AGENDA
Outcomes, Evidence & Performance Board
Advisory Board Meeting, 25th May, 2017, 2pm – 4pm

Scottish Enterprise, Atrium Court, 50 Waterloo Street, Glasgow

Agenda	Time
1. Welcome and Introduction	**2.00**
2. Minute & Matters Arising	**2.05**
3. OEPB Workplan (Elma/IS)	**2.15**
4. Actionable Intelligence (IS/NSS)	**2.40**
5. Evaluability Assessment of Community Empowerment Act (David Milne)	**3.00**

6. Policy Developments
  6.1. **New Public Health Body**
  6.2. **Local Government Review and Local Democracy Bill**
	3.20

7. AOB	**3.40**
8. Future Items & Date of Next Meeting	**3.50**
9. Close	**4.00**

Outcomes, Evidence & Performance Board
Advisory Board Minute
9th meeting, 3pm-5pm, November 30th 2016

Attendees:	Elma Murray (Chair, SOLACE); David Martin (SOLACE); Phil Couser (NSS); Fraser McKinlay (Audit Scotland); Roger Halliday (Scottish Government); David Milne (Scottish Government); Colin Mair (IS); Sarah Gadsden (IS); Gerry McLoughlin (Health Scotland). Kenny Richmond (Scottish Enterprise); Dave Hurst (Scottish Government); Ken Gibb (What Works Scotland); Allan Johnstone (VAS); Alana Atkinson (Health Scotland); Emily Lynch (IS);
Apologies:	Steve Grimmond (SOLACE); Mark McAteer (Scottish Fire & Rescue); Andy Cowie (Police Scotland); Alison More (SDS);

Item No.	Description	Action	Date
1	**Welcome and Introduction** The Chair welcomed everyone to the ninth meeting of the Outcomes, Evidence & Performance Advisory Board.		
2	**Minute & Matters Arising** The Board approved the minute of the last meeting as a true and accurate record with the exception of the following amendment to Item 3 - 'Ian Davidson' to be corrected to 'Tim Davison' All actions picked up under the Agenda except: I. **Performance Management Survey**: Emily shared key findings from the Performance Management audit. The survey was designed to gather views on what is unnecessary or problematic within current performance reporting arrangements, and in particular what performance expectations are getting in the way of improving outcomes. Item 2.1 Key Findings -Audit of P **Agreed Action** • Arrange follow up interviews with 4-5 Chief Executives of councils and Health Boards to unpack the points outlined in the survey responses, drawing on previous PSRB work. • Contact Harry Burns for further information on the current review of Health and Social Care performance measures and ask how the OEPB could support this. • Produce report highlighting key points and recommendations following on from interviews, to be disseminated to key audiences. ii. **CP Support portal**: Sarah updated on progress in developing the CP Support Portal and confirmed funding has been agreed between the Improvement Service and Health Scotland to extend the scope of the portal, including to incorporate support for Health and Social Care. iii. **OEPB Membership**: Damien Yeates has confirmed SDS are happy to be involved in the work of the OEPB. It was also agreed to approach the chair of the NHS	 IS Chair IS Chair/ GM	 May 17 Jan 17 Nov 17 May 17

		Chief Executives' group to invite participation from a Territorial NHS Board with Gerry McLaughlin facilitating this.		
3	**OEP – Redefining Ourselves**			
	i)	**Meeting with Sarah Davidson** The chair provided an update on the recent meeting with Sarah Davidson (attended by Elma Murray, Colin Mair, and Fraser McKinlay). The focus of the OEPB and the role the OEPB could play in providing an authorising forum for CPPs was welcomed. While there is political commitment to Community Planning as the way forward, stronger evidence is needed to show the difference that can be made, particularly in relation to the narrative received by Ministers. There is an excellent window of opportunity to influence here over the next 3 years, and a focus is needed around practical ways of engaging with politicians to evidence the progress being made locally.		
	ii)	**OEPB – Defining Success** Emily introduced a brief paper setting out thinking around defining measures of success for the OEPB. It was agreed to further develop these measures around a maturity model to capture progress, and set against a wider work programme for the OEPB. This would involve setting out 1) a baseline, e.g. where are we right now in terms of inequalities; 2) medium term measures in relation to the health of partnerships and progress in meeting expectations; 3) longer term measures around improvement in outcomes/reduction in inequalities. Item 3.2 - OEPB Measures of Success		
	Agreed Action: • Write to Chair of the LG & Regeneration Committee to highlight the work of the OEPB • Develop OEPB Work Programme for 2017, including measures of success		Chair IS	May 17 May 17
4	**What Works – Dissemination and Legacy Plans** Ken Gibb provided an update on the dissemination and Legacy Plans for What Works Scotland. While the focus for the first 2 years was active research, the third year (2017) is focussed on distilling the evidence and ensuring it is disseminated to partnerships and beyond. WWS are in the process of publishing a series of Impact papers to promote the key learning emerging from the work so far. WWS confirmed that is not yet known whether a 4th year of funding will be provided, but if they are successful the proposed focus for the 4th year would be around how to operationalise the learning captured, and how to embed and sustain this across partnerships. Item 4 - WWS Update, Findings & Item 4.1 - Examplar Impact paper - What			
	Agreed Action Invite WWS and Scottish Government to share update at future board meeting around future funding and workplan		WWS/ SG	Nov 30th

5	**Better Information Sharing**		
	i) Information Governance – Removing Barriers Sarah presented a paper outlining the common barriers to information governance, highlighting work underway on information governance and recommending further action. [Word document icon] Item 5.1 - Information Governa		
	ii) Actionable Local Intelligence for locality management A presentation was delivered by Colin and Phil proposing 4 discovery pilots on 'Actionable Local Intelligence' as a possible route to testing practically what the issues are locally and how they might be overcome. The pilot would also allow NSS/IS to assess their current joint intelligence capacity. The Board welcomed this proposal and agreed to help advocate to support progress wherever helpful [PowerPoint icon] Item 5.2 - Actionable Intelliger		
	Agreed Action - Provide progress update at the next Board meeting on the Actionable Local Intelligence pilot, particularly around intelligence capacity assessment and issues analysis. - Link in with Information Commissioner and Caldicott Guardians to explore solutions to identified barriers	IS/NSS SG	May 17 As Pilot progress es
6	**Dates of Meetings 2017** 25th May, 2pm – 4pm, Glasgow (Scottish Enterprise, Atrium Court) 31st August, 2pm – 4pm, Edinburgh (Audit Scotland, 102 West Port) 30th November, 2pm – 4pm, Glasgow (venue tbc)		

Outcomes, Evidence and Performance (OEP) Board

Thursday 25th May 2017

DRAFT Work Programme

1. Purpose
1.1. This paper presents a draft work programme for the OEPB, setting out the direction of travel across the next 2 years, and outlining key areas of work required to achieve this.

2. Recommendations
2.1. It is recommended that the OEPB discusses and approves the work programme, and agrees proposals to monitor progress against the plan.

3. Background Context
3.1. The past few years have seen the implementation of the Public Bodies (Joint Working) (Scotland) Act 2014, creating Health and Social Care Partnerships across Scotland, and the Community Empowerment (Scotland) Act 2015, providing a stronger legislative framework for increasing community capacity, building community empowerment and devolving more responsibility (and accountability) to local communities.

3.2. With all this change, there is a need for a degree of co-ordination, support and leadership to be provided at a national-level to ensure that:

- national organisations deliver more coordinated and locally tailored improvement support to CPPs to help them fulfil their statutory duties; and
- national and local policy and practice are influenced and informed by learning on the ground about what is working locally to tackle inequalities and improve outcomes.

3.3. The OEPB's remit is to effectively support CPPs to drive the national reform agenda with communities at its heart, ensuring local partnerships have the leadership, support and challenge necessary to deliver on the new agenda. The OEPB will provide strategic leadership across all statutory partners that mobilises and focuses practical and analytical support for local development, and that can <u>identify</u> and <u>resolve</u> issues or problems that impede innovation and improvement.

4. OEPB Aims
4.1. The key priorities of the OEPB are to:

4.1.1. Provide support for partnerships in making better use of evidence to improve outcomes and reduce inequalities. This includes: improving the intelligence available to partnerships; supporting better use of evidence in decision making, LOIPs, and in engaging with the most deprived communities; and developing transparent and accountable performance management and governance arrangements.

4.1.2. Improve the co-ordination/deployment of national analytical and improvement resources currently available to support CPPs to ensure capacity and resources are targeted to where they are most needed.

4.1.3. Create a learning space to promote opportunities to share learning across CPPs and build capacity in relation to what's working in improving outcomes (e.g. learning networks and the new Community Planning Support Portal).

4.1.4. Oversee tests of change. Identifying where barriers exist within the system which are preventing the desired focus on outcomes, inequalities and prevention activities, and developing and testing different ways of working to overcome these.

4.1.5. Influence policy, practice and reform at both local and national levels, drawing on the available evidence to inform the evolving narrative around improving outcomes and tackling inequalities, with a specific focus on prevention, community empowerment, and partnership working (including scrutiny and governance arrangements).

5. Development of the OEPB Work programme

5.1. A work programme to support the OEPB to deliver on the above priorities has been developed collaboratively by the core partners. An initial session was held with core partners in May 2017 to agree the key work strands and to identify leads, contributors and timescales. The resulting draft has been circulated around all partners for approval before sharing here.

6. Monitoring Progress

6.1. Progress against the plan will be monitored by the OEPB during quarterly board meetings. The lead for each workstream will be responsible for providing an update on progress in line with the timescales outlined in the plan.

Outcomes, Evidence and Performance Board work programme 2017

Activity		Lead Responsibility	Contribution	Timescale
1.	**Data/Analysis/Profiles** *Improve access to and understanding of the data available that can help CPP's understand need and measure progress*			
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/Audit and Inspection Bodies	July 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	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	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.	**Information Governance** *Support CPP's to improve their approach to sharing of real time data and intelligence at a local level*			
2.1	Scope actionable intelligence for locality management pilot and secure participation of up to 5 CPPs	NSS/IS	SG	May 17
2.2	Deliver and evaluate actionable intelligence for locality management pilot and share lessons learned with other CPPs	NSS/IS	SG	Dec 17
2.3	Identify potential barriers to sharing data and intelligence as part of the delivery of the pilot	NSS/IS	SG/Police/SFRS	Dec 17
2.4	Discuss barriers with Information Commissioner and Caldicott Guardians and other key stakeholders to identify solutions	SG	NSS/IS	March 18

|	Activity	Lead Responsibility	Contribution	Timescale
3.	**Performance Management** ***Ensure performance management arrangements for Scotland's public services are fit for purpose and reflect the reform agenda***			
3.1	Revisit and update where necessary work undertaken by the PSRB to review performance management arrangements across the public 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	June 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		August 17
3.4	Report on key findings of review of performance management arrangements	IS	SG/ Police Scotland/SFRS	Nov 17
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		Nov 17
3.6	Implement the above recommendations	Dependant on findings of review		From Jan 18 onwards
4	**Community Planning Support and Capacity Building** ***Support CPP's to deliver their duties under the Community Empowerment (Scotland) Act 2015 by providing access to more targeted and coordinated support***			
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	Oct 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	Oct 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** *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*			
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		Sept 17
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*			
6.1	Write to the Clerk of the Local Government and Regeneration Committee to outline the work of the OEPB and explore opportunities to contribute to their programme of work	OEPB Chair		May 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	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
7	**Measures of Success** *Identify key measures to demonstrate the impact of the OEPB's work programme over the short, medium and long term*			
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

Tests of Change within Community Planning Partnerships

Introduction

The Local Intelligence Support team (LIST) can empower Community Planning Partnerships (CPPs) to be ambitious and challenging in the approaches they take, and are ideally placed to work alongside local partners to offer CPPs wider access to analytical and information support than would otherwise be available.
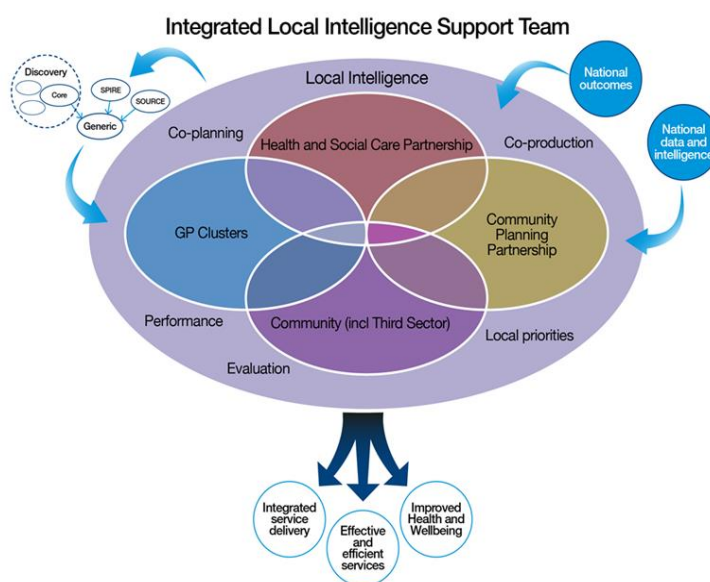
LIST are proposing a series of Test of Change projects to showcase the difference a local intelligence-led approach can make, in order to tackle many of the deep-rooted health, social and economic issues that pervade many of our communities. Whilst conversations are still at their early stages and further discussions will allow a more matured programme plan to emerge, these conversations will also include Improvement Service colleagues.

Proposed Test areas

- **Moray -** Evaluation of social housing interventions, in terms of health & wellbeing impact and social care costs. Local Lead - Bruce Woodward (Senior Performance Officer - Moray HSCP)

- **East Ayrshire -** Potential support in two areas**;** Play & Early Intervention Service, which includes Play @ Home, Play in Prison and Befriending; and supporting the Communities Team Action Plan for people affected by addictions and homelessness. Local Lead - Angie Bennett (Early Intervention and Prevention Service Manager - East Ayrshire Council)

- **Renfrewshire -** Primary focus of work still to be finalised, but within the scope of 'chaotic lifestyles'. Potential to align this work with Paisley's UK City of Culture 2021 bid – economic regeneration, positive impact on communities of interest. Local Lead – Danny McAllion (Data Analytics & Research Manager, Policy & Commissioning - Renfrewshire Council)

- **West Lothian -** Review of CPP Prevention Plan, particularly to provide guidance and support on a suite of indicators relating to Child Health. Further to this, CPP currently scoping other potential test areas. Local Lead – Joanna Anderson (Community Planning Development Officer - West Lothian Council)

- **Falkirk** - Workshop scheduled for 9th of May – '*Use, organisation and analysis of data by the Council and CPP partners*'. Local Lead – Fiona Campbell (Head of Policy, Technology and Improvement - Falkirk Council)