

AGENDA

**Outcomes, Evidence & Performance Board
Advisory Board Meeting, 31st August, 2017, 2pm – 4pm
Audit Scotland, 102 Westport, Edinburgh**



Agenda	Time
1. Welcome and Introduction	2.00
2. Minute & Matters Arising	2.05
3. Workstrand 2: Sharing Actionable Intelligence Update on pilot (Phil/Sarah)	2.20
4. Workstrand 3: Performance Management Update from Geoff Huggins re review of HSC integration	2.40
5. Workstrand 4: Evidence & Evaluation Update from Nick Watson, WWS	3.00
6. OEPB Communications Plan (IS)	3.20
7. Policy Developments	3.30
8. AOB	3.40
9. Future Items & Date of Next Meeting	3.50
10. Close	4.00

Outcomes, Evidence & Performance Board

Advisory Board Minute

10th meeting, 2pm-4pm, May 30th 2017

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

Item No.	Description	Action	Date
1	<p>Welcome and Introduction</p> <p>The Chair welcomed everyone to the tenth meeting of the Outcomes, Evidence & Performance Advisory Board. This was the first meeting for Steve Grimmond (SOLACE) and Audrey MacDougall (Chief Social Researcher, Scottish Government)</p>		
2	<div style="text-align: center;">  <p>Item 2 - OEP Board Minute 30th Noveml</p> </div> <p>The Board approved the minute of the last meeting as a true and accurate record. All actions were picked up under the Agenda except:</p> <p>2iii) OEPB Membership</p> <p>Elma and Gerry to follow up with John Burns to invite representation of territorial NHS Chief Executives.</p> <p>Elma to follow up with Damien Yeates to progress SDS participation.</p>	<p>EM/ GM</p> <p>EM</p>	<p>Aug</p> <p>Aug</p>
3	<p>OEPB Work Programme</p> <p>Sarah outlined the draft OEPB work programme and related activities, and invited comments from Board members.</p> <div style="text-align: center;">  <p>Item 3 - OEPB Work Programme - May 20</p> </div> <p>The key points shared in the discussion included:</p> <ol style="list-style-type: none"> 1. Data/analysis/profiles <ul style="list-style-type: none"> - Work should fit with and not duplicate ongoing developments such as Enterprise and Skills review or City deals - The focus should be on improving the quality of analytical capability, and not simply manipulating data in ever increasing ways 		

	<p>3. Performance Management</p> <ul style="list-style-type: none"> - The timing of this workstream would be more useful if it follows publication of the LOIP's and the publication of Sir Harry Burns review - The work should retain strong and clear focus on CPP's rather than 'wider public sector' - Invite Sir Harry Burns to attend September Board meeting to share key findings <p>4. Community Planning Support and Capacity Building</p> <ul style="list-style-type: none"> - This workstream is key in terms of signposting people to what is being achieved by Community Planning, and getting out a good stream of evidence to answer the 'so what' question. - The gaps in current support (4.4) will also be picked up in the planned interviews with Chief Executives (3.3) <p>5. Evidence and Evaluation</p> <ul style="list-style-type: none"> - There is an important role for What Works Scotland within this workstream. With the current 3 years coming to an end, Audrey MacDougal advised it is looking positive WWS will receive a further years funding to focus on dissemination and legacy. There will be scope for partners to feed in and inform the focus for this final year, and the OEPB work programme will be a helpful steer. - A useful future focus would look to join up evaluation activity. The Strategic Scrutiny Group could have a useful role to play here and therefore it was agreed the OEPB chair should seek to attend a future Strategic Scrutiny Group. <p>6. Raising profile/influence of OEPB</p> <ul style="list-style-type: none"> - The communications plan should reflect the importance of getting in front of local and national politicians to promote the work and achievements of Community Planning partnerships. - Elma and Steve will have a further discussion around engagement with the LG & Regeneration Committee. Engagement with other influential committees e.g. Finance Committee should also be considered. The Commission on Parliamentary Reform's Report on the Scottish Parliament may also be of interest. <p>Agreed action Board members approved the work programme and reporting arrangements. The timing for some strands will be reviewed to allow for a more even balance across the 2 years.</p> <p>The Board identified a lead person for each of the 7 workstreams. The lead person will provide oversight on the range of activities within their workstream to support progress and to ensure activities are tying together coherently to support the overall aim of the workstream. The 7 leads are:</p> <ol style="list-style-type: none"> 1. Data/Analysis/Profiles – Roger Halliday (Scottish Government) 2. Sharing Actionable Intelligence - Phil Couser (NSS, NHS) 3. Performance Management – Mark McAteer (SFRS) 4. Community Planning Support and Capacity Building – Colin Mair (IS) 5. Evidence and Evaluation - Gerry Mclaughlin (Health Scotland, NHS) 6. Raising profile and influence of OEPB's work (Steve Grimmond, SOLACE) 7. Measuring success – ALL OEPB members <p>Sir Harry Burns will be invited to attend the September Board meeting to share key findings of the HSC</p>	<p>SG</p> <p>EM & SG</p> <p>IS</p> <p>IS</p>	<p>Aug</p> <p>Aug</p> <p>July</p> <p>July</p>
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Actionable Intelligence (IS/NSS)

Colin and Phil updated Board Members on progress on the actionable local intelligence pilot. The work underway as part of the current LIST programme will help to identify the systemic issues facing partnerships around actionable intelligence.



LIST CPP proposal
paper April 17.docx

There is an action planning meeting taking place in early June between IS/NSS to agree what can be done jointly to address the issues identified and develop practical short term and long term system solutions. This meeting will also aim to identify local partnerships the pilot could work with to develop and test solutions. There may be opportunities to co-ordinate around SFRS work on risk profiles for local communities so it was agreed they should also attend the upcoming action planning meeting.

It was agreed the findings from this workstream need to be shared across CPP's and further thought should therefore be given to preparing a report towards the end of the pilot in addition to regular updates at the Board meeting.

Agreed Action:

Report back on progress at next Board meeting

PC

Aug

5 Evaluability Assessment of the Community Empowerment Act

David Milne updated the Board on the development of the evaluability assessment and asked for OEPB input. The Evaluability Assessment is a systematic way of thinking through whether and how to evaluate new policies, programmes or interventions, in this case the Community Empowerment (Scotland) Act 2015. It provides an opportunity to weigh up the value of an evaluation in terms of informing future decisions against the costs and feasibility of collecting the evidence.

Board members welcomed Scottish Government's commitment to evaluating the implementation of the Community Empowerment Act, agreeing this should be undertaken relatively quickly and focus on the new expectations in the Act, e.g. new duties on partners to reduce inequality and improve outcomes and duties to enhance community participation.

Agreed Action:

David Milne to progress, with input from Audit Scotland, IS and Health Scotland

 DMilne
(and
AS, IS,
HS)

Summer

6 Policy Developments
Public Health Body

In Dec 2016, the Cabinet Secretary launched the Health and Social Care Delivery Plan which outlined plans for Population Health improvement. These plans include the establishment of a new Public Health Body in 2019 operating in a new space between health and local government, and focussing on health protection, health intelligence and health improvement.

An oversight group is developing recommendations on what the new Public Health body will look like, and Local Government will have a key role in agreeing priorities. The 1st meeting of the quarterly oversight group is in June, and Scottish Government will bring forward a straw model over the summer period.

	<p>Board members agreed that the OEPB may wish to feed into these developments. In particular, there is interest in the location of Public Health partnerships at a local level and the importance of ensuring these are located within Community Planning partnerships, avoiding duplicate frameworks and performance management systems. The relationship between local Public Health delivery and the national Public Health body is also an area of particular interest for the OEPB.</p> <p>Local Governance Review David Milne noted that this review is looking at wider public sector governance, rather than just councils, and will look at the mechanisms in place to ensure successful delivery of the Community Empowerment Act. This will provide an opportunity to strengthen coherence around community planning and ensure other key policy developments are effectively aligned, e.g. education. It was agreed the OEPB should pursue an active role in informing this review, advocating on behalf of Community Planning and sharing the learning, experiences and challenges facing Community Planning partnerships</p> <p>Agreed Action The Chair to contact both the Public Health Oversight Group and those leading the Local Governance Review to find out how the OEPB can feed in.</p>	SG	Aug
	<p>AOB</p> <p>Elma announced that she was stepping down as Chair of the OEPB, with the role now transferred to Steve Grimmond. In handing over, Elma offered her sincere thanks to board members and expressed her pleasure at working with everyone over the years. Colin Mair thanked the Chair for her exceptional commitment to the OEPB, commending her amicable and positive approach which has been instrumental in driving forward such significant and visible progress for the OEPB during her time as Chair.</p>		
6	<p>Dates of Meetings 2017</p> <p>31st August, 2pm – 4pm, Edinburgh (Audit Scotland, 102 West Port) 30th November, 2pm – 4pm, Glasgow (Scottish Enterprise, Atrium Court)</p>		

Outcomes, Evidence and Performance Board work programme 2017

Activity	Lead Responsibility	Contribution	Timescale	
1. Data/Analysis/Profiles <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
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
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
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
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
2. Sharing Actionable Intelligence <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				
2.1	Scope actionable intelligence for locality management pilot and secure participation of up to 5 CPPs	NSS/IS	SG	Oct 17
2.2	Deliver and evaluate actionable intelligence for locality management pilot and share lessons learned with other CPPs	NSS/IS	SG	March 18
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
2.4	Discuss barriers with Information Commissioner and Caldicott Guardians and other key stakeholders to identify solutions	SG	NSS/IS	June 18

Activity	Lead Responsibility	Contribution	Timescale
3. Performance Management <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/Audit Scotland	Sept 17
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
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
3.4 Report on key findings of review of performance management arrangements	IS	SG/ Police Scotland/SFRS	March 18
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
3.6 Implement the above recommendations	Dependant on findings of review		From April 18 onwards
4 Community Planning Support and Capacity Building <i>Support CPP's to deliver their duties under the Community Empowerment (Scotland) Act 2015 by providing access to more targeted and coordinated support</i> LEAD: Colin Mair, Improvement Service			
4.1 Continue to develop the Community Planning support portal to share details of all resources and support available to CPPs and health and social care partnerships, and to develop an approach to capture support requests from CPP's	IS/HS	NSS/HIS/Audit & Inspection Bodies	Ongoing
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
Activity	Lead Responsibility	Contribution	Timescale

4.3	Develop proportionate approach to monitoring usage and impact of the Community Planning support portal and the quality and impact of the support provided by partners via the portal	IS/HS	NSS/HIS/Audit & Inspection Bodies	Dec 17
4.4	Identify areas where support is not currently available to CPPs and develop and resource collaborative locally tailored solutions (link to 3.3)	OEPB Members		Ongoing
4.5	Develop approach to analytical capacity building across the public sector and deliver support	SG/NSS		Oct 17 then ongoing
5	Evidence & Evaluation <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			
5.1	Develop and disseminate a narrative of current patterns of outcomes across Scotland using a wide range of data, information and available evidence	IS/SG		March 18
5.2	Develop and disseminate a narrative of what works based on the research undertaken to date by WWS and use this to influence national and local policy	WWS		March 18
5.3	Synthesise and present the wider evidence base of what works in an interactive format through the Community Planning support portal	WWS	HS/SG/NSS/IS	March 18
5.4	Establish a proportionate and robust approach to evaluation that could be used by CPP's, and deliver support to help CPP's make use of this	HS		Oct 17
5.5	Establish scope and coverage of Evaluability Assessment of the Community Empowerment Act and explore opportunities for OEPB to link with this work	SG	WWS/HS	May 17

	Activity	Lead Responsibility	Contribution	Timescale
6	Raising the profile and influence of the OEPB's work programme			

Increase awareness of the work of OEPB, influence national and local policy and raise the profile of local achievements and successes that tackle inequalities and improve outcomes

LEAD: Steve Grimmond, SOLACE and Chair of OEPB

6.1	Write to the Clerk of relevant Scottish Parliament Committees (e.g. Local Government and Regeneration Committee and Finance Committee) to outline the work of the OEPB and explore opportunities to contribute to their programme of work	OEPB Chair		Sept 17
6.2	Use leadership role to communicate and disseminate the work of the OEPB to facilitate the buy-in and support of peers from across public services	OEPB Members		Ongoing
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
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
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
6	<p>Measures of Success <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</p>			
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		Jan 18 and ongoing
7.2	Monitor delivery and impact of the OEPB Work programme through regular workstream reports to the OEPB	OEPB Chair	Workstream Leads	Ongoing
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

**Outcomes, Evidence and Performance Board
Advisory Board Meeting, 31st August 2017
Sharing Actionable Intelligence Progress Update**

1. Purpose

- 1.1 To outline the progress with the actions identified within the OEPB work programme to support CPP's to improve their approach to sharing of real time data and intelligence at a local level.

2. Recommendations

- 2.1 It is recommended that the OEPB:
- I. Notes and comments on progress
 - II. Comments and agrees on the adequacy of the next steps proposed

3. Background

- 3.1 At the OEPB meeting on May 25th, the overall work programme was agreed. One of the objectives was to support actionable intelligence sharing for which four key elements were identified;
- Scope actionable intelligence for locality management pilot and secure participation of up to 5 CPPs
 - Deliver and evaluate actionable intelligence for locality management pilot and share lessons learned with other CPPs
 - Identify potential barriers to sharing data and intelligence as part of the delivery of the pilot
 - Discuss barriers with Information Commissioner and Caldicott Guardians and other key stakeholders to identify solutions
- 3.2 A working group has been established with representatives from the Improvement Service, NSS, and SFRS. SG have been invited to join as well. The group met for the first time in June. The objective of this group is to identify how we secure accessible and timely information and evidence for communities and partner organisations to support participation and decision-making. The members of the group and local organisations/partnerships are already actively pursuing a whole range of activity in this thematic area. A key role for the group is to ensure that there is greater awareness of a number of existing streams of work to enable better coordination and to identify where collective action is required.
- 3.3 The initial focus is on understanding the nature of the problems we are trying to solve through the use of data. The OEPB have previously discussed that some of the challenges may be cultural, some may be to do with the constraints of the existing data architecture, gaps in the data that is available or the timeliness of data availability. The group will therefore need to bring an understanding of needs from a diverse range of sources and be open to a range of solutions from simple myth busting to building solutions to support greater use of 'big data' or 'real time' data.
- 3.4 The group's work will be needs led and the work of LIST and the IS's engagement with CPPs will be key channels for identifying these. There will be an emphasis on building and/or 'bending' existing assets and capacities, for example the Data Hub that is being fully launched by the Improvement Service in September 2017 or the outputs of the various Civtech challenges. An agile approach will be taken, starting with a scoping (discovery) phase. In line with the outline timetable identified in the OEPB programme plan, whilst we are in the discovery phase of work, practical action is already being taken through LIST and others and the expectation is that over the next few months some prototyping will be undertaken with a number of CPPs.
- 4. Discovery - Needs led**
- 4.1 The work the group members are engaged with can be categorised into three distinct but not mutually exclusive strands of work:
- Addressing Customer Problems through practical support
 - Systematising to support timely local intelligence
 - Enabling national and local sharing

4.2 The current activity in these is briefly described below (further information can be made available through lead officers on request). As already mentioned there would appear to be a lot of work already underway and there is potentially other work underway that is not yet captured that will be identified and considered. Improved awareness and coordination means that the group have identified the process for capturing learning from these streams and collectively considering what actions should be taken. The next steps section of this report will set these out.

Addressing Customer Problems through practical support

4.3 LIST for the last 2.5 years has been providing skills enabled by an underlying technical infrastructure to work with a wide range of Health and Social Care partnerships and surrounding associations. The work is focussed on addressing the specific problems that customers identify and how best can LIST design an intelligence-led solution that addresses that need. Building upon existing networks and contacts, a number of CPP areas were identified; West Lothian, Renfrewshire, East Ayrshire, Moray, East Renfrewshire and Falkirk (see Appendix 1 for further detail) and some positive outcomes are already becoming apparent from this work. Examples include:

- Supporting joint working between housing, health and social work to address ex prisoner homelessness in Renfrewshire
- Understanding child poverty in East Renfrewshire
- Building evidence to support the evaluation of social housing interventions in Moray

4.4 The review of CPP Prevention Plan Performance Indicators for West Lothian is well underway, but has afforded LIST an opportunity to begin to work more closely with the Police on their 'Protecting People' agenda, which is also allowing the LIST team to share previous work done in Renfrewshire on Building Safer Communities.

4.5 Whilst focusing on some short-term Tests of Change (see Appendix 1), this work has established some important relationships between LIST and the wider public sector, particularly in relation to services that work closely with vulnerable individuals and families, whether in East Ayrshire (Early Intervention Service) or Renfrewshire (Criminal Justice Steering Group, Housing Strategy and Homelessness team). The working relationships being built within this Test of Change process will provide LIST many further opportunities to promote actionable intelligence in the months and years to come.

4.6 Since April 2017 the work of the team has also expanded into Primary Care to support GP Cluster Quality working. The work is building a picture of the data landscape as well as identifying the areas of support needs. Over 20 clusters out of 143 are already working as Early Adopters with LIST.

4.7 An internal workshop to review the work of LIST is being held on the 7th September 2017. The main purpose is to help set the direction and priorities for the LIST service for the next six 12 months. The learning from this will be an important input to the OEPB work programme. The review should provide important insight:

- specific and common needs
- the data landscape
- information governance challenges
- areas where support is required

Systematising to support timely local intelligence

4.8 Even if specific problems are addressed and particular data sharing hurdles are overcome there will still be ongoing challenges of insufficient data quality and inaccurate, missing or unavailable data and some data still not being fully available electronically. It is a challenge for individual organisations, never mind partnerships, to have a holistic overview of the data and information held on an individual across its various departments.

4.9 The IS have been working with CPPs around the development of LOIPs; discussing with a number of partnerships the value of more timely or real time sharing of information; and undertaken work with councils and the NHS in building digital services with myaccount and improving data quality with its Data

Hub. This work has identified the potential value of making more real time information available. This could be in two forms either - non personalised data at locality level for planning purposes and to support a CPP to monitor the progress being made within a locality in relation to improving outcomes and tackling inequalities. The other is the potential value of dynamic operational intelligence at individual / household level, that enables partner organisations to identify individuals / families at risk of tipping into crisis and to target resources and design appropriate interventions (multi-agency where necessary) to prevent them from moving into crisis; and gives an integrated view of household and community need, demand and resource consumption within a locality.

- 4.10 There are opportunities to build on existing assets and experience. The IS with partners recently completed an exercise to renew over 1 million national entitlement cards that had to be reissued by December 2016. It was essential that as many cards as possible could be issued automatically to the right person at the right address. The IS built the Datahub solution to allow 31 councils to process and match data from a wide range of internal business systems (council tax, crm etc.). The project was completed with only one complaint being raised.
- 4.11 The ongoing significance of this work has been the positive impact on data quality within councils and an understanding of the value of bringing disparate data together. The Datahub has been enhanced to be launched as a self-service offer from September 2017. The hub provides a practical, easy to use route for organisations or partnerships to overcome some of the technical barriers to data sharing by uploading a range of datasets, undertaking some matching and cleansing, and then using the output to support planning or operational requirements. A useful first step might be to use this capability to support councils to better link their own data first to identify vulnerability, before moving into discussions with partners about linking partner data.
- 4.12 The potential for the Datahub to support data sharing for actionable intelligence is obvious. We are confident that a prototype can be rapidly built. Initial work has also identified some initial risk factors or vulnerabilities around which better sharing and joining up of real time data across partners could help to improve actionable intelligence. A list of data has also been created.
- 4.13 This work will be taken forward in active dialogue with one or two CPPS. The intention is to work with partners to determine needs, to demonstrate what is already possible and to address information sharing or governance challenges. The IS is already supporting Stirling CPP with its approach to localities and as part of this work, issues have been discussed around how better to share information across partner organisations on families/ households to identify vulnerability and to target preventative activity. A workshop is to be held with Stirling CPP in September 2017 and the outputs of this workshop will be:
- identified customer needs
 - initial data requirements
 - understanding of barriers and challenges and potential solutions
- 4.14 We have had initial discussions with East Ayrshire, Argyll and Bute and Falkirk. The opportunity to align and engage with the NSS and SFRS activities will also be actively pursued.

Aligning national and local needs

- 4.15 The September 2016 OEPB report highlighted the range of challenges and barriers to information sharing and the wide range of activity that is already underway in this area. The two strands of work described above are already beginning to identify where action and support will be helpful in addressing information sharing governance and cultural issues.
- 4.16 One specific area that has been previously highlighted is that different information security postures and protocols can cause problems especially where organisations come together to deliver joined-up services. This can be particularly problematic where a national large organisation has to work with a smaller organisation that might lack the skills or knowledge, or indeed the resources, to meet the information security requirements demanded.

- 4.17 SFRS are actively working with 10 local H&SC partnerships to develop both practical prevention interventions delivered by the Service with the local partnerships and the creation of a joint vulnerability index that will be used to target those prevention activities. The group has acknowledged the need to have a wide range of data to support the development of the shared vulnerability index. Consequently, they are now working with Police Scotland, the Scottish Ambulance Service with support from NSS ISD and LIST to explore how data can be aligned across existing administrative data sets to generate the vulnerability index. Other partners from the housing sector have also expressed an interest in sharing data to support the initiative.
- 4.18 Additional support has been secured from the Administrative Data Research Centre (ADRC) at the University of Edinburgh. Data sharing protocols are currently being prepared to allow relevant Service data to be shared both between the partners and with the ADRC to allow the centre to produce an assessment of those households who display the highest levels of vulnerability within each area. Once prepared ISD will securely host the data set and provide output reports on relevant localities for local partners to then target support at households displaying the highest levels of vulnerability and therefore risk of harm within their home and surrounding community.
- 4.19 The intention once the index is developed is for it to become a ‘live’ data source to ensure the roll out of the project beyond the initial pilot stage and to continue to evolve support to those households at greatest risk of harm. Longer term support from ISD and perhaps the Improvement Service will be required to develop an ongoing live data sharing process to keep the index up to data. It is anticipated that the project will formally launch in late 2017 with practical interventions being developed locally by the SFRS and the 10 H&SC partnerships. The vulnerability index will follow in due course in the first quarter of 2018.

5. Next steps

- 5.1 Work to gather needs, barriers and potential solutions will be pursued as per the planned activity outlined in section 4.
- 5.2 The group have agreed that each organisation will revisit their previous and planned engagement with Stirling, East Ayrshire, Argyll and Bute and Falkirk CPPs to identify the opportunity for a joined up approach with a few CPPs.
- 5.3 The group will meet again in late September/October to consider progress, in particular
- the learning and scaling up opportunities from the LIST review workshop of 7th September
 - the outputs of the Stirling CPP workshop
 - national progress
- This will provide a consolidated view of problems/needs that could be a focus; the CPPs that will be the focus for collective effort; the initial data requirements and the types of support or developments that would be valued.
- 5.4 The group will develop an action plan for the next phase of activity. The expectation is that this will include active prototyping work with at least one CPP.

6. Conclusions

- 6.1 Making progress with this work will be challenging. The landscape is complex, fragmented with a wide variety of players. Individual organisations have a clear vision for what they would like to achieve however a coordinated approach is in its early discovery phase. The next phase will determine where a more coordinated and coherent approach will add value.
- 6.2 The OEPB will have the opportunity to consider and influence this as part of their consideration of propositions presented at future meetings.

CPPs Tests of Change Update

This paper aims to provide an update as to plans ongoing between LIST and potential CPP partners, as at 18th of August 2017:

Renfrewshire

Background - Initiated by Renfrewshire's Criminal Justice Steering group. Renfrewshire have the highest levels in Scotland for prisoners presenting as homeless on release from prison. What they would like to do is acknowledge the scale and nature of the problem relating to this client group and try to engineer a joint working approach between housing, social work and health to try and break this cycle of repeat homelessness and poor outcomes.

Current position - 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. LIST has been supplied details of a specified cohort of 116 service users, these have been CHI seeded and matched to ISD data. From this, initial output reports are being prepared. Further to this, a position paper on Information Governance issues has been shared with Renfrewshire colleagues.

West Lothian

Background - LIST undertaking a preliminary 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.

Current position – LIST have met with West Lothian Community Planning Team (Joanna Anderson) and HSCP (Carol Bebbington) to discuss initial findings on Child Health indicators, and these discussions are ongoing. LIST have also begun to review local Police and wider Community Safety performance indicators, with a view to beginning a further test of change, focussing upon 'Protecting people' and 'Reducing antisocial behaviour and hate crime'

East Ayrshire

Background - Potential support in two areas; Play & Early Intervention Service, which includes Play @ Home, Play in Prison and Befriending (3 separate services – generic children & young people; children & young people affected by substance misuse and vulnerable young people seeking their first tenancy); and supporting the Communities Team Action Plan for people affected by addictions and homelessness

Current position – LIST planned meet with Play and Early Intervention team (Lesley Hillan-Fowler and Angela Murray) within Vibrant Communities on 14th of August to scope level/type of support required. Due to unforeseen circumstances this meeting was postponed, and is being rearranged before end of this month. Within some early discussions, impact and evaluation of 11 new Home Link workers within East Ayrshire has also been discussed as a possible area of LIST support.

East Renfrewshire

Background - Focus of work to be on Child Poverty. This builds on some previous LOIP support provided by LIST in 2016. LIST met with ER Community planning team (Tracy Butler and Mark Hynd), they had two workshops planned with other CPP colleagues in following weeks, which would help to shape their ask of LIST. As with previous work, potential use of HMRC and DWP data will involve Information Governance issues.

Current position –LIST beginning to research and produce detailed evidence base on myriad health and socio-economic issues throughout East Renfrewshire area (with particular focus upon the inequalities agenda) guided by ongoing discussions with our East Renfrewshire CPP colleagues, with as much analysis as possible broken down to Community Council level.

Moray

Background - Evaluation of social housing interventions (Hanover House project), in terms of health and wellbeing impact and social care costs. Moray are looking at pre-hospital support and/or reablement to prevent multiple admissions and further delays, moving away from care homes and freeing up hospital beds

Current position – Hanover House started recently and some level of data capture/monitoring is under way but there's no solid evidencing yet, it is within this evidence and evaluation space that LIST will work with local colleagues (Local lead – Gareth Williams, Performance team) and Healthcare Improvement Scotland. Discussions ongoing between Moray colleagues and local LIST team.

Falkirk

Background - Workshop scheduled for end of August 2017 – '*Use, organisation and analysis of data by the Council and CPP partners*'. Any work undertaken potentially reporting to local CPP Co-ordination & Delivery Group and/or Evidence Support Group. Key LOIP areas identified within early conversations include: substance misuse, poverty and the impact on children (neglect, nutrition etc), employability and job creation, mental health and wellbeing (including children). Local lead - Fiona Campbell (Head of Policy, Technology and Improvement - Falkirk Council).

Current position – Awaiting outcome of August workshop. This work to be undertaken in collaboration with Improvement Service colleagues.

Appendix 2 -LIST August GP Cluster update



LIST_Aug_2017_Update 09082017.pdf

Health and Social Care Integration Directorate
Geoff Huggins, Director
T: 0131-244 3210
E: geoff.huggins@gov.scot



Scottish Government
Riaghaltas na h-Alba
gov.scot



COSLA

COSLA

Paula McLeay, Chief Officer Health and Social Care
T: 0131-474 9257
E: paula@cosla.gov.uk

To: Chief Officers – Integration Authorities

19 January 2017

Dear Colleagues

MEASURING PERFORMANCE UNDER INTEGRATION

The Ministerial Strategic Group for Health and Community Care (MSG) discussed how to measure progress under integration at its meetings on 16 November and 21 December.

At the meeting on 21 December MSG agreed that for 2017/18 we will track across Integration Authorities:

- (1) unplanned admissions;
- (2) occupied bed days for unscheduled care;
- (3) A&E performance;
- (4) delayed discharges;
- (5) end of life care; and
- (6) the balance of spend across institutional and community services.

You are each invited to set out your local objectives for each of the indicators for 2017/18 by the end of February. MSG has agreed that it will receive a quarterly overview on progress across the whole system and you are asked to produce your objectives on that basis. We are meeting with the Executive Group of Chief Officers on Friday and will discuss what national support you would want us to offer for this process. Our objective will be to adapt and use existing data collection methodologies where possible and to establish a clear process for the work.

When we met on 16 December we had indicated that as a minimum we would provide data for each partnership covering each of the indicators. The data would show the position for all partnerships to enable individual Integration Authorities to understand the shape and

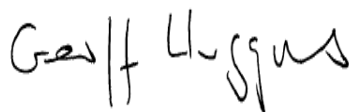
nature of their service relative to others. We are still working on the structure and format of that data. For now, we attach high level data covering a number of the areas (**Annex A**). Again we would intend to use the conversation on Friday to discuss the structure and format of the data with the intention of writing shortly after to all Chief Officers with the necessary material.

MSG noted that the approach for future years may change as a consequence of the Review into Targets and Indicators being undertaken by Sir Harry Burns and also as data sources for particular areas of service delivery improvement. It also noted that most key service delivery areas under integration have a direct impact on these higher level system indicators. In particular, it is important that we are able to understand both the contribution of social care and primary care services to these higher level system indicators, but also how they support important outcomes in respect of independent living and the protection and maintenance of health.

Local partnerships are already using a wide range of data to support their commissioning and delivery activity and will continue to operate under the duties in the 2014 Act in respect of public reporting. This process is not intended to duplicate or substitute for that process.

The Local Delivery Plan (LDP) Guidance for 2017/18 has been issued to NHS Chief Executives and sets the expectation that Boards and regional planning partnerships ensure that their objectives and plans are consistent with Integration Authority plans. Similarly, given the interaction with the hospital system you will need to ensure that your objectives and plans are consistent with NHS Board and regional plans for 2017/18.

Yours sincerely

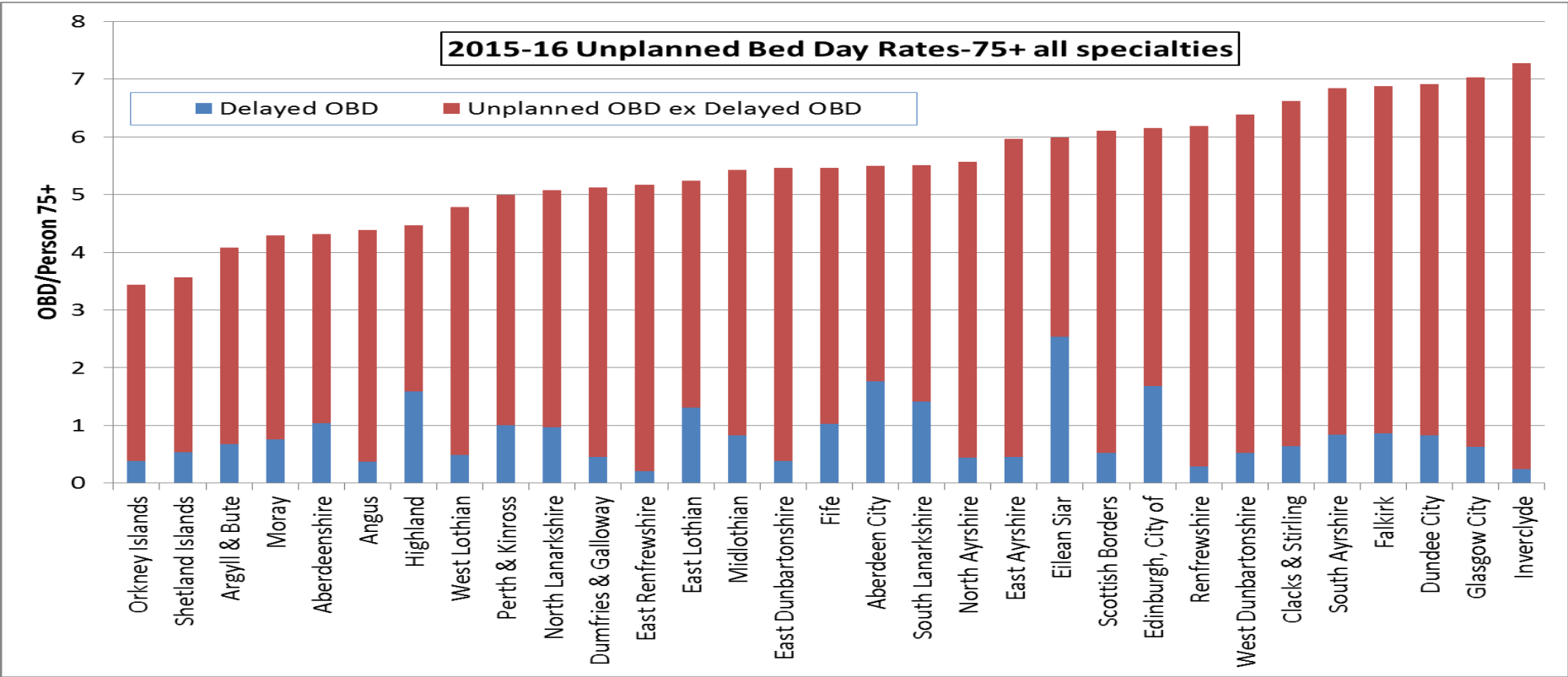


GEOFF HUGGINS
Scottish Government



PAULA McLEAY
COSLA

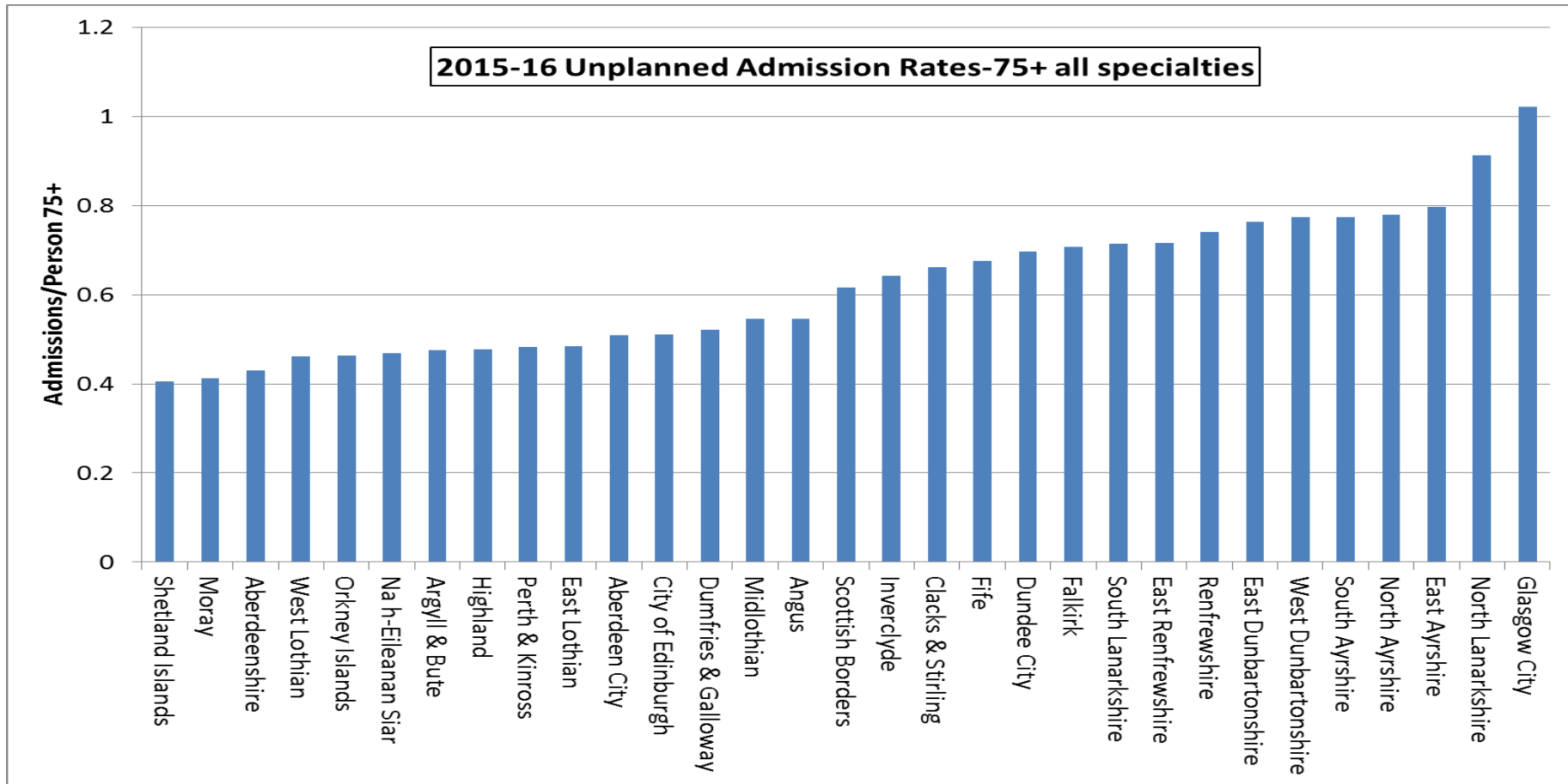
Unplanned Bed Days



Notes: This chart shows the unplanned bed days per capita for people aged 75+ for each partnership (in 2015/16). It is for unplanned bed days in all specialties and differentiates between the bed days used by delayed patients and other non-delayed bed days. A total of 2.5m bed days were used by people age 75+ of which 400k were by delayed patients, an average of 16% of the total bed days for this age group and varying across partnerships from 3.4% to 42%. There is a two-fold variation in the overall bed day rates across partnerships and a 12 fold variation in delayed bed

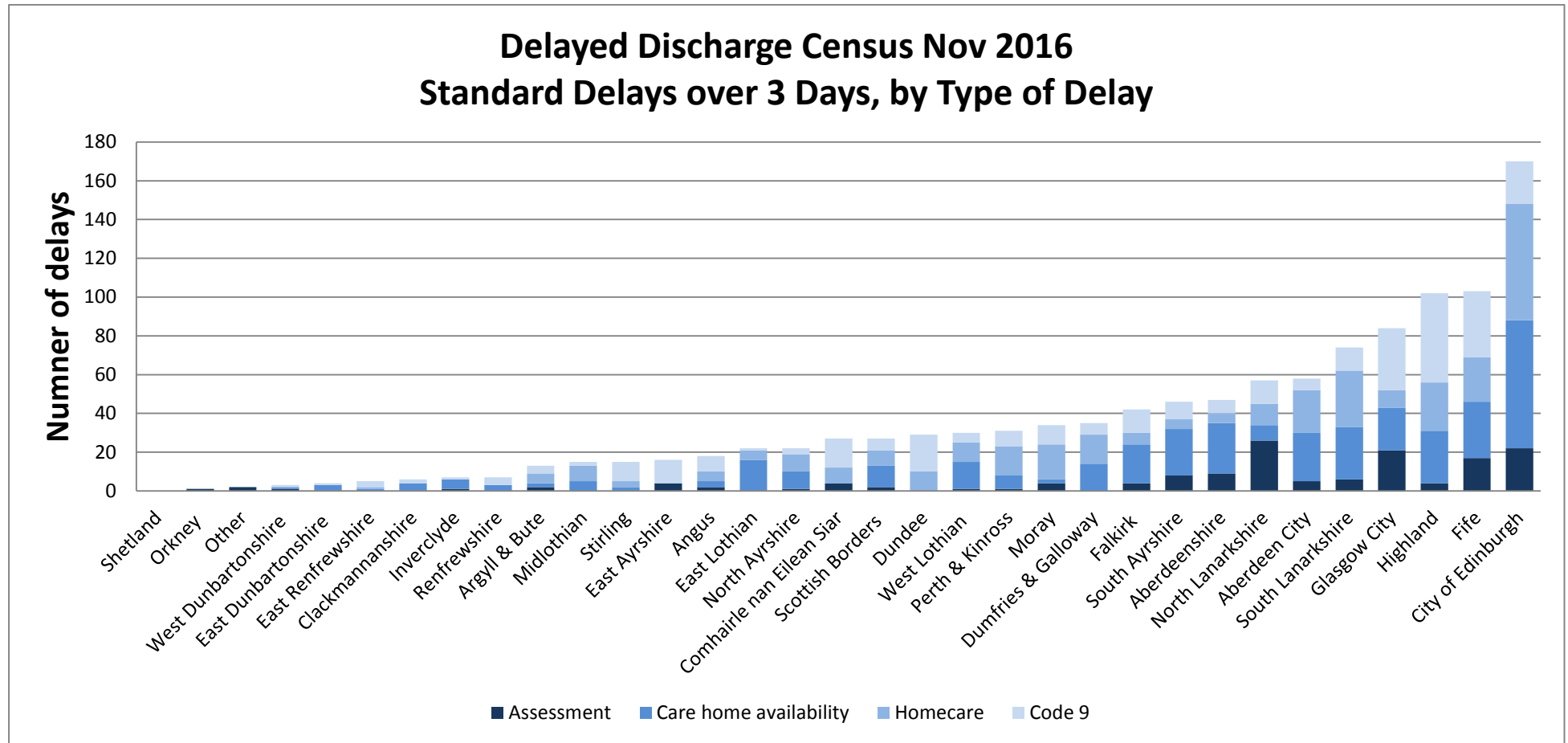
day rates. There is no association between delayed bed day rates and overall bed day rates. We can develop this analysis to include other age groups and to differentiate between specialties and type of delay.

Unplanned admissions



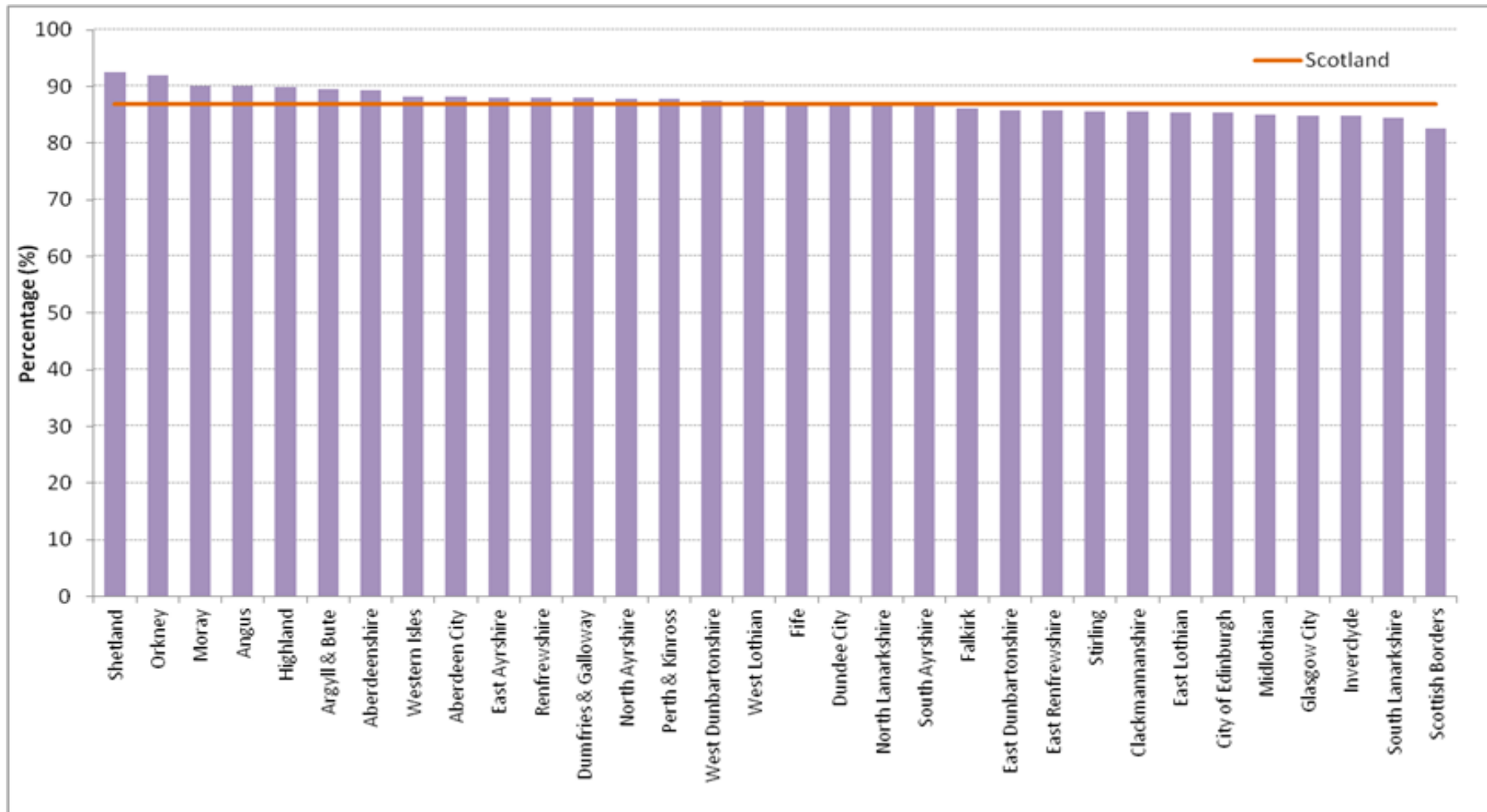
Notes: This chart shows the unplanned admissions per person aged 75+ in all specialties in 2015/16. We can see that the two fold variation seen in the bed days chart is evident here, although there is some slight re-ordering which is to be expected as bed day rates are a function of admission rates and length of stay. We can develop this analysis to consider different age groups and specialties.

Delayed Discharge Census: Standard Delays > 3 days by type of delay



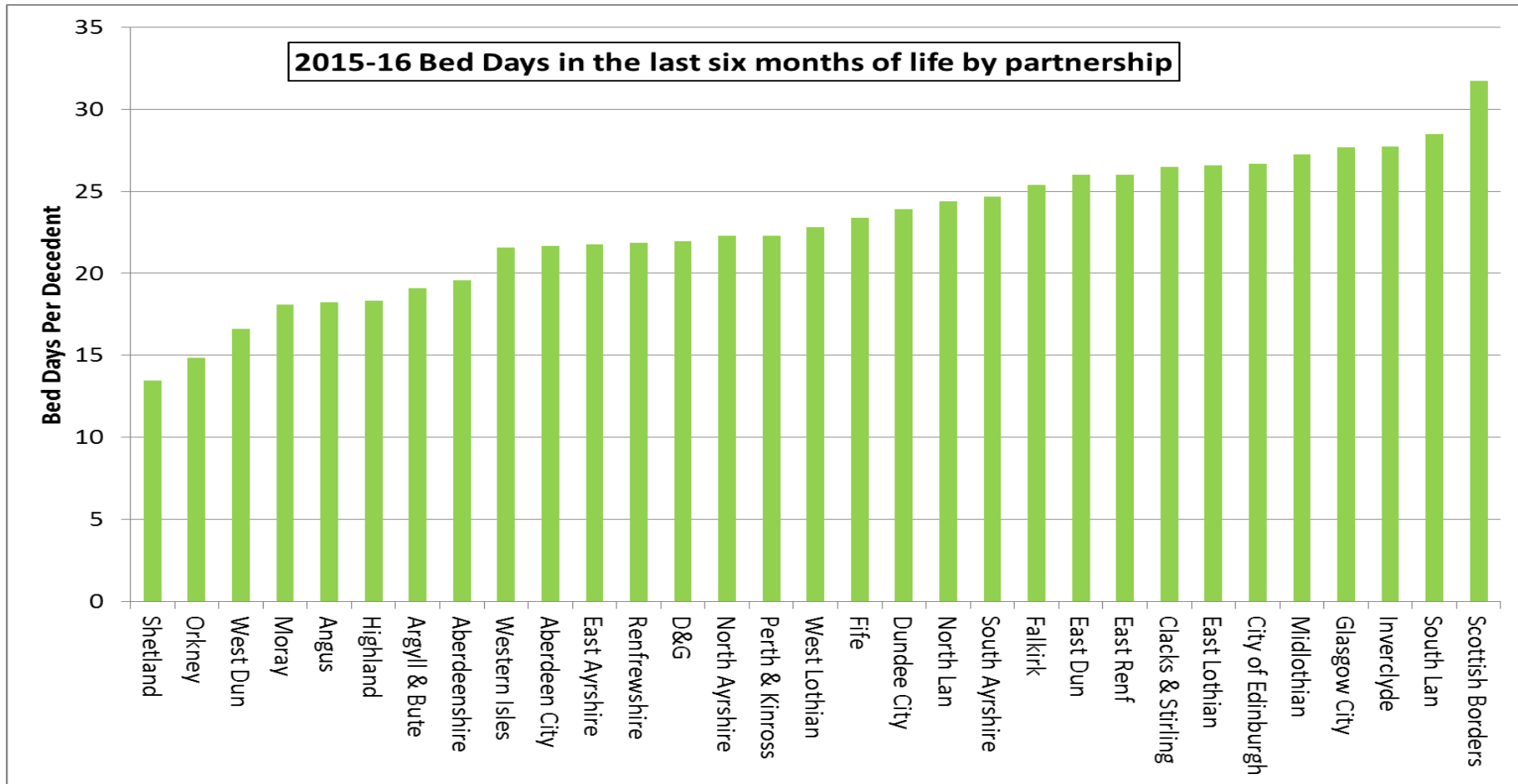
Notes: this chart shows the number of delays by type of across all partnerships. These figures exclude family reasons. There is considerable variation across partnerships. There are also differences in the main reason for delays. For example while care home and home care are key reasons for some partnerships, Code 9 categories appear to be the main reason for others

End of Life (a)



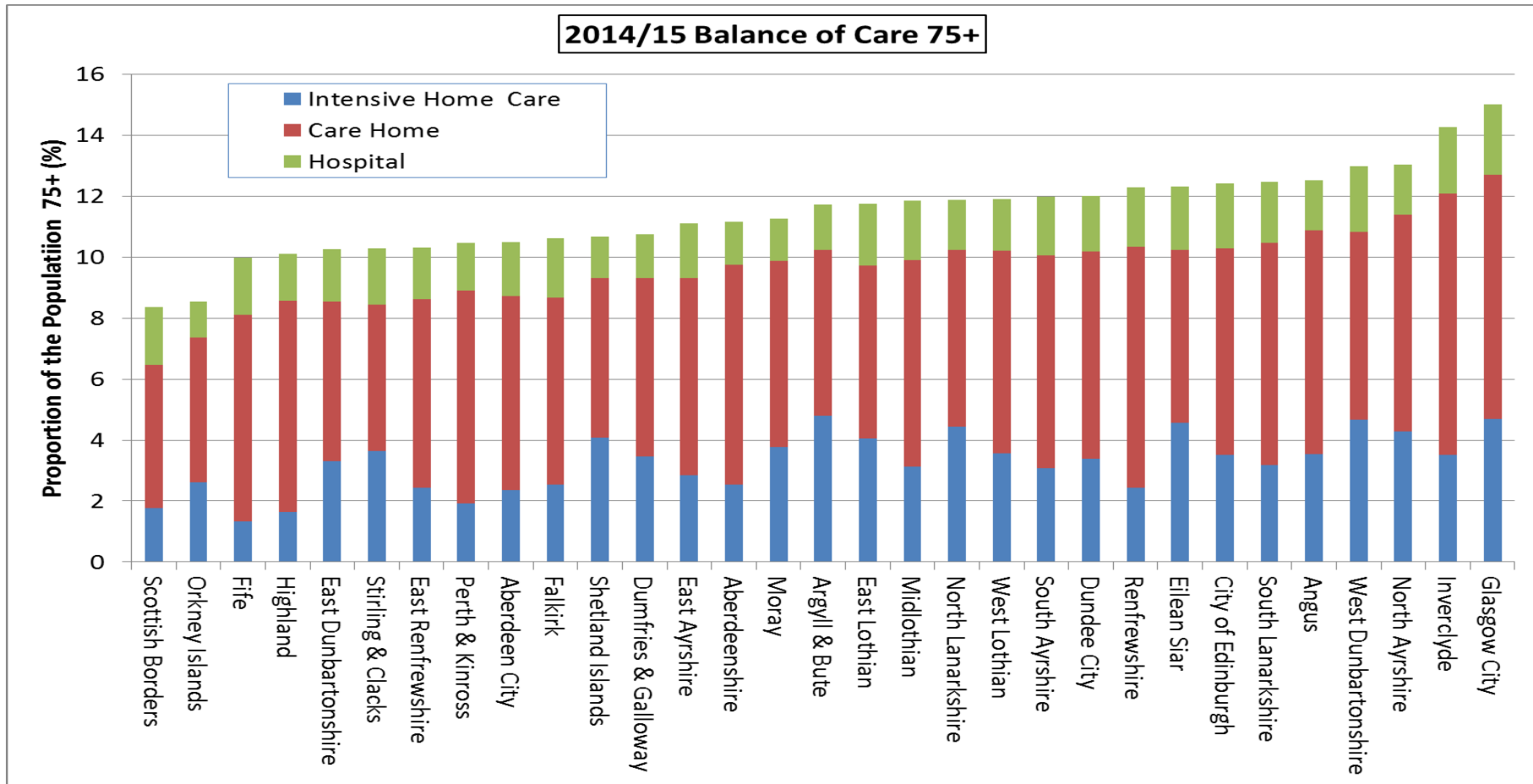
Notes: This chart shows the proportion of the last six months of life spent at home or in a community setting for people who died in 2015/16. There is a difference of 10% across partnerships. We can develop this analysis by considering different age groups and by differentiating between settings.

End of Life (b)



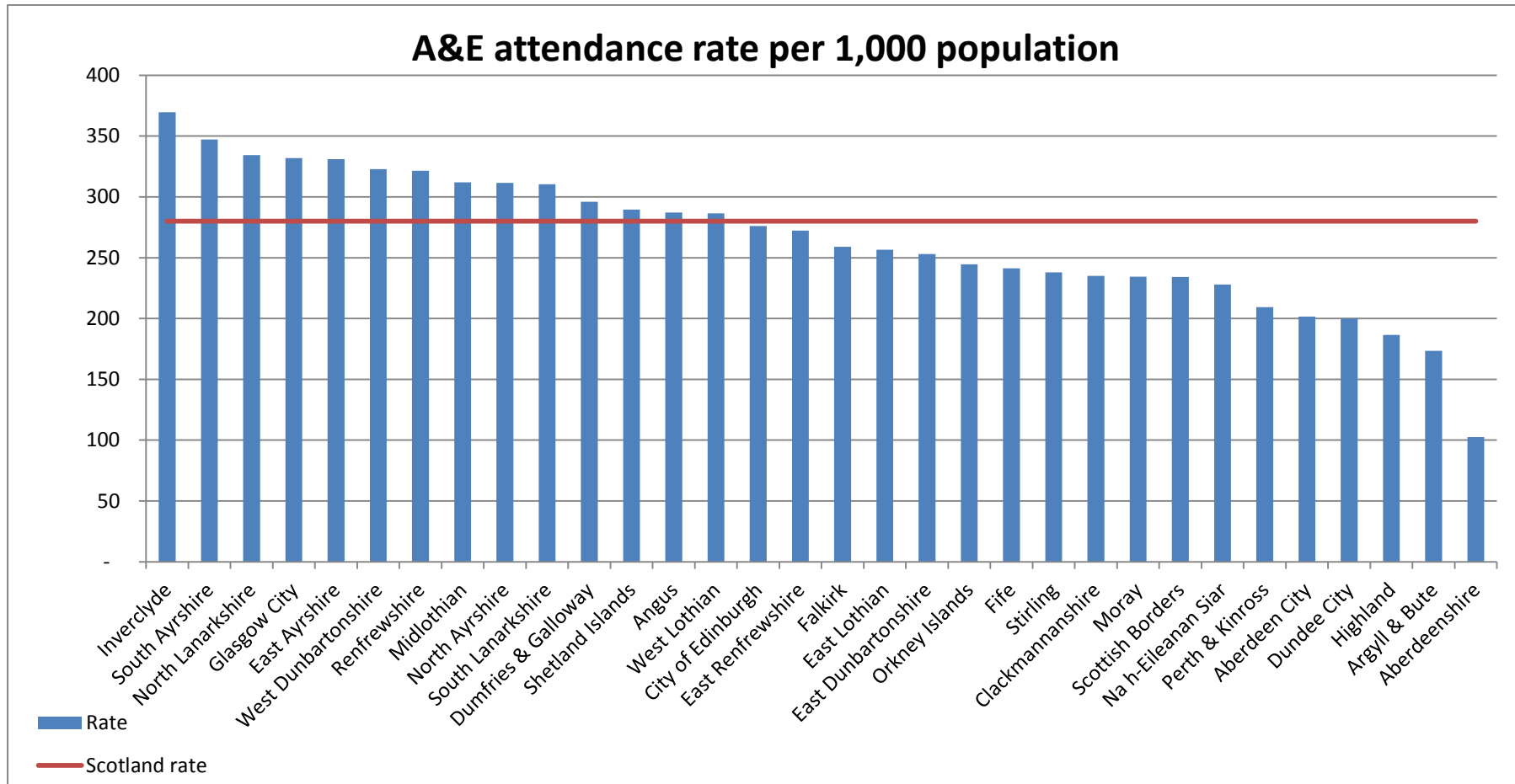
Notes: This chart shows the average unplanned bed days in the last six months of life for people who died in 2015/16. There is a two-fold variation across partnerships. If all Scottish partnerships could attain the same bed days per decedent as Shetland, half a million bed days could be saved-equivalent to the 10% commitment in the Delivery Plan.

Balance of Care



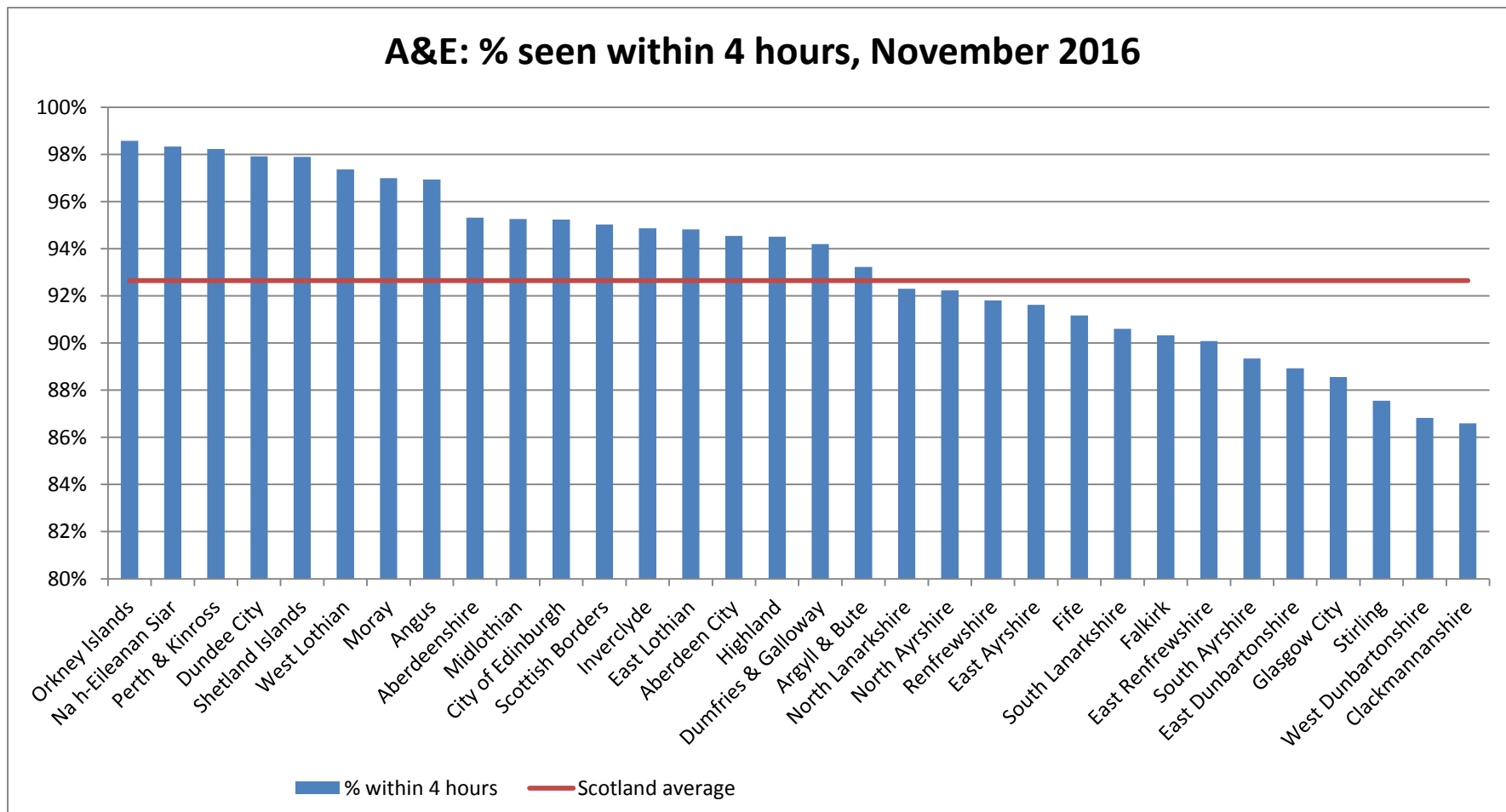
Notes: This chart looks at balance of care for people aged 75+ and shows the proportion of partnership populations aged 75+ who were either in hospital, in a care home or in receipt of 10+ hours home care in 2014/15. There is an almost two-fold variation (8% c/w 15%). Across Scotland, 8.5% of people aged 75+ were either a care home or hospital varying from 5.9% to 10.7% across partnerships. We can develop this analysis to include other age groups and to reflect the balance of care as a spectrum of settings; we can also look at spend across the spectrum.

A&E (a) : A&E attendance rate per 1,000 population by Partnership 2015/16



Notes: this shows the attendance rate at A&E per 1000 population by Partnership. There is considerable variation between Partnerships –370 per 1000 population in Inverclyde while 102 attendees per 1000 population in Aberdeenshire (Scotland – 280 per 1000). The difference is likely to reflect a range of issues including demographic factors, proximity of population to A&E facility as well as other healthcare provision .

A&E % seen within 4 hours



Notes: This chart shows performance on the 4 hour wait target by partnership. There is a difference of 11% between the highest performing area and the lowest performing area. The Scotland average is 93%. We can also provide A&E data on conversion rate- eg the proportion of A&E attendances which result in admission to hospital

MSG should receive quarterly updates demonstrating the extent of progress towards improvements in the six priority areas as well as material on further iterations of these plans.

Start of an iterative process, and not one that should be constrained by individual data identified at this stage.

As the process develops, it will be important to share learning and identify opportunities for collaboration around improvement activity and more consistent approaches to the use of data.

The current six priorities should be developed and supplemented.

And it cannot just be about data – needs to arrive at a narrative about who is making progress in the right direction and who is not.

To give MSG assurance that partnerships are making progress re. the delivery plan

To give MSG an understanding of the potential for improvement by demonstrating variation and benchmarking

To give MSG understanding of:

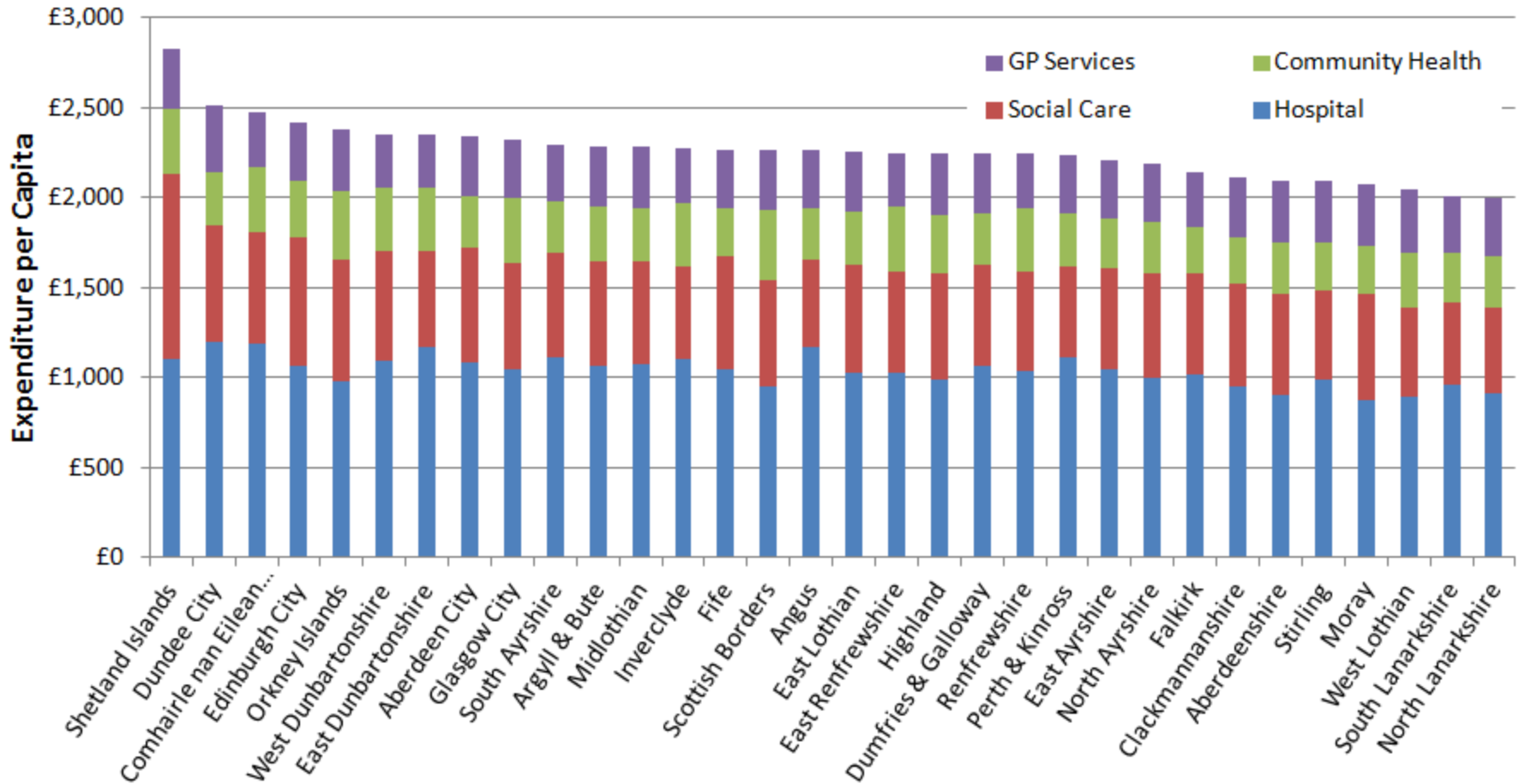
- the complexity of the care system i.e. consisting of many local heterogeneous systems not one monolithic system;
- the implications of this for ensuring improvement and implementation of the delivery plan; and
- the implications for SG's role in this

To present the data in a way that achieves the objectives whilst not being or appearing to be performance management reporting

Potential & Complexity

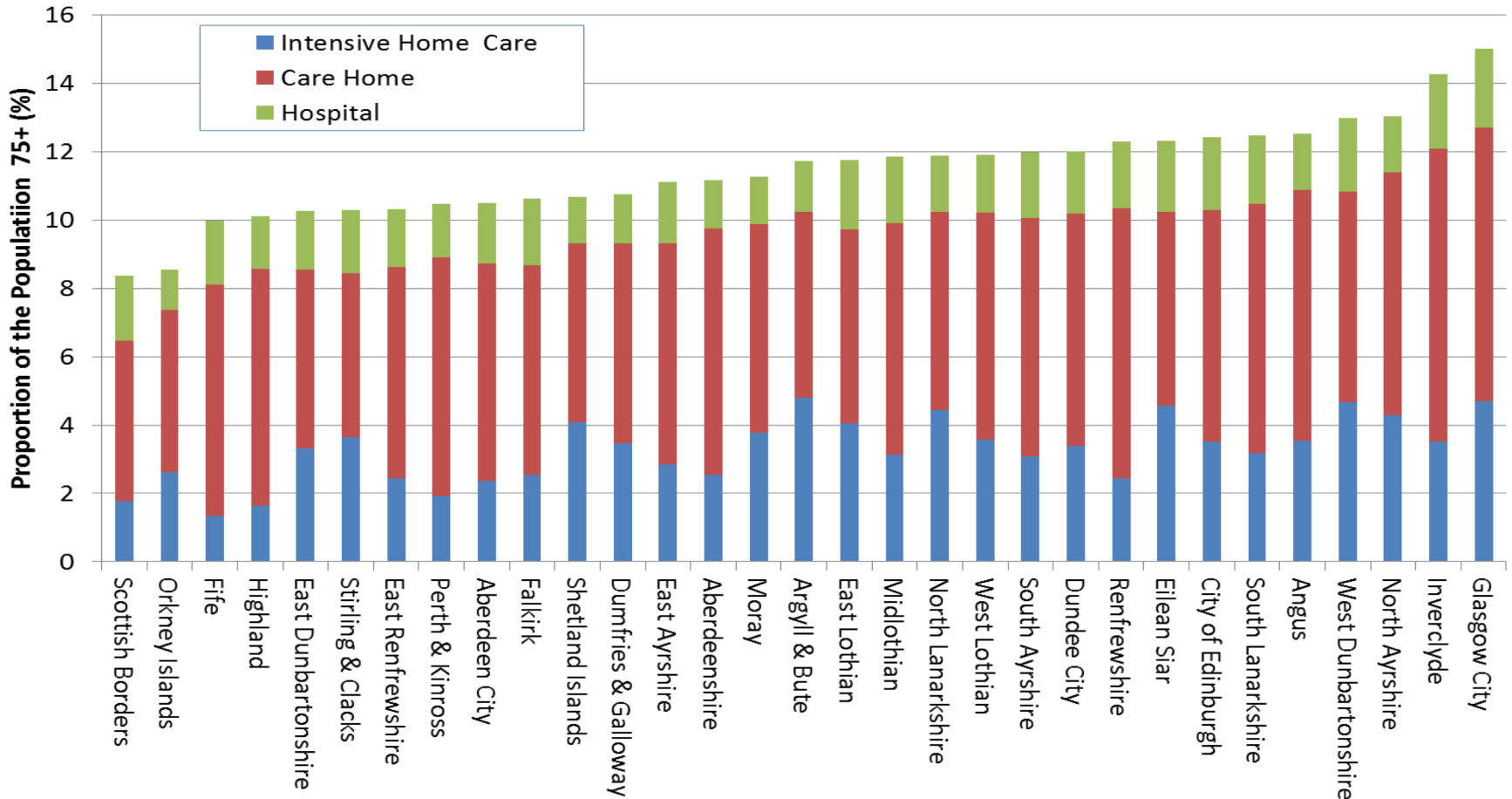
Variation in Spend on Health & Social Care

Expenditure per Capita; 2014/15

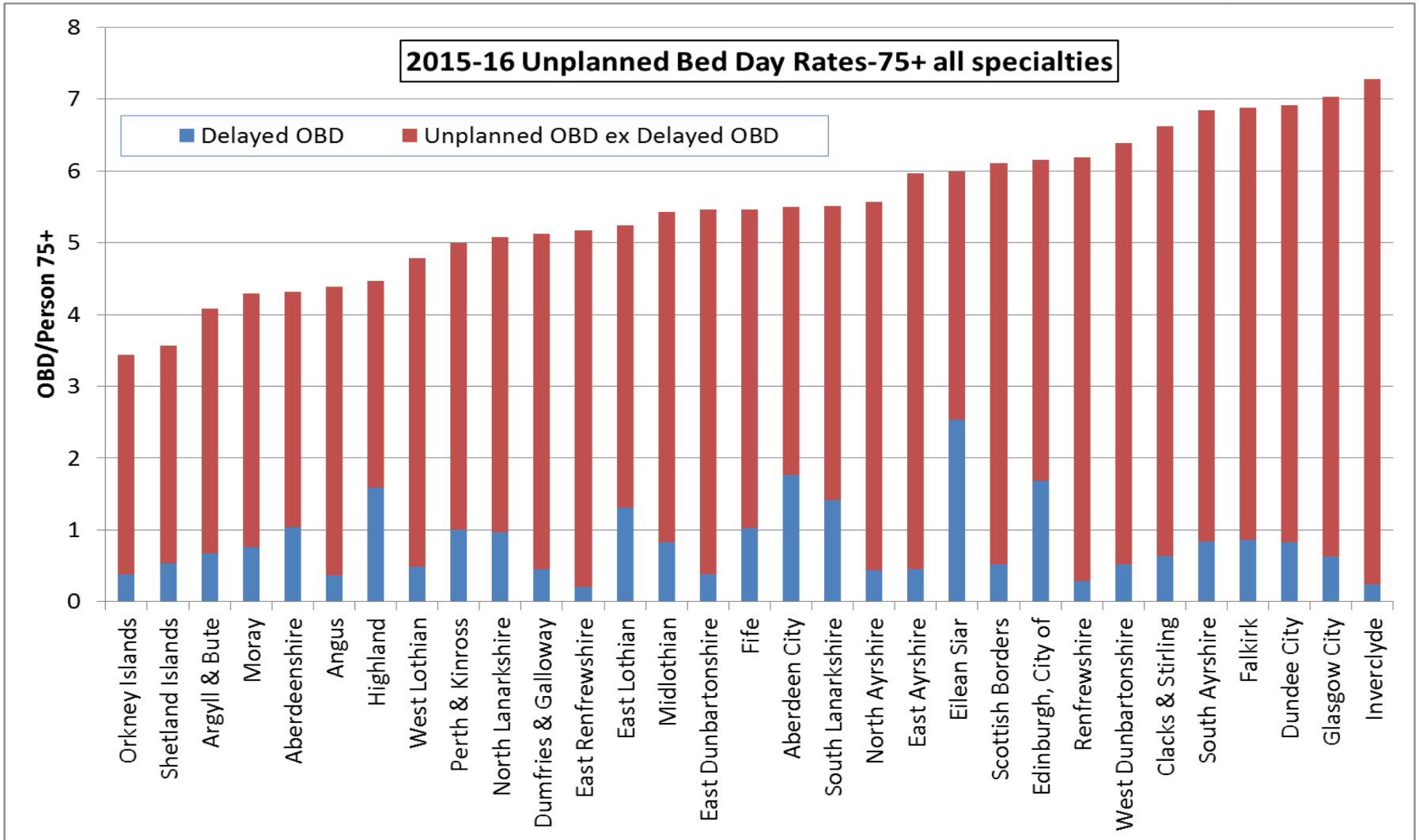


Age 75+ Balance of Care

2014/15 Balance of Care 75+

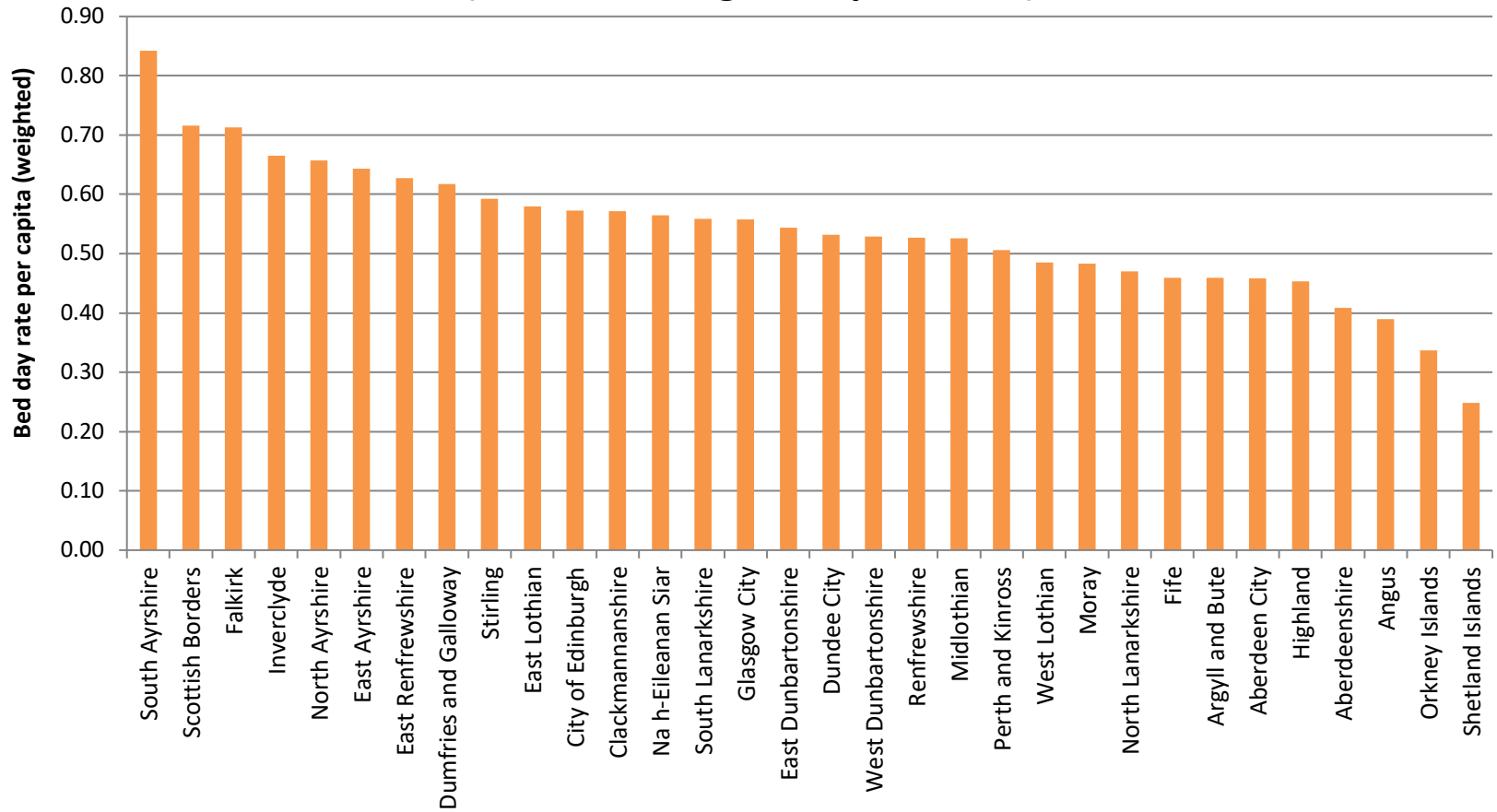


75+ Unplanned Bed Day Rates



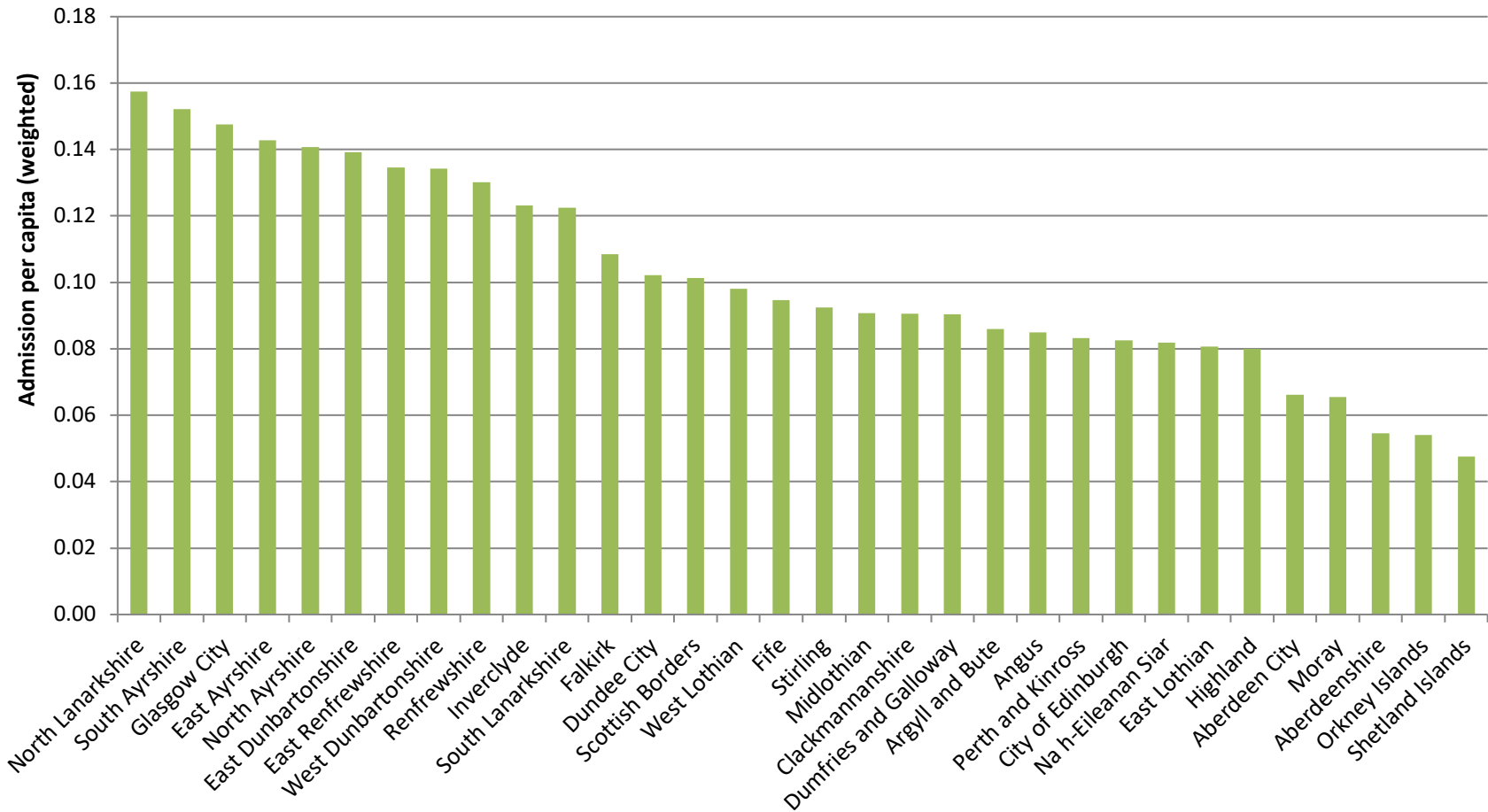
Weighted Unplanned Bed Day Rates (Medical Specialties)

**Weighted Unplanned Bed Day Rates 2016/17
(Medical Delegated Specialties)**



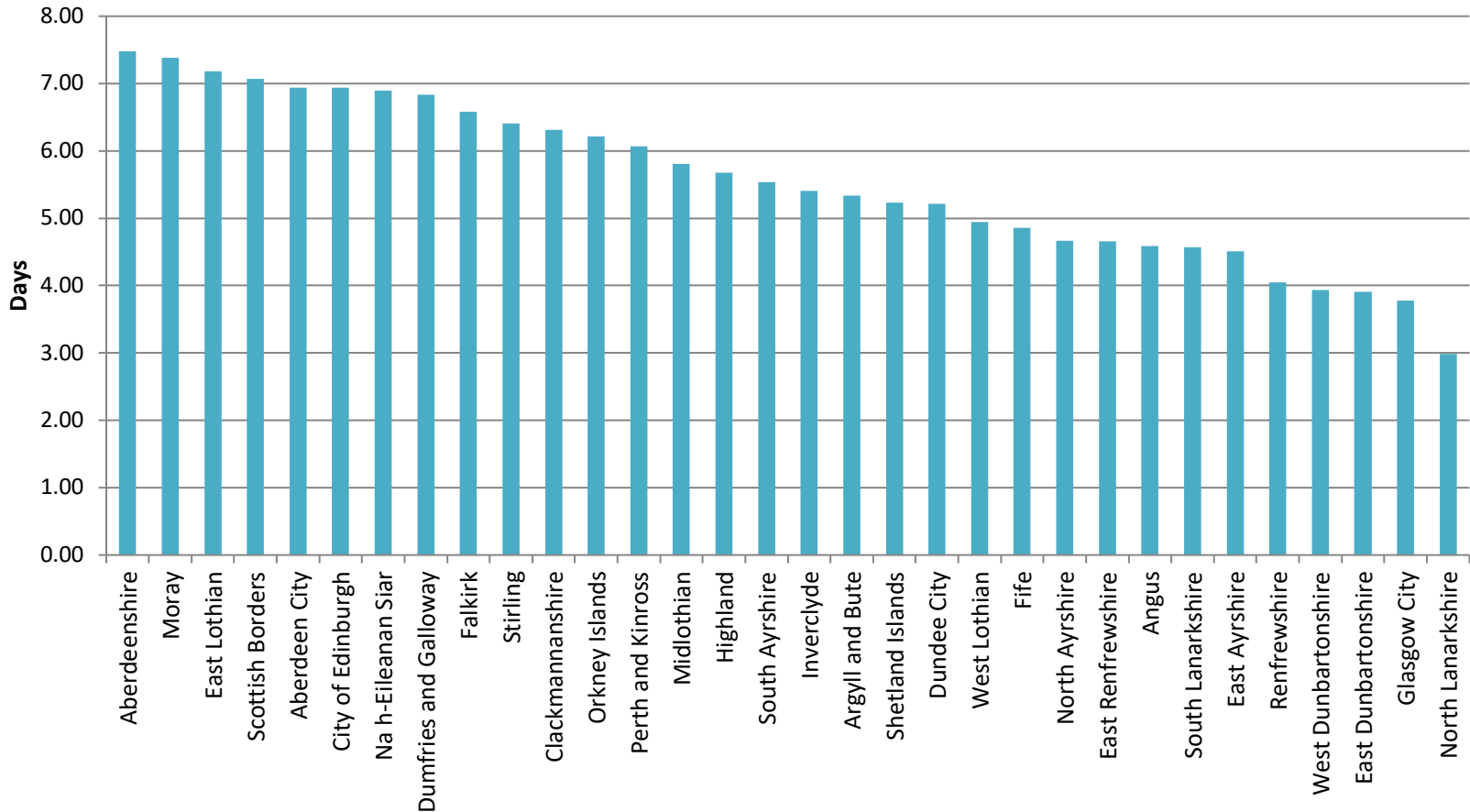
Weighted Unplanned Admission Rates (Medical Specialties)

Weighted Unplanned Admission Rates 2016/17 (Medical Delegated Specialties)



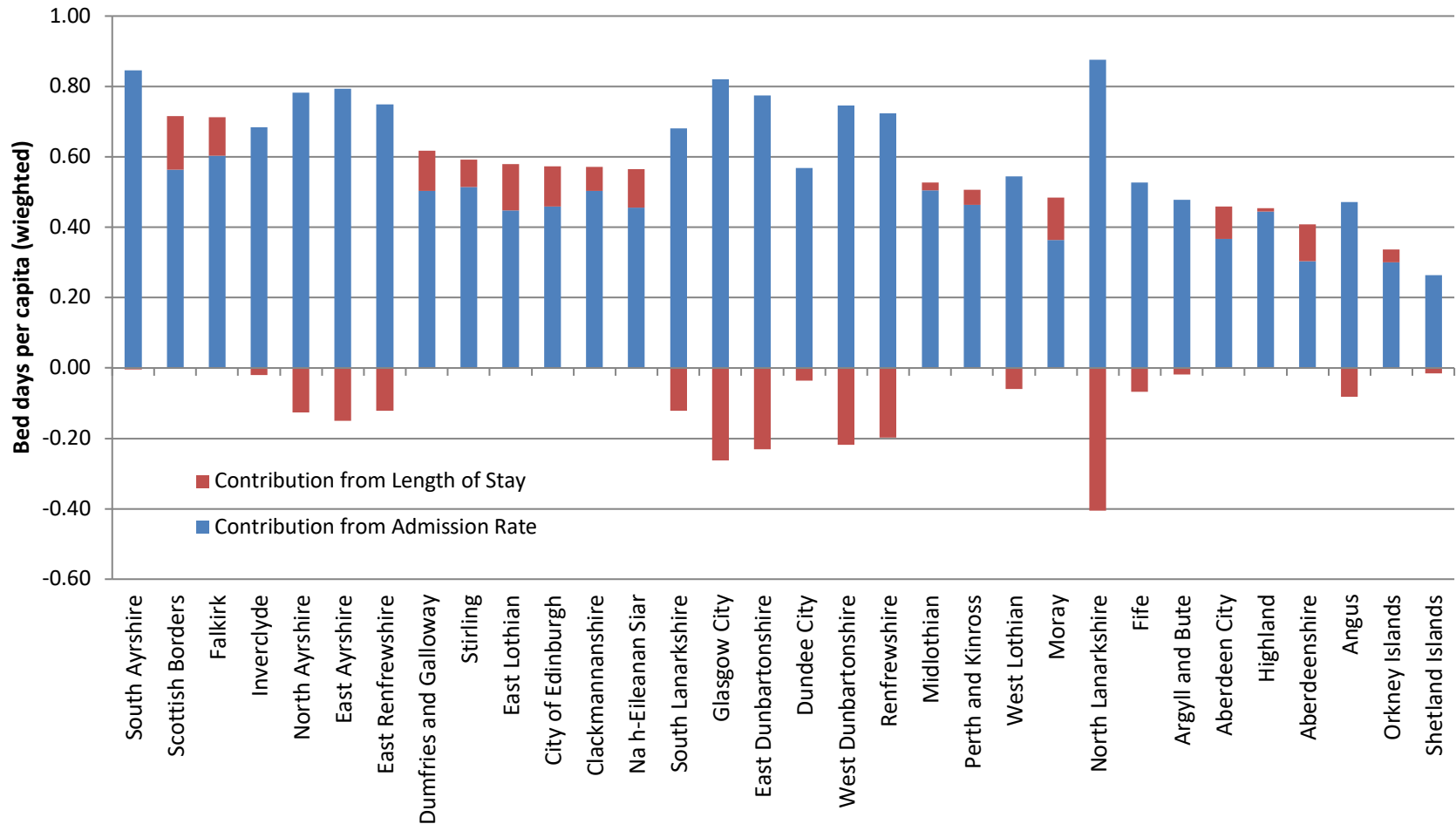
Average Length Of Stay For Unplanned Admissions (Medical Specialties)

Average Length of Stay for Unplanned Admissions 2016/17 (Medical Delegated Specialties)

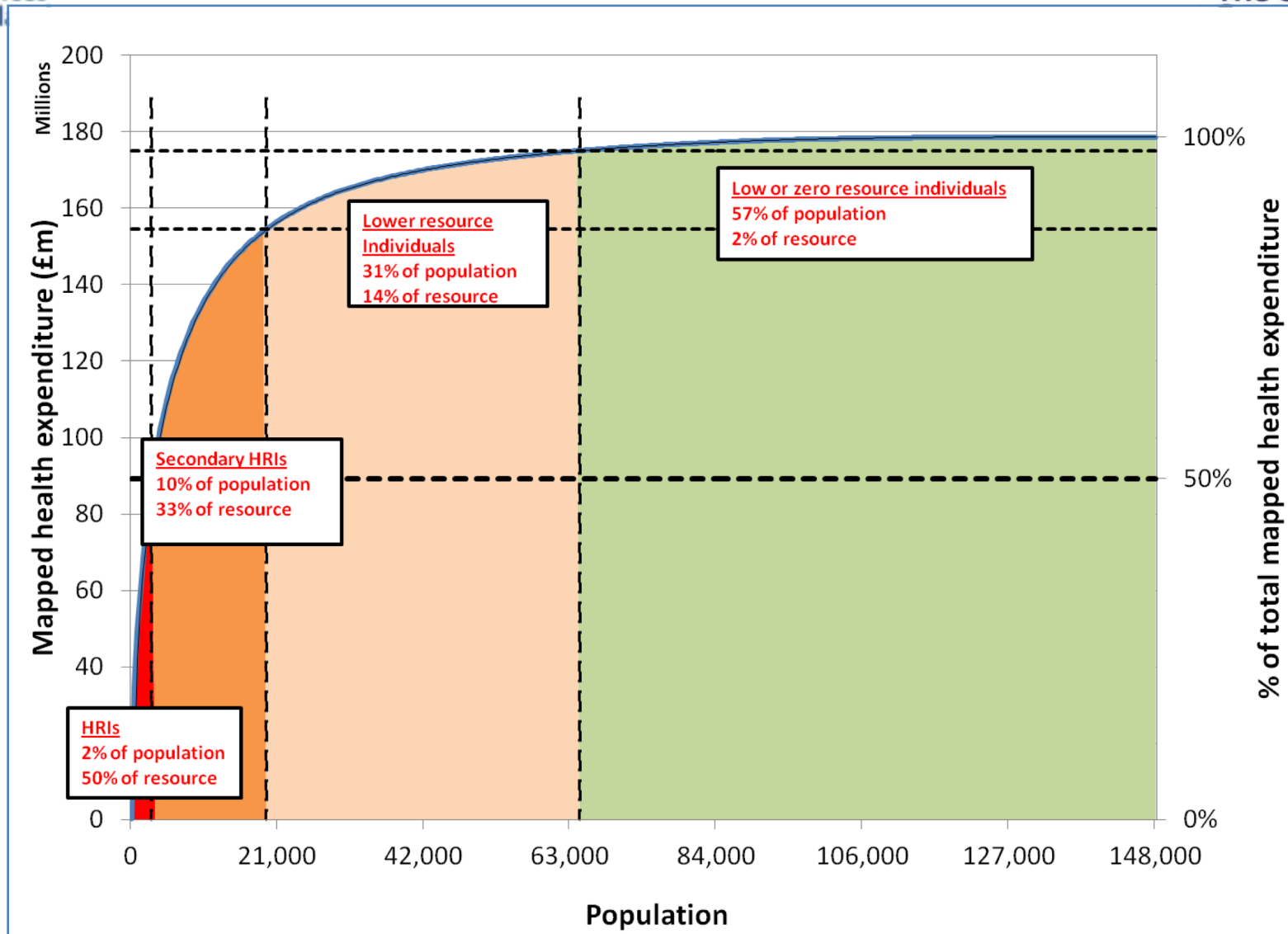


Weighted Unplanned Bed Day Rates (Medical Specialties)

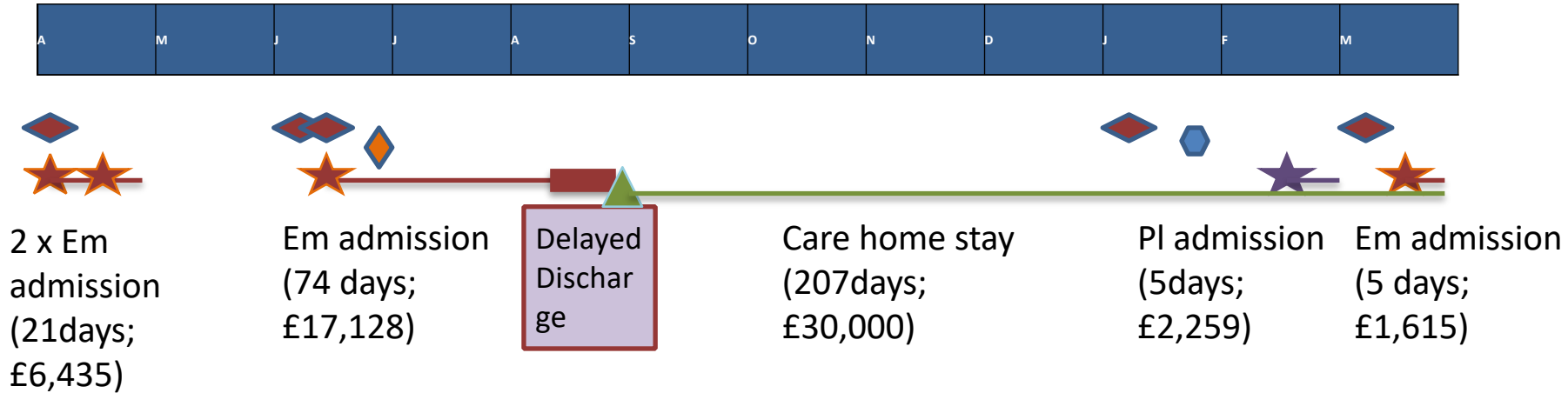
Weighted Unplanned Bed Day Rates 2016/17 (Medical Delegated Specialties)









High Resource Individuals



Pathway for Mr Smith

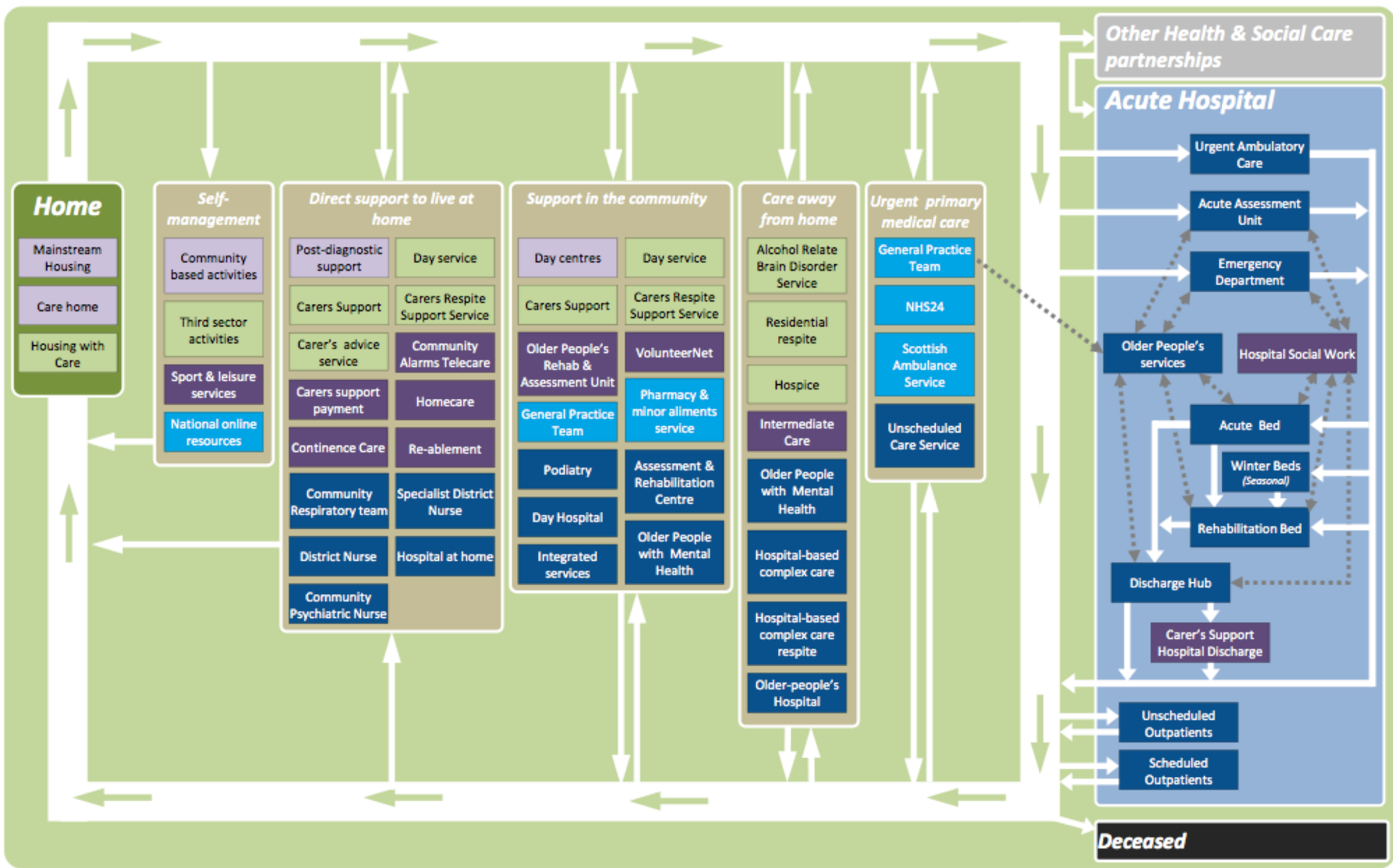


Died March 24th

-  A&E Attendance (£97)
-  Emergency Admission
-  Planned admission
-  Outpatient Attendance (£156)
-  Day case (£152)
-  Care home resident

Partnership's Health and Social Care System for Older People

Created by Healthcare Improvement Scotland in conjuncture with [Local authority] council, NHS [NHS Board] and the [Partnership name] Health and Social Care Partnership.
 MONTH YYYY, v0.0 Whole system high-level view

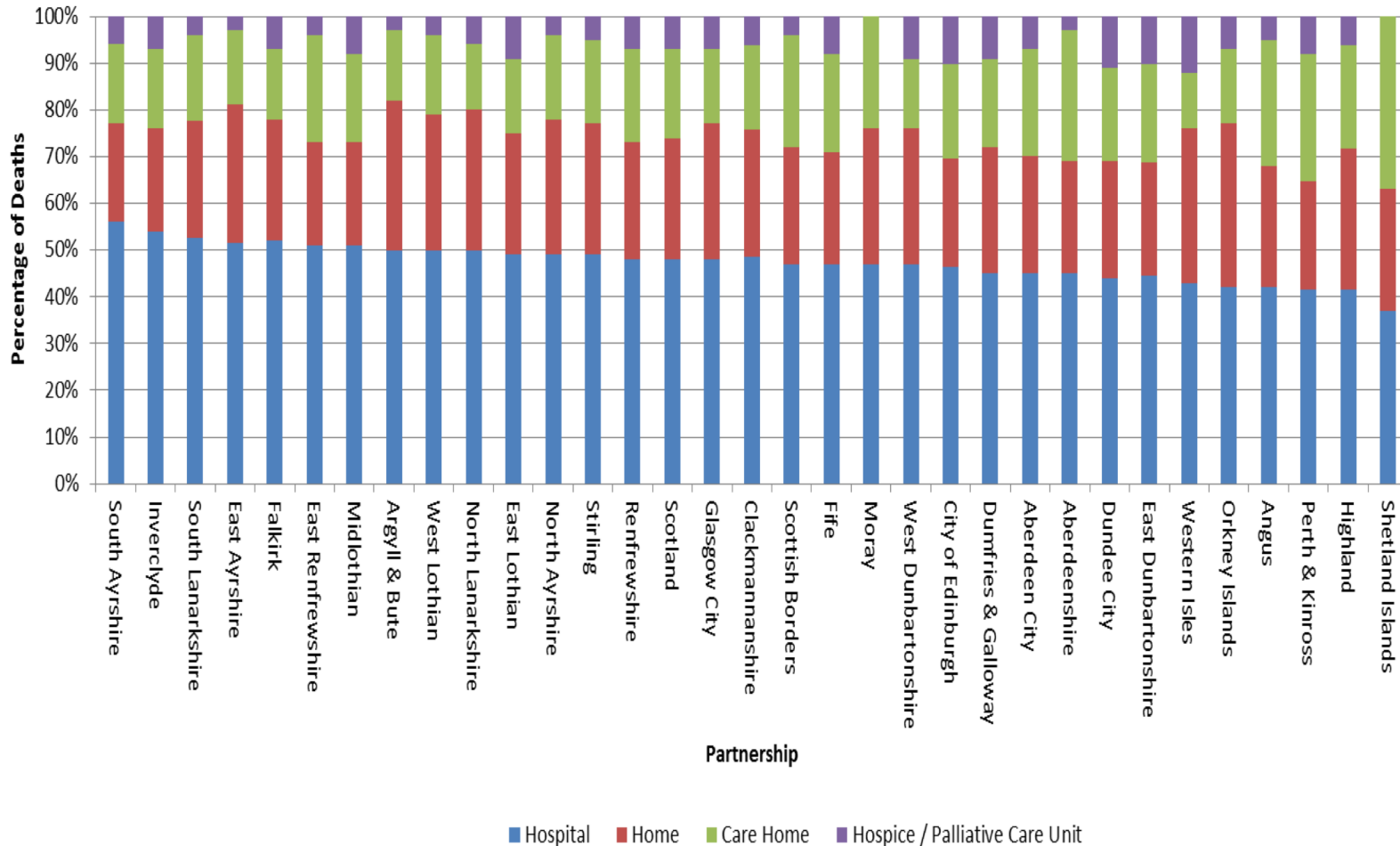


NHS Board
Other health providers
Local Authority
Mix of providers
Independent & Third Sector

 Flow of demand

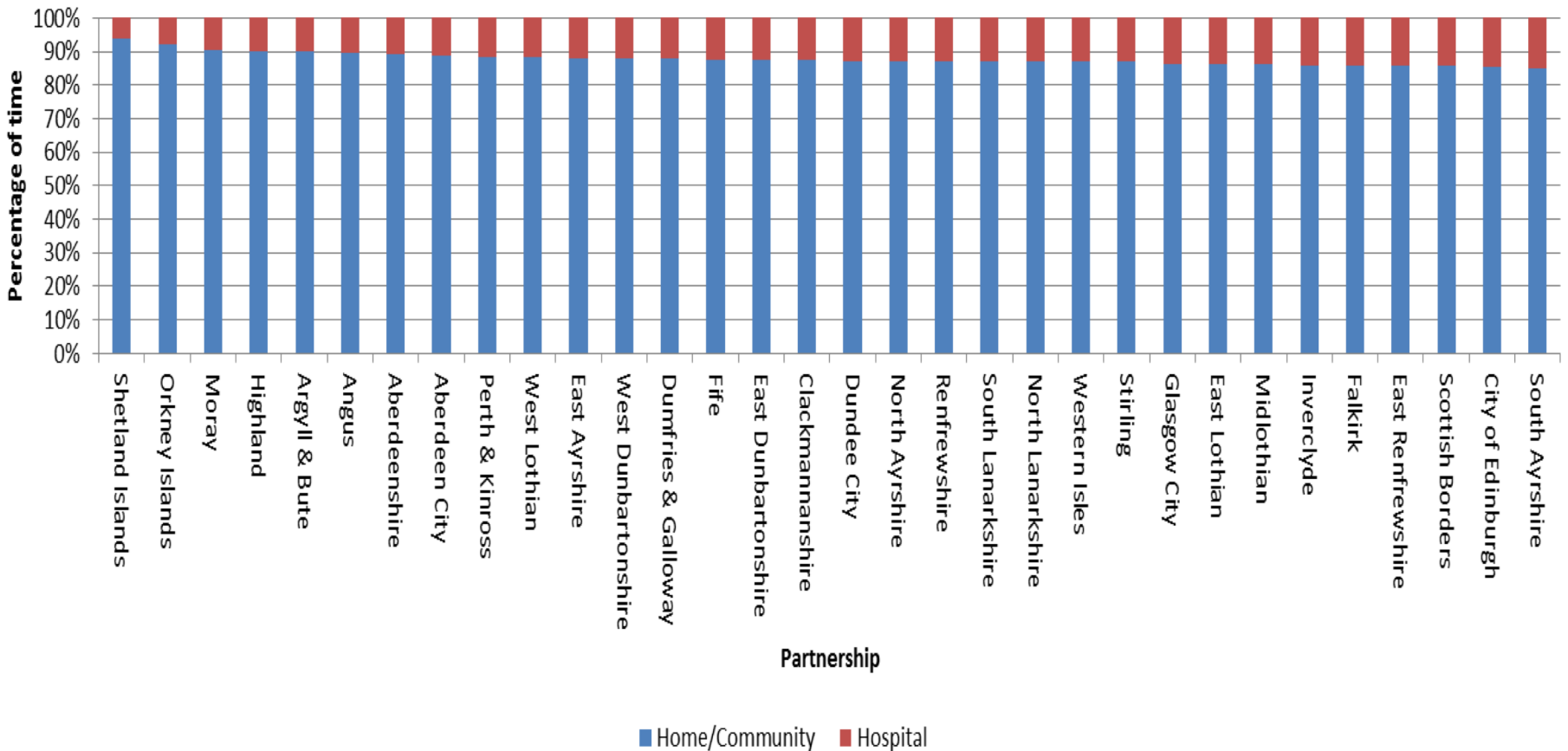
 Professional support

Location of Death by Partnership during 2016/2017



Last Six Months Of Life-Setting

Percentage of time spent in home/community and hospital during last 6 months of life, 2016/17



What Works Scotland Highlight Report for OEPB - August 2017

Background and Context for OEPB

To date What Works Scotland has engaged with a range of Community Planning Partnerships, statutory and third sector organisations to explore what it is that works, and what does not, in public service reform (PSR) through:

- developing joint approaches to working with practitioners to policy-makers and from third sector organisations to communities of place, practice and interest;
- synthesis of themes across all the strands of work which provide useful understanding of PSR in practice AND
- practical suggestions/advice for facilitating future dialogue to support PSR and develop momentum, scale and spread of PSR strategies and practices.

Our model of evidence to action is based on a complex understanding that recognises that evidence generation is a **collaborative process** and that by working together we can help **to generate new ways of thinking and doing**. Our strategy for spreading the learning is based on ongoing partnerships with key stakeholders and organisations at the forefront of the variety of policy areas which our programme addresses. This takes the form of working groups, public events and workshops, targeted forums, multi-format publications and multi-channel communications.

Our research collects information across a wide range of topics including: leadership, prevention, mobilising evidence, governance, integration and partnership, outcome focussed work and capabilities, place based approaches, collaborative working, community engagement and capacity building, improvement and effectiveness, evaluation and spreading learning. During the course of our the next year (completing in December 2018) we will develop a ‘meta-narrative’ which draws together and highlights key learnings about what works at a strategic level to inform and influence national and local policy – **OEPB Objective 5.2**. During the same period, as part of our legacy planning WWS aims to synthesise and present the wider evidence base of what works and make this available ‘interactively’ through the Community Planning support portal – **OEPB Objective 5.3**

We now have a strong evidence base on the practices, structures and process that underpin successful reform in the complex, multi-agency settings that today’s public services have to work in at a time of unprecedented levels of change and uncertainty locally, nationally and globally. Through our work we anticipate contributing to the following OEPB objectives:-

- 4.2 Contribute material to expand the **Community Planning support portal** to showcase how CPP’s are working, the approaches they are taking and progress they are making in tackling inequalities, through the use of evidence and the case studies produced in collaboration with our CPP partners. In particular we will work with partners to identify ways in which the Community Planning support portal can provide access to WWS resources beyond 2018, when the WWS project ends.
- 5.5 Establish scope and coverage of **Evaluability Assessment of the Community Empowerment Act** and explore opportunities for OEPB to link with this work. We submitted a draft evaluability assessment of parts 3 and 5 of the Community Empowerment Act to Scottish Government in June 2017 and anticipate this being published, by NHS Health Scotland, in Oct 2017.
- 6.5 Contribute, along with other stakeholders to develop a **communication plan** to showcase effective local practice, targeting all key stakeholders, including national and local politicians, using our established networks (see more details under the section on Reach below); and through engagement and dissemination activities during 2018, our legacy year.

Recent WWS Outputs and Resources

WWS engages and disseminates learnings through a range of media, resources and public events. All of our outputs are available on our [website](#) and we anticipate that this expanding wealth of resources can in future be made available through the CPP portal.

Some of the new reports published during 2017 across a range of topics include:-

- [What Works in Economic Regeneration](#), examining area-based approaches to economic regeneration in Scotland, including evidence from three case studies
- A review of the [evidence about participatory budgeting processes in Scotland](#) examining the growth and development of the first generation of participatory budgeting in Scotland.
- [Outcomes Based Approaches](#) on performance monitoring in public services
- [Sharing our findings from new approach to police-community engagement](#) a trial of a ‘mini-public’ process in North East Scotland
- [Policy lessons from health taxes: a systematic review of empirical studies:](#) A systematic review of the research on health taxes.
- [Pioneering Collaborative Leadership: A Facilitated Approach for Learning in Action](#) reporting on an innovative development approach for public service leaders in Scotland including a case study from the East Lothian Partnership.
- [What Works in Public Service Leadership: Exploring the Potential](#) key concepts of collaborative leadership in public services and emerging themes for change.
- As part of our collaborative work with Glasgow Community Planning Partnership, practitioners in the Thriving Places initiative have produced [two case studies](#)
- A series of [blogs](#) focussed on asset-based community development

We have also generated tools and resources to help embed, sustain and spread practices beyond initial case site areas including-

- [Facilitative Leadership: Involving citizens and communities in local decision-making](#) Earlier this year we piloted our training course to develop and cascade skills in facilitative leadership, engaging 14 practitioners from 4 CPPs who are now committed to delivering at least one training course themselves to cascade what they've learned. We plan to run a further two of these sessions in the next year.
- [A collection of resources](#) from our collaborative action research programme with Fife Community Planning Partnership, focused on welfare reform, family learning, and partnerships to support pupils with additional needs.
- [Public service reform and participatory budgeting: How can Scotland learn from international evidence?](#) this film documents how and what community planning partners from Fife and Glasgow – two of What Works Scotland’s case sites – learnt about implementing participatory budgeting from a study trip to Paris, a European leader in mainstreaming PB.
- [Glasgow’s Participatory Budgeting Evaluation Toolkit](#) produced by practitioners in Glasgow’s Participatory Budgeting Evaluation Group, working with What Works Scotland in a collaborative action research process, to assess the impact of participatory budgeting activities and develop an improvement plan. **It can be adapted by anyone for use in your own context.**

Direct Engagement

What Works Scotland is continuing to directly engage with a range of stakeholders through seminars and round table events which during 2017 have included:-

- The launch of our collaborative report [Fun, Food and Folk: the Centrestage approach to dignified food provision](#)
- [Outcomes-based Approaches in Public Service Reform](#) – exploring the place of outcomes-based approaches within public service reform in Scotland and their utility in the process of service reform.
- Jointly with NHS Health Scotland, [Prevention and Prediction: Can we predict the impacts of prevention to inform policy and practice?](#)
- [Public service reform, scrutiny and inspection: Where to next?](#) Which considered the future of scrutiny and inspection in Scotland.
- [People, Prejudice and Planning: Community-based responses to promoting equality and tackling hate](#) - run jointly with the Scottish Community Development Centre, this was an opportunity to hear about, and learn from, the experiences of community-based projects working locally to combat prejudice.
- WWS co-hosted a [lecture marking the launch of Naomi Eisenstadt's second report](#) to the Scottish Government as Independent Advisor on Poverty and Inequality. Her report focused on the life chances of young people in Scotland, and the main themes are employment, housing and mental health.

Our Reach

Over the first two years of our funding we have held over 40 events attended by over 1900 delegates; with a further 400 people engaging in events during the first half of 2017. The overall trend in WWS 'on line' communications is one of growth and increased reach for all our channels, with peaks of interest connected with the publication of resources and activity such as events.

What Works Scotland had just over 2,000 **followers** at July 2017 and total number of new followers each month is on a general upward trend. As numbers of followers grows, so does 'reach' as more people can potentially see our tweet and retweet to their own followers.

The total number of **users** of the website (someone who has accessed the site at least once in the specified time period) grew from 5,488 in 2015 to 9,113 in 2016.

The most recent WWS newsletter (August 2017) was sent to over 1,000 subscribers and as with other publications and event information, there is evidence of a **spike in web traffic** (people accessing the website) on the day of issue.

Our impact is spreading beyond Scotland and we have ongoing engagement with the Welsh Assembly Government and the Northern Ireland Executive to advise them on the establishment of their own What Works Centres, both of which will be modelled on WWS. More recently we have started to work with local authorities in England who are also seeking to establish their own WW centres. We have worked internationally including on PB with Paris City Government, and with representatives from Norway.

Engagement with CPPs is extending beyond the four original case site areas, for example: we are working with High Life Highland and NHS Highland to implement an evidence based exercise programme aimed at supporting the reduction of falls in older adults (the Otago Exercise Programme); and working with South Ayrshire Council to [support evidence-informed decision making in the areas of early intervention and prevention in child poverty](#).

WWS team members have also been sharing learnings, beyond Scotland at various conferences this year for example in: Belgium (community anchors and community planning) Leicester (Collaborative Action Research); Cambridge (Capabilities - Public services as Conversion Factors); Durham (Health and Social Inequalities) and Bradford (Homework and Cooking Club in Glasgow's East End).

We are seeing impact through news items and references to our work including the recently published [Report on the Scottish Parliament](#), which includes ideas for democratic innovation based on research and evidence from What Works Scotland; policy lessons from health taxes: a systematic review of empirical studies; the [parliamentary motion](#) (11/01/17) highlighting our report on Dignified Food Provision; and a recent positive reference to the PB learning journey to Paris which was mentioned on Radio Scotland by new leader of Glasgow City Council.

Our Legacy

With the welcome provision of additional funding for 2018, What Works Scotland aims to draw together the findings from the in-depth collaborative action research work we have carried out with our community planning partners and our other work to consolidate and share our learning. This will include taking steps to secure out legacy and embed our knowledge through working with the OEPB to ensure that CPPs across Scotland have access to our resources beyond 2018.

Outcomes, Evidence and Performance Board
31st August 2017
Communications and Engagement Plan

1. Purpose

1.1. The Outcomes, Evidence and Performance Board seeks to effectively support CPPs and to drive the national reform agenda with communities at its heart. This paper sets out the plan for promoting the deliverables from the OEPB work programme and for ensuring a higher degree of visibility and influence with both community planning partners and policy makers.

2. Recommendations

2.1. It is recommended that the OEPB:

- Considers the messages, communication channels and target audiences proposed within the plan and discusses whether they are appropriate to effectively promote the key deliverables and achieve the levels of influence desired
- Considers whether workstream leads should co-ordinate the delivery of communications or if this would be better delivered through an identified communications resource within one of the organisations represented on the OEPB
- Considers how the effectiveness of communications should be monitored and evaluated

3. Background

3.1. The [Community Empowerment \(Scotland\) Act 2015](#) aims to raise the level of ambition for community planning, setting out a legislative requirement to improve outcomes and ensure that:

- communities are central to the process
- effective collaboration and joint resourcing takes place among partners
- a robust evidence base is used to ensure efforts are targeted on areas of greatest need
- a real and sustainable reduction in inequalities is achieved.

3.2. With this change, there is a need for a degree of co-ordination, support, leadership and constructive challenge to be provided by the OEPB to local partnerships, to ensure all of Scotland's CPPs benefit from good practice and intellectual-thought as they deliver their various duties under the Act. There is also an important requirement for politicians, and civil servants, to be informed and briefed about the progress being made locally across Scotland.

3.3. This Communication and Engagement Plan proposes an approach to promote the deliverables from the OEPB work programme and for ensuring a higher degree of visibility and influence with both community planning partners and policy makers.

4. OEPB Communications and Engagement Plan

4.1. The aim of the Communications and Engagement Plan is:

- To promote awareness of the purpose and work of the OEPB with key stakeholders to ensure ongoing two-way communications which shape work going forward and build engagement with key outputs as they are produced.
- To effectively communicate the deliverables from the work programme to strengthen the support available to local Community Planning partners, and to inform the development of local and national policy.

Key Messages

4.2. The key messages to communicate are:

- Informing stakeholders of the purpose and work of the OEPB (including remit, board membership, priorities, workstreams, progress updates, reporting structures, outputs and routes to influence).
- The expected key OEPB deliverables, which are as follows:
 - Outlining the improvements made to the access, availability and use of key data resources required to understand need and measure progress
 - Developing and showcasing approaches and resources that can improve the sharing of real time data and intelligence at a local level.
 - Developing recommendations to resolve existing barriers, both perceived and real, to the sharing of data and intelligence at a local level.
 - Developing recommendations to ensure performance management arrangements that underpin the work of community planning partners are fit for purpose and reflect the reform agenda
 - Ensuring CPPs can access the co-ordinated and targeted support they need when they need it.
 - Documenting the demand and shortfall in community planning support provision and working with national partners to address this
 - Highlighting how progress is being made to tackle inequalities of outcome
 - Developing a 'meta-narrative' which draws together and highlights key learnings about what works at a strategic level to inform and influence national and local policy
 - Providing a platform to raise the profile of Community Planning Partnerships, which documents how they are working and showcases the approaches they are taking to reduce inequalities, giving prominence to where CPPs are working well to improve outcomes and inequalities.
 - Communicating an evidence bank of what works to inform policy options and making this available 'interactively' through the Community Planning support portal.
 - We will demonstrate how CPPs are meeting their duties under the Community Empowerment Act, highlighting any local and national barriers which are impeding progress, and identifying support/solutions to help address these

Key Audiences

4.3. The primary and secondary audience groups the OEPB wishes to reach with the above messages are as follows:

Primary Audience:

- Community Planning Partners
- Senior policy makers and politicians
- National Leadership groups
- Regulatory and Inspection bodies
- Improvement Bodies

Secondary Audience:

- Research and Information Resources
- Funders
- Relevant Associations and Networks
- National Media

Key Communication Channels

4.4. In the first instance, Community Planning partners and policy makers will require information about the existence and importance of the key challenges the OEPB seeks to address, and the approaches being taken to do so. Later, they will need more detailed evidence to inform and influence policy. The following channels will be used selectively for both purposes.

4.5. In all our communication, we will need to be aware of key dates such as Scottish Parliament committee meetings and timeframes for contributing to the development of relevant policy, legislation and statutory guidance to have maximum effect. A forward schedule of key dates of committee meetings and planned policy and legislative developments could be created for this purpose.

a. Community Planning Support Portal

The Community Planning Support Portal will be one of the main vehicles used to promote the work of the OEPB. The Portal will be the main repository of co-ordinated support and resources available for Community Planning Partnerships (CPPs) in Scotland. The Portal will also showcase local community planning approaches and successes, and will include an evidence bank of what works in improving outcomes and reducing inequalities. The Portal will signpost to an OEPB page on the Improvement Service webpage for information on the OEPB purpose and remit.

A Community Planning Support Portal Newsletter will provide regular updates on new Portal content and will highlight key areas of interest and topics to target audiences. The Newsletter will provide an opportunity to highlight aligned external events and resources and will also include a standing item on OEPB updates.

b. OEPB page(s) on Improvement Service Website

An OEPB page on the existing Improvement Service website will outline the purpose, remit and membership of the board and provide regular updates against the workplan. The page will signpost to the Community Planning Support Portal and link to any associated online collaborative media. The OEPB page will include the following;

- Board papers
- Terms of reference
- Profile of members
- Workplan status report
- Publications and News Releases
- List of future and past events including webinars, workshops and conferences
- Activity stream of Board twitter account
- Links to relevant Knowledge Hub groups
- External links relevant to the programme
- Encouragement to sign up to all relevant partner newsletters

c. News Releases & Publications

Publications including Briefing Papers, Policy Briefs, Letters to Policy Makers and News Releases will be produced by the responsible agency as documented in the work programme. OEPB members will contribute to drafts, and the final version will be signed off by the OEP Board prior to publication.

The OEP Board will decide which content will be forwarded and distributed to media outlets & knowledge repositories used by our stakeholder audience. A database will be developed to collate the distribution links for key partners and channels which will be shared with partners (See Appendix 1).

d. Webinars

Webinars will be used to broadcast key messages intended for a larger audience. The webinar sessions will be facilitated by the IS knowledge Management team and delivered by representatives from the board and organisations represented on the OEPB. The webinar sessions will be in audio format only using presentation slides to guide the audience. The presentation will be (20–30 mins max) followed by time for questions and answers (10 mins max).

A link to a webinar session will be set up and made live for interested parties to register for the session. The webinar will be advertised on the Community Planning Support Portal, OEPB webpage, the Knowledge Hub and selected partner websites. A recording will be made of the webinars which will then be made available for people to download afterwards via the Knowledge Hub and YouTube.

e. Social Media

Details of key news items and events will be distributed via the IS main twitter account @improvserv and we will seek to engage partner Twitter accounts. There is an option to create a new OEPB account although this would require a decision as to who does this on behalf of the board. Alternatively board members could be encouraged to use personal accounts to communicate key messages.

f. Targeted Communication Channels

In addition to the above, further targeted communication will also be necessary to effectively reach particular groups:

Key Audience Group	Key communication and engagement channels
<p>Community Planning Partners (including: Community Planning Boards and Executive groups; CP partner agency Chief Executives; CP Managers)</p>	<p><u>Knowledge Hub</u> - we will make use of the UK's largest online collaboration platform to share outputs from the programme, promote discussion and to gather examples of work delivered by partners. All partners will be encouraged to provide input and facilitation support to encourage discussion. Content will be uploaded in a phased approach to help generate momentum and promote discussion. We will use the existing Community Planning Network in Scotland - https://khub.net/group/communityplanningnetworkinscotland for the majority of content but will seek to involve other groups as required.</p> <p><u>Inputs at key events</u> - the Community Planning Managers Network meetings will be regarded as the main outlet for updates and communications. In addition Board representatives could make presentations at relevant conferences/events. As well as providing an opportunity to target relatively small numbers of people these events can provide valuable feedback. Consideration should be given to recording selected presentations to allow distribution of the key message to a wider network. The IS and partner agencies will make available staff to record and edit conference videos.</p> <p><u>OEP Board Members will champion key messages</u> within their own organisations/networks via existing communications channels, e.g. existing partner newsletter distribution channels. These will regularly provide updates on the workplan, publications, upcoming events, webinars and case studies. All key content will feature in IS newsletters to help raise awareness.</p> <p><u>Direct correspondence to CPP Board Chairs</u> for progress updates and programme deliverables</p>
<p>Senior Policy Makers & National Politicians</p>	<p><u>Face to Face meetings & Direct Correspondence with senior Civil Servants.</u> Board members will be encouraged to use and nurture their personal contacts and relationship with Civil Servants to further the recommendations of the board. These methods can be valuable in reaching very small numbers of influential people.</p> <p><u>Input and submissions to key Government Committees, Cabinet Groups and Policy subgroups</u></p>
<p>Key national leadership groups Including: SOLACE, COSLA, NHS Chief Officer Group, HSC Chief Officer network, SCVO, VAS, Scottish Leaders Forum</p>	<p><u>Formal regular reporting by Board Members</u> to set out progress, priorities and action plans.</p>
<p>Regulatory and Inspection Bodies Including: Audit Scotland; Information Commissioner; Care Inspectorate; Education Scotland; HMICS; HMFSI</p>	<p><u>Input at Strategic Scrutiny Group</u> to share priorities, progress and key deliverables</p> <p><u>Direct Correspondence with Information Commissioner</u></p>

5. Co-ordinating the delivery of the Communications and Engagement Plan

- 5.1. As different partner agencies will be contributing to programme communications across the workplan, we have identified two approaches to co-ordinate the delivery of communications activities:
- The first option is for relevant workstrand leads to co-ordinate communications on key messages emerging from their workstrand, drawing on advice from their own and the IS communication teams to develop and disseminate these.
 - The second option is to identify a communications resource within a partner agency to act as a knowledge broker and co-ordinator of communications and media on behalf of the OEPB. This would enable a more holistic and co-ordinated approach to cross-promote all activities, however would involve a resource contribution.
- 5.2. Whichever option is considered preferable, an update on communications activities should be included in quarterly workplan progress reporting to the OEP board.

6. Evaluating the Communications & Engagement Plan

- 6.1. The success of the communications will be judged by the ability of the OEPB to improve access to support for local community planning partners and to influence and improve policy development in Scotland.
- 6.2. Effectiveness in improving access to support for CP partners will be measured through a rolling stakeholder survey on the Community Planning Support portal, and via consultation with the Community Planning Managers network and other key CP partners.
- 6.3. To evaluate policy impact, references to the OEPB in public statements, review papers and policy developments will be reviewed, along with invitations to OEPB to attend and contribute to key groups/committees. This will be reported to the OEPB on an annual basis.

Appendix 1

Communications Distribution Networks

This is a list of knowledge and media outlets who we will engage with over the course of the programme. We will develop a directory of contact details as an open resource for workstream leads.

Information Outlet/Knowledge Provider	Examples
National and Local Policy development	Scottish Government COSLA
Research & Information Resources	What Works LGIU SPICe IRISS Urban Big Data GCPH ADRC AQMeN ScotCen Social Research Scottish Poverty Information Unit Gartner
Mass Media	Guardian Herald Scotsman Press and Journal Courier Holyrood Magazine
Key Individuals <ul style="list-style-type: none"> • Email Distribution • Twitter Accounts • Knowledge Hub profiles 	Civil Servants Ministers Politicians with a known interest in the subject
Public Sector Organisations	Community Planning Partnership Boards Health and social care partnership Boards Local Authorities Health Boards Police Scotland SFRS Local TSI's SDS Scottish Enterprise Regional colleges Scottish Natural Heritage Improvement Service Health Scotland NSS HIS Evaluation Support Scotland SCVO

	Scottish Community Development Centre
Public Sector Networks/Associations	<p>SOLACE NHS Chief Officers Group HSC Chief Officers Network Scottish Leaders Forum CP Managers Network HSC Analytical Network Health Economic Network for Scotland, SURF regeneration LARIA Scotland's Towns Partnership Place Based Learning Network Scottish Community Alliance SPDS Performance Management Forum Community Learning & Development Managers</p>
Funding Bodies	<p>The Robertson Trust Lloyds TSB Foundation for Scotland Big Lottery Scottish Grant makers trust</p>
Political	<p>Relevant Scottish Parliament Committees</p> <ul style="list-style-type: none"> • Local Government and Regeneration Committee • Finance Committee <p>Relevant COSLA groups Scottish National Party Scottish Labour Scottish Conservative and Unionist Party Scottish Liberal Democrats Scottish Green Party</p>
Scottish Regulatory and Inspection Bodies	<p>Audit Scotland Information Commissioner Care Inspectorate Education Scotland HMICS HMFSI</p>