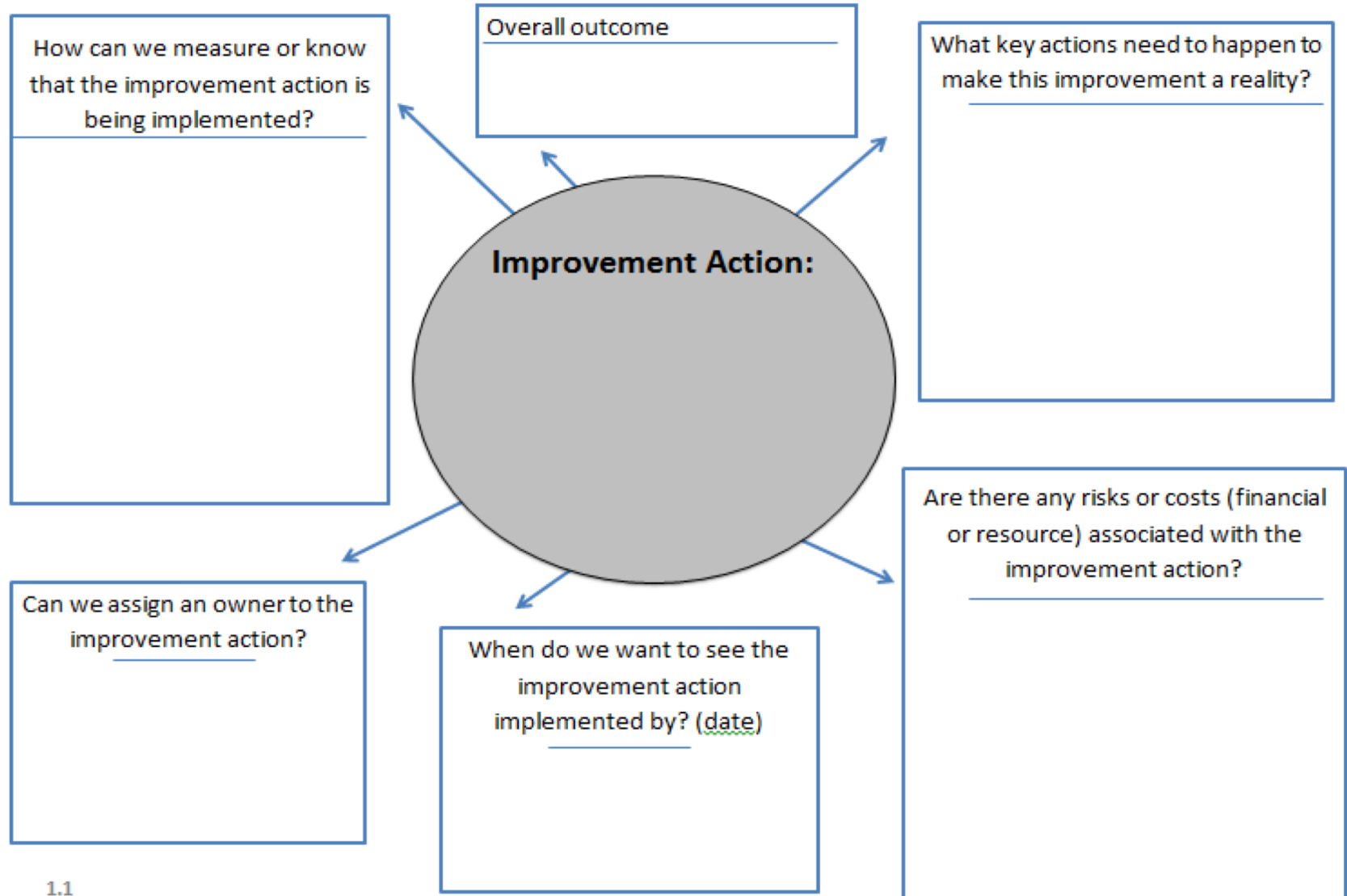
**2 Groups**

## Task

45 mins.

Populate the A3 Sheet provided.

# Third Step: Improvement Planning Session





# Instructions

With 4 Improvements selected, identify 3-4 actions that need to happen to make this improvement a reality.

## **Task**

60 mins. (15 mins per improvement)

Time	Activity
2.00 – 2.05	Welcome and Overview of Findings
2.05 – 2.45	Group Work – AFI's
2.45 – 2.55	Feedback
2.55 - 3.00	Dotmocracy
3.00 – 4.00	Prioritise Actions for Improvements

# Outcomes, Evidence and Performance Board Review



## Self-Assessment Checklist Report



Response Rate – 53%



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## 1. Purpose

1. The OEPB has a clear purpose which feels right.				
			Response Percent	Response Total
1	Strongly Agree		0.00%	0
2	Agree		88.89%	8
3	Disagree		11.11%	1
4	Strongly Disagree		0.00%	0
5	Don't Know		0.00%	0
			answered	9
			skipped	0

2. The OEPB has a shared understanding of the support and change needed to make community planning a success.				
			Response Percent	Response Total
1	Strongly Agree		0.00%	0
2	Agree		77.78%	7
3	Disagree		22.22%	2
4	Strongly Disagree		0.00%	0
5	Don't Know		0.00%	0
			answered	9
			skipped	0

3. The OEPB work programme is focused on the right areas that will support the OEPB to effectively deliver against its purpose.				
			Response Percent	Response Total
1	Strongly Agree		0.00%	0
2	Agree		88.89%	8
3	Disagree		0.00%	0
4	Strongly Disagree		0.00%	0
5	Don't Know		11.11%	1
			answered	9
			skipped	0

**4. Please order the following OEPB roles in terms of the progress you think the OEPB has made in relation to them, with 1 being the most progress, to 4 being the least progress:**

Item	Total Score <sup>1</sup>	Overall Rank
targeting national analytical and improvement capacity and resources to where they are most needed to support community planning.	28	1
facilitating knowledge sharing across CPPs about what is working in improving outcomes.	26	2
providing national coordination, direction and leadership for community planning in Scotland.	18	3
influencing policy, practice and reform of public services at local and national levels.	18	4
	answered	9
	skipped	0

**Thinking about the issues covered in this section: Please provide details of evidence that supports your views in relation to how the OEPB is performing against its purpose (strengths).**

		Response Percent	Response Total
1	Open-Ended Question	100.00%	9
1	We have some tangible deliverables, and are good at keeping members of the board up to date with progress.		
2	The OEPB is clear about its purpose and about what needs to be done in coordinating and making sense of what resources already exist to support CPPs. This is clearly evidenced in the workplan.		
3	While there is a clearly defined purpose, and identified areas of priority, further discussion around whether this feels right - in the context of subtle shifts in focus from CPPs as an entity and an end in themselves to a wider expectation of public partners working towards agreed and shared outcomes, through a variety of collaborative approaches		
4	OEPB is a good forum for sharing activities around community planning, and helping to avoid overlap and duplication. it has produced some useful tools, not least the CPP portal and outcomes profiles		
5	The workstreams on which OEPB has made most progress have appeared to be those most closely linked to its earlier role, around improvement support. In this sense, it is providing national leadership already. OEPB is active in attempting to support knowledge sharing, although this remains a work in progress. OEPB has not yet stepped into the space of considering in any detail what statements it wishes to make in influencing policy/practice.		
6	There is a clear purpose that all OEPB members were involved in scoping and agreeing the communications around. The OEPB's purpose of supporting better decisions that improve the lives of Scotland's people still feels right. Some progress has been made in terms of OEPB partners working together to support CPPs and a mechanism (CPP portal) is now in place to help facilitate knowledge sharing, albeit more work needs to be done in relation to sharing knowledge about what is working in improving outcomes.		
7	Sharing information at meetings is helpful in ensuring that a common understanding is built across a range of areas and organisations.		
8	Better resources available to support HSCPs thru LIST. Audit Scotland have a robust understanding of CPPs and the work they do, including their leadership activity		

**Thinking about the issues covered in this section: Please provide details of evidence that supports your views in relation to how the OEPB is performing against its purpose (strengths).**

		Response Percent	Response Total
9	OEPB in developing its work plan identified core areas against which progress in support of CP reform/ improving outcomes would need to take place. This build from its purpose and gives the basis for practical supports etc to be developed.		
		answered	9
		skipped	0

**Please provide details of how the OEPB can improve how it delivers against its purpose.**

		Response Percent	Response Total
1	Open-Ended Question	100.00%	9
1	I think we need to be pooling more intelligence about the actual needs of those leading Community planning work - perhaps doing a little bit of work shadowing to build board members' knowledge. I'm slightly concerned that there is a disconnect. I think we struggle to get things to happen, and I'd welcome a clearer commitment from members to this. I think we pick a smaller number of key deliverables each year.		
2	The OEPB could be more ambitious in considering what needs to change beyond just making use of existing resources. It could be clearer on what there needs to be more of and consequently make the case for investment.		
3	Delivery is variable, which turns on the commitment to, and legitimacy of the work of the board as a national resource to support more effective Community Planning.		
4	The Board has made little progress in its national leadership and co-ordination role. There is an issue of awareness here - people don't know what it is or what its for. I imagine very few Chairs of CPPs, for example, will know much about it.		
5	OEPB has been more successful in taking forward action which is (i) technical in nature and (ii) led primarily by one organisation. Work requiring partnership is moving but more slowly (e.g. on evaluation). OEPB has not yet put itself in the space of driving forward work which requires influence to behaviour (e.g. knowledge sharing requires more than the technical task of capturing and sharing practice; it also needs the influential role to persuade local partners to share examples - particular medium- to long-term programmes which involve high levels of risk as well as potential reward). Also, is OEPB clear about what distinctive role it wants to play in influencing policy & practice?		
6	Although I think the overarching purpose of the OEPB is still relevant, I think we're now at a critical stage of considering the OEPB's role in relation to 'providing national coordination, direction and leadership for community planning'. We've been picking up increasing uncertainty around Scottish Government's view of and commitment to community planning as a mechanism for driving the reform of public services at a local level. In light of this, I think it would be helpful to consider whether the OEPB has the legitimacy/mandate to provide national coordination and leadership around community planning or whether its focus should be less about community planning and more about supporting statutory partners and partnerships in their widest sense to improve outcomes.  I think the OEPB also needs to consider how it influences policy, practice and reform of public services at a national level as this is an area that we've struggled with and is probably an areas where the OEPB could add value. It probably links to the need to make more progress with our actions around collating and analysing evidence of what is working in improving outcomes, as the evidence could help inform how the OEPB may want to try and influence policy. I think this would be worthy of further discussion.		
7	We still need some clarity around the role of OEPB. I'm not sure our discussions always focus enough on achieving the roles we have set ourselves. We can tend to range very widely which may limit our		

**Please provide details of how the OEPB can improve how it delivers against its purpose.**

		Response Percent	Response Total
	effectiveness. I also question whether we really should be responsible for direction and leadership for community planning or is this mission creep? Originally we were about evidence and performance and sharing data, analysis and good practice. Should we focus in more on our original purpose? If not, do we have the right membership?		
8	Membership is always an issue and how to get the right people in the room		
9	More visibility with CPP's/ other public service partnerships; actively take on a visible leadership role in shaping ideas and policies that can lead to outcome improvements.		
		answered	9
		skipped	0

**Please provide details of any other areas that you think the OEPB should be focusing on as part of its purpose.**




		Response Percent	Response Total
1	Open-Ended Question	100.00%	9
1	None - I suggest smaller number of key deliverables		
2	The Public Health Reform agenda is an opportunity for the OEPB to reflect on its work to date and to take the opportunity to use this to influence the reshaping of some key aspects of support.		
3	Focus areas are well defined.		
4	We could do more to engage with senior colleagues in SG and health. The continued absence of a territorial health board rep is disappointing. The Board could be clearer about the main issues it wants to influence and change at the national level.		
5	Focus has historically been on community planning, but the OEPB's work is relevant for all local and regional partnership working (as demonstrated by LIST work which complements partnership working in CPPs and IJBs). Worth extending the remit of OEPB to support local and regional partnership working, including (but not limited to) community planning?		
6	I think it would be helpful to test out the work programme with CP Managers and organisations/sectors represented on the Board to ensure it still reflects the big issues and resource challenges facing community planning / public services - e.g. public health reform and the local governance review are key developments since the work programme was developed. Within public health reform, a whole systems group is being established to look at how the whole system can support improved public health outcomes, and there are clearly links to the OEPB beyond the data and intelligence workstream.		
7	I don't think we should expand out but would like to see more focus on co-ordinating behind the next NPF and collaborating on developing new data and analysis that might assist CCPs respond to the new NPF		
8	Stronger alignment with LGBF would assist Councils		
9	Agenda setting to help shape and drive reform		
		answered	9
		skipped	0







**At the June 2018 OEPB meeting, it was agreed that it might be helpful to rename the OEPB to better reflect its actual purpose and role. Please note any suggestions you have for renaming the OEPB.**

		Response Percent	Response Total
1	Open-Ended Question	100.00%	9
1	I'm fine with OEPB - wouldn't want to lose the link to Outcomes or Evidence		
2	It needs to do 'what it says on the tin'. At the moment OEPB is a meaningless title for those not directly involved. Not very catchy, but something like: Community Planning Support Coordination Group		
3	National Community Planning Partnership Board Community Planning Resources Board Community Planning Leadership Board		
4	National Community Planning Board? Community Planning improvement Board?		
5	Local Outcomes Improvement Board?		
6	If we conclude that the OEPB does have a role to play in providing national coordination, direction and leadership for community planning then I think community planning should feature in the board's name - e.g. National Community Planning Leadership Board, National Community Planning and Outcomes Board, National Community Planning Improvement Board. If we conclude that the OEPB should not explicitly focus on community planning, then I'd suggest we either keep the OEPB or simplify it - e.g. Improving Outcomes Board, Improving Outcomes and Evidence Board, Outcomes and Reform Board etc.		
7	CP advisory board		
8	Is this the time to look at bringing LGBF and OEPB together, but to cover a wider CPP remit.		
9	Outcomes Reform Board		
		answered	9
		skipped	0





## 2. Leadership and Relationships

5. The OEPB has strong and effective shared leadership.				
			Response Percent	Response Total
1	Strongly Agree		0.00%	0
2	Agree		77.78%	7
3	Disagree		11.11%	1
4	Strongly Disagree		0.00%	0
5	Don't Know		11.11%	1
			answered	9
			skipped	0




6. The OEPB members work effectively together to achieve the Board's shared purpose.				
			Response Percent	Response Total
1	Strongly Agree		0.00%	0
2	Agree		88.89%	8
3	Disagree		11.11%	1
4	Strongly Disagree		0.00%	0
5	Don't Know		0.00%	0
			answered	9
			skipped	0

7. OEPB meetings take place within a positive spirit of transparency, openness and trust.				
			Response Percent	Response Total
1	Strongly Agree		11.11%	1
2	Agree		88.89%	8
3	Disagree		0.00%	0
4	Strongly Disagree		0.00%	0
5	Don't Know		0.00%	0
			answered	9
			skipped	0

**8. The key organisations that can contribute to achieving the OEPB's purpose are involved and contribute appropriately and there is no obvious partner missing.**

			Response Percent	Response Total
1	Strongly Agree		0.00%	0
2	Agree		44.44%	4
3	Disagree		22.22%	2
4	Strongly Disagree		11.11%	1
5	Don't Know		22.22%	2
			answered	9
			skipped	0

**9. The varying roles and responsibilities of individual member organisations and the different contributions they make to Community Planning support OEPB members to progress a shared agenda or adopt shared positions.**

			Response Percent	Response Total
1	Strongly Agree		11.11%	1
2	Agree		77.78%	7
3	Disagree		0.00%	0
4	Strongly Disagree		0.00%	0
5	Don't Know		11.11%	1
			answered	9
			skipped	0

**Thinking about the issues covered in this section: Please provide details of evidence that supports your views in relation to how the OEPB is performing in relation to Leadership and Relationships (strengths).**

			Response Percent	Response Total
1	Open-Ended Question		100.00%	9
1	The meetings are well chaired, with people's views shared openly. The papers are distributed well ahead of time that allows members to come to the meetings properly prepared			
2	I marked this as 'don't know' as I am not aware of the strength of the profile of the OEPB with key external stakeholders. The leadership within the group is effective, but the acid test is really how the work of the group is perceived beyond its confines.			
3	There is a positive level of individual commitment to the board, but given the lack of statute & organisational optionality, and variable organisational commitment, this requires constant negotiation and nurture, and intermittent surges of activity.			
4	I made the point about the lack of NHS territorial Boards earlier. same point applies here. Board members could do more to be in touch with each other in between meetings (or maybe that's just me!)			

**Thinking about the issues covered in this section: Please provide details of evidence that supports your views in relation to how the OEPB is performing in relation to Leadership and Relationships (strengths).**

		Response Percent	Response Total
5	Evaluation work has benefited from strong input and support from a range of partners - this has endured despite different perspectives about the focus of some of the work. OEPB meetings attract strong attendance, with constructive input.		
6	I think there is shared leadership to an extent with colleagues supporting the Chair, however, I think some members contribute more than others and are more consistent attendees at meetings.  We have had a mixed experience working with other organisations to progress aspects of the work programme, with some examples of where this has worked really well and other examples of where there is still progress to be made.		
7	Relationships between members are open and cordial with good discussions and joint work taking place outwith the formal OEPB		
8	Influencing Scottish Govt and civil servants		
9	The right organisations/ services are represented on the Board		
		answered	9
		skipped	0



**Please provide details of how the OEPB can improve its approach to Leadership and Relationships.**



		Response Percent	Response Total
1	Open-Ended Question	100.00%	9
1	I probably need a clearer narrative of what OEPB is for, what it has achieved and what it will achieve over the coming year to speak positively about it to others.		
2	I cannot recall whether or not we have surveyed our stakeholder community, but if not they this is something worth considering.		
3	Redefine purpose and commitments.		
4	Establish a clearer stakeholder engagement plan.		
5	Opportunities sometimes missed to enable partners to contribute to and support evolving work between meetings - shared ownership of work. Despite efforts to address this, absence of senior NHS/IJB reps is noticeable.		
6	We've been struggling to get a representative from an NHS Territorial Board and I feel this is a gap given the NHS Board is a key statutory partner. We need to consider our third sector representation on the board and one suggestion would be approaching SCVO. It might also be worth considering whether it would be appropriate to have private sector representation given its role in supporting improved outcomes (e.g. Scottish Chambers for Commerce given their focus on providing support to Scottish businesses and given some local chambers of commerce are represented on CPP Boards). It might be helpful for more senior representation from some partners. Finally, more consistent representation and attendance at meetings from some partners would be helpful.  Whilst I think members are committed to progressing a shared agenda, by dint of the fact they contributed to and agreed the Board's purpose and deliverables, I'm not always clear if members are able to adopt shared and collective positions - I think there is a tension between supporting a collective position and representing the priorities/perspectives of members' own organisations.		




**Please provide details of how the OEPB can improve its approach to Leadership and Relationships.**

		Response Percent	Response Total
	I also think some members contribute more than others to the delivery of the OEPB work programme and it might be helpful to get more partners involved in leading some of the OEPB's work.		
7	Maybe more clarity about how the people on the board relate back to their sectors and can influence more widely.		
8	Try to get more involvement from Health		
9	The individual representing services is not always of sufficient seniority within their own organisation and cannot commit on behalf of their Service at OEPB meetings		
		answered	9
		skipped	0



### 3. Governance and Accountability

10. The OEPB has a vision and strategic direction which partners are committed to.				
			Response Percent	Response Total
1	Strongly Agree		0.00%	0
2	Agree		88.89%	8
3	Disagree		11.11%	1
4	Strongly Disagree		0.00%	0
5	Don't Know		0.00%	0
			answered	9
			skipped	0




11. OEPB members have discussed and formally agreed their respective roles and responsibilities in relation to the OEPB and delivery of the OEPB work programme.				
			Response Percent	Response Total
1	Strongly Agree		0.00%	0
2	Agree		88.89%	8
3	Disagree		11.11%	1
4	Strongly Disagree		0.00%	0
5	Don't Know		0.00%	0
			answered	9
			skipped	0

12. Each OEPB member regularly attends OEPB meetings, ensuring continuity as much as possible.				
			Response Percent	Response Total
1	Strongly Agree		11.11%	1
2	Agree		44.44%	4
3	Disagree		44.44%	4
4	Strongly Disagree		0.00%	0
5	Don't Know		0.00%	0
			answered	9
			skipped	0



**13. Meetings of the OEPB allow sufficient time for discussion of key issues.**

			Response Percent	Response Total
1	Strongly Agree		0.00%	0
2	Agree		88.89%	8
3	Disagree		11.11%	1
4	Strongly Disagree		0.00%	0
5	Don't Know		0.00%	0
			answered	9
			skipped	0



**14. The individuals involved in the OEPB are sufficiently empowered and influential to significantly advance the key issues.**

			Response Percent	Response Total
1	Strongly Agree		0.00%	0
2	Agree		66.67%	6
3	Disagree		22.22%	2
4	Strongly Disagree		0.00%	0
5	Don't Know		11.11%	1
			answered	9
			skipped	0




**15. The OEPB's work programme is reflected in the strategic / operational plans of my own organisation / sector.**

			Response Percent	Response Total
1	Strongly Agree		0.00%	0
2	Agree		88.89%	8
3	Disagree		11.11%	1
4	Strongly Disagree		0.00%	0
5	Don't Know		0.00%	0
			answered	9
			skipped	0



**16. The OEPB 'adds value' to the individual contributions OEPB members can make to supporting community planning.**

			Response Percent	Response Total
1	Strongly Agree		0.00%	0
2	Agree		66.67%	6
3	Disagree		0.00%	0
4	Strongly Disagree		0.00%	0
5	Don't Know		33.33%	3
			answered	9
			skipped	0

**17. OEPB members effectively communicate decisions of the OEPB within their own organisation and / or sector.**

			Response Percent	Response Total
1	Strongly Agree		0.00%	0
2	Agree		22.22%	2
3	Disagree		11.11%	1
4	Strongly Disagree		0.00%	0
5	Don't Know		66.67%	6
			answered	9
			skipped	0

**18. OEPB members offer constructive criticism and regularly challenge each other and the OEPB to 'do more' in achieving its purpose and to improve.**

			Response Percent	Response Total
1	Strongly Agree		0.00%	0
2	Agree		77.78%	7
3	Disagree		22.22%	2
4	Strongly Disagree		0.00%	0
5	Don't Know		0.00%	0
			answered	9
			skipped	0



**Thinking about the issues covered in this section: Please provide details of evidence that supports your views in relation to how the OEPB is performing in relation to Governance and Accountability (strengths).**

		Response Percent	Response Total
1	Open-Ended Question	100.00%	9
1	We are all behind improving the evidence approach, but perhaps have slightly different views on priorities for this.		
2	OEPB meetings are usually well attended, which is generally a good indicator in terms of the governance.		
3	While there is a commitment to vision and strategic direction, the depth of this commitment is shallow and variable.		
4	I wonder whether we have the right people in the room sometimes - not clear that everyone round the table can commit their organisation to actions. This tends to result in a lot of updates and repeat conversations. NB - this is in no way a criticism of the individuals involved, all of whom contribute well and are committed. I simply don't know the extent to which the individual organisations share the work of OEPB within their sectors. And I probably should?.		
5	Discussion strong on progress with individual workstreams.		
6	OEPB members were involved in setting the Board's strategic direction and vision and shaping and agreeing its work programme. Overall, the level of seniority on the Board supports the issues to be progressed, however, some partners may benefit from more senior representation.  Whilst some of the activities in the OEPB work programme would probably have been progressed without the OEPB, through the OEPB there is joint work between Health Scotland and the Improvement Service to fund and deliver the CPP portal, delivering an enhanced product than would have been achieved by either organisation on their own.		
7	I am not sufficiently well informed to make judgements on a number of the issues included here.		
8	Whilst Members agree about the objectives and priorities I think it is difficult to get enough time to influence and cascade thinking		
9	Our architecture, processes, reporting as a board is about right		
		answered	9
		skipped	0




**Please provide details of how the OEPB can improve its approach to Governance and Accountability.**




		Response Percent	Response Total
1	Open-Ended Question	100.00%	9
1	I think there is somewhat of a disconnect between what we say and what we do (and I'm guilty of this too). We're better at talking than doing and therefore focussing on a smaller number of things we can commit to may be better.		
2	Need to avoid long gaps between meetings.		
3	Organisational demonstration. Scottish Government commitment. Improved broadcasting of messages, priority work through partners individually and collectively.		
4	the introduction of the work plan, with named workstream owners, has really helped. it provides more clarity and greater accountability for getting things done.		





**Please provide details of how the OEPB can improve its approach to Governance and Accountability.**

		Response Percent	Response Total
5	<p>OEPB has not (until now) given itself space to reflect on how well placed it thinks its work is to support change needed - gaps and omissions.</p> <p>At its best, OEPB would include a strong perspective from "informed clients" (a selection of public sector leaders) who are clear about their improvement challenges, how they intend to address these, and the support they might need to do this.</p>		
6	<p>We have made limited progress working with partners on the actionable intelligence workstream and I don't think there has been any collaborative gain achieved yet through this work. It is also likely that some of the other workstreams focused on analytical support / improvement support may have happened regardless of the OEPB.</p> <p>I think there are issues around consistency of attendance by some members at OEPB meetings.</p> <p>I think some OEPB members contribute more than others and to support a more inclusive approach, it might be helpful to spread the lead / ownership of some of the Board's work to encourage greater buy-in.</p> <p>Whilst we have built the OEPB work programme deliverables relevant to us into our business plan and delivery plans, I'm not sure if this is being done by other partners and I think it would be helpful to find out more about how each partner has reflected the OEPB work programme in their plans.</p> <p>I'm also not sure how other partners communicate OEPB priorities and progress across their organisation / sector and I think this would be worthy of further exploration to get a sense of the level of buy-in.</p>		
7	I am unclear about value add and would like this explored further.		
8	The OEPB reports to Solace, but could also report to Health CEX mtgs.		
9	The correct level of senior organisational member from each Service should be at the Board meetings - too often it is not the case		
		answered	9
		skipped	0





## 4. Engagement and Participation

19. The OEPB has effective engagement mechanisms for understanding the needs of CPPs.				
			Response Percent	Response Total
1	Strongly Agree		11.11%	1
2	Agree		33.33%	3
3	Disagree		55.56%	5
4	Strongly Disagree		0.00%	0
5	Don't Know		0.00%	0
			answered	9
			skipped	0

20. The OEPB has effective engagement mechanisms for influencing policy, practice and reform of public services at local and national levels.				
			Response Percent	Response Total
1	Strongly Agree		0.00%	0
2	Agree		22.22%	2
3	Disagree		66.67%	6
4	Strongly Disagree		0.00%	0
5	Don't Know		11.11%	1
			answered	9
			skipped	0

21. Input from CPPs influences the OEPB work programme, the activities undertaken and the way that activities are delivered.				
			Response Percent	Response Total
1	Strongly Agree		11.11%	1
2	Agree		22.22%	2
3	Disagree		22.22%	2
4	Strongly Disagree		0.00%	0
5	Don't Know		44.44%	4
			answered	9
			skipped	0

**22. The OEPB has effective mechanisms for communicating with CPPs and other key stakeholders.**

			Response Percent	Response Total
1	Strongly Agree		11.11%	1
2	Agree		11.11%	1
3	Disagree		33.33%	3
4	Strongly Disagree		0.00%	0
5	Don't Know		44.44%	4
			answered	9
			skipped	0

**Thinking about the issues covered in this section: Please provide details of evidence that supports your views in relation to how the OEPB is performing in relation to Engagement and Participation (strengths).**


			Response Percent	Response Total
1	Open-Ended Question		100.00%	9
1	It was good to have presented findings from workshops with CPPs at the end of last year. It will be important to maintain this dialogue.			
2	I am not really clear on the profile of the OEPB and to what extent it is perceived by stakeholders to be effective in influencing policy and also the coordination of support.			
3	Informal mechanisms to inform policy etc, but limited visibility and status.			
4	it may be that much of the engagement is done through the IS. but I don't feel the Board in itself engages much at all with CPPs and we probably should?			
5	Individual OEPB members have well established ways of understanding needs of CPPs.			
6	<p>There is some evidence of workstreams being influenced by input and feedback from CPPs - e.g. support has been targeted on community engagement through the IS/SCDC community engagement programme. Workshops on the CPP portal have taken place at the CP Managers Network to inform its development.</p> <p>All OEPB papers are published on the IS website and we keep the CP Managers Network informed of progress, however, more could be done in this area.</p>			
7	I am not knowledgeable enough to respond to this			
8	CPPs are normally led by Councils and receive good input from OEPB and are also able to feed back well.			
9	We have not clear engagement strategy not do we assess our impact			
			answered	9
			skipped	0

**Please provide details of how the OEPB can improve its approach to Engagement and Participation.**




		Response Percent	Response Total
1	Open-Ended Question	100.00%	9
1	i agree that the communications between the board and public sector colleagues could be better - not sure exactly what we do on this.		
2	Again for me this raises the question of a stakeholder survey, which I at the moment I do not see within the work plan.		
3	Review of purpose, status, and role, leading to clearer broadcast of priority action and engagement with CPPs.		
4	Perhaps regular, though not frequent, sessions with CPPs - chairs? community planning managers? Visits to some CPP meetings?		
5	We've not really engaged much with CPPs yet, other than to inform them of our "offer". As mentioned before, OEPB would benefit from having a stronger "informed client" perspective. The Chair has a very valuable style - both collegiate and pragmatic - but should also feel empowered to offer a strong "informed client" perspective on behalf of SOLACE.		
6	It might be helpful to build a stronger link and relationship between the OEPB and the Community Planning Managers Network.  I think we could do more to communicate the work of the OEPB with CPPs and other stakeholders, albeit I recognise some of the work is still at an early stage.  I'm unclear what the engagement mechanisms would be for influencing national policy / practice and reform as we've not done this up until now. I think the establishment of national engagement / reporting mechanisms would help to strengthen the role and legitimacy of the OEPB.		
7	I'd like to gain a better understanding of the communications channels currently used before considering improvement.		
8	I think more needs to be done in Health		
9	Develop our own evaluation criteria and measure our successes against them		
		answered	9
		skipped	0

## 5. Resources

### 23. OEPB members contribute funds, staff and other resources to support the delivery of the OEPB's work programme.

			Response Percent	Response Total
1	Strongly Agree		0.00%	0
2	Agree		100.00%	9
3	Disagree		0.00%	0
4	Strongly Disagree		0.00%	0
5	Don't Know		0.00%	0
			answered	9
			skipped	0

### 24. The OEPB is sufficiently resourced to deliver against its purpose.

			Response Percent	Response Total
1	Strongly Agree		0.00%	0
2	Agree		22.22%	2
3	Disagree		55.56%	5
4	Strongly Disagree		0.00%	0
5	Don't Know		22.22%	2
			answered	9
			skipped	0

### Thinking about the issues covered in this section: Please provide details of evidence that supports your views in relation to how the OEPB is performing in relation to Resources (strengths).

			Response Percent	Response Total
1	Open-Ended Question		100.00%	9
1	We all give some time to this outside meetings, but perhaps we're spreading ourselves a bit thinly and don't make too much progress as a result.			
2	The OEPB is resourced sufficiently to coordinate existing resources reliant upon the cooperation of participating organisations. To deliver on the true potential and ambition of its purpose it ideally would have greater say in directing resources.			
3	There is a variable level of resource commitment from partners, recognising the competing priorities and the voluntary nature of much of the individual commitment, unless it aligns with existing organisational priorities. Workplanning and progress is heavily dependant upon the support of the IS.			

**Thinking about the issues covered in this section: Please provide details of evidence that supports your views in relation to how the OEPB is performing in relation to Resources (strengths).**





		Response Percent	Response Total
4	on balance I think we are well resourced, given competing priorities. although I am conscious that all the work falls on the IS (and Emily in particular) I think the Board is really well supported. At times, it can be frustrating that individual members find it hard to commit resources, but that reflects the earlier point about empowerment		
5	No work appears to be falling for want of funds.		
6	There are examples of organisations committing people to support the delivery of the OEPB work programme and some examples of funding (e.g. CPP portal, Scottish Government Funding to support the CPP Community Empowerment Action learning programme)		
7	Sufficient at present		
8	Those who attend regularly work to find ways to contribute		
9	Capacity is 'borrowed' by the OEPB it does not have any of its own		
		answered	9
		skipped	0

**Please provide details of how the OEPB can improve its approach to Resources.**




		Response Percent	Response Total
1	Open-Ended Question	100.00%	9
1	I think we should focus on a few key deliverables		
2	The OEPB should not be afraid to make the case for investment to SG in terms of specific resources to support community planning based on its assessment of what is needed and effective.		
3	Consider the potential for dedicated resources.		
4	perhaps share the workload for supporting the Board?		
5	Biggest issue is people's time. Not clear how well placed OEPB would be to resource an expanded work programme.		
6	Insufficient resources may contribute to some work programme activities not progressing as quickly as the OEPB may have originally anticipated.  I think we will need to review the resourcing of the OEPB if we agree that it should provide national leadership for community planning and influence national policy, practice and reform as I'm not clear how this would currently be resourced and who would take the lead - e.g. in preparing influencing papers, thought pieces etc.		
7	Prioritise within the business plan?		
8	Not all CPP and OEPB partners contribute and this could be strengthened		
9	Dedicated analytical/ research I support would help		
		answered	9
		skipped	0

## 6. Impact




**25. By working together, the OEPB has delivered improvements which could not have been delivered by individual member organisations.**

			Response Percent	Response Total
1	Strongly Agree		11.11%	1
2	Agree		33.33%	3
3	Disagree		11.11%	1
4	Strongly Disagree		0.00%	0
5	Don't Know		44.44%	4
			answered	9
			skipped	0

**26. The OEPB has made the progress expected at this stage of its evolution against the deliverables in its work programme.**

			Response Percent	Response Total
1	Strongly Agree		0.00%	0
2	Agree		44.44%	4
3	Disagree		33.33%	3
4	Strongly Disagree		0.00%	0
5	Don't Know		22.22%	2
			answered	9
			skipped	0

**27. The OEPB has made an impact in providing national coordination, direction and leadership for community planning in Scotland.**

			Response Percent	Response Total
1	Strongly Agree		0.00%	0
2	Agree		55.56%	5
3	Disagree		33.33%	3
4	Strongly Disagree		0.00%	0
5	Don't Know		11.11%	1
			answered	9
			skipped	0



**Thinking about the issues covered in this section: Please provide details of evidence that supports your views in relation to the impact being made by the OEPB (strengths).**

		Response Percent	Response Total
1	Open-Ended Question	100.00%	9
1	I think developing a narrative that would allow me to describe what the board has delivered and has planned would be very helpful.		
2	In terms of my own organisation I believe we would still be doing what we are doing in the CPP space regardless of the existence of the OEPB. The issue is whether the OEPB has through better coordination made our work in this space more effective, which I think it has.		
3	The OEPB has made an impact in this area. However given a perceived shift in the importance of, and centrality of CP as an end in itself, the OEPB wrestles with variable commitment, uncertainty over its purpose and status, and a concomitant impact on the velocity of its impact		
4	I agree the Board has made an impact, but not as big is it could.		
5	Some very valuable work - e.g. analytical work; Improvement support portal; LIST support.		
6	I think the progress made to date on some aspects of the OEPB work programme is probably reflective of the stage at which it is at.		
7	I am unsure of the impact of OEPB and at this stage am questioning whether we should be providing direction and leadership for Community planning or should instead be focusing on advice and support.		
8	There has been good work to deliver improved thinking about how strong CPPs work		
9	We have not generated impact evidence to tell us are we effective or not		
		answered	9
		skipped	0

**Please provide details of how the OEPB can improve its impact.**

		Response Percent	Response Total
1	Open-Ended Question	100.00%	9
1	I think developing a narrative that would allow me to describe what the board has delivered and has planned would be very helpful.		
2	I think we could do better in identifying where there is good practice that is delivering improved (measurable)outcomes, in particular where this is linked to action coordinated through the OEPB.		
3	Clarity of purpose, and shared commitment. Review of the necessity of the OEPB.		
4	Most of my points have been covered elsewhere - to do with influence, engagement, and empowerment. A change of name will not fix this, but it will help.		
5	Getting a stronger client perspective helps OEPB to demonstrate that its work is valuable and meaningful for CPPs' and public services' needs.		
6	On balance I don't think the OEPB has made much impact in providing national coordination, direction and leadership for community planning in Scotland and I think we need to consider the role of the OEPB in this going forward, given the uncertainty over Scottish Government's commitment to community planning.  Similar to conversations CPPs have been having as they've been developing their LOIPs, I think it would		

Please provide details of how the OEPB can improve its impact.			
		Response Percent	Response Total
	be helpful for the OEPB to revisit its activities with a view to prioritising those / identifying new activities where it is clear collaborative gain will be achieved.		
7	See above		
8	A bit more input to Solace at the annual Away Day and/or Conference		
9	Develop our own evaluation framework and assess our impact against it		
		answered	9
		skipped	0

## 7. Final Reflections

28. What do you think has been the biggest impact / success story of the OEPB to date?			Response Percent	Response Total
1	Open-Ended Question		100.00%	9
1	I expect the Board was influential in getting investment for the LIST team.			
2	Establishment of the portal is a perhaps the most visible success, but it would be good to understand the difference it is actually making.			
3	Biggest issue, rather than Impact is whether there is commonly agreed Legitimacy, and therefore necessity for a Board (OEPB) providing national co-ordination and leadership for community planning in Scotland.			
4	Delivery of the CPP portal / outcomes profiles Recent review of the LOPIS - good collaborative working			
5	Work with SG to strengthen analytical information			
6	I'm not clear what impact has been made to date as workstreams are still at an early stage. A success may be the fact partners came together voluntarily when the National Community Planning Group folded, and the CP Managers feel that there is now a national body looking at how they can support CPPs.			
7	Getting a wide range of people together to focus on CP			
8	The range of partners who are committed to successful partnership working and information sharing			
9	Bringing partners together and giving a focus to the importance of analytical services; good evidence and data to support reform			
			answered	9
			skipped	0

29. If you could change one thing about the OEPB, what would it be?			Response Percent	Response Total
1	Open-Ended Question		100.00%	9
1	Prioritise a smaller group of activities			
2	Greater focus on measurable evidence of improved outcomes and linking this to vital elements of support. Then in turn using this to build evidence to influence the strategic make up of available support, rather than just making best use of what exists.			
3	Governmental legitimacy.			
4	The name.			
5	Not sure			
6	I think we need to more clearly focus on activities where by working together we can achieve collaborative gain, be it through influencing policy, providing leadership and direction, and we need to be able to measure our impact and demonstrate our added value.			
7	Do fewer things better and follow through in the medium term			

**29. If you could change one thing about the OEPB, what would it be?**

		Response Percent	Response Total
8	To get more territorial Board input		
9	Dedicated resources and more visible presence in the CP/ public service reform landscape		
		answered	9
		skipped	0

**30. What will you do differently as an OEPB member having reflected on the progress to date?**

		Response Percent	Response Total
1	Open-Ended Question	100.00%	9
1	If I have a narrative about what this delivers, I'd be keen to be part of the priorities over the next year.		
2	Really seek to get greater focus on what support is actually making a difference in driving improved outcomes in community planning.		
3	Review where we go from here		
4	Ensure I am thing more about the or of the Board in my day to day work, not just when I go to meetings.		
5	Focusing more on what keeps our work relevant to those who we wish to support?		
6	I'll rethink how I can engage differently with partners where workstreams haven't progressed as originally intended. I'll also rethink the role our organisation can play in communicating the work of the OEPB and engaging with key stakeholders.		
7	Be more questioning		
8	I now find it very difficult to attend and should consider my ongoing commitment		
9	Engage more with the Board members and build on our strengths.		
		answered	9
		skipped	0