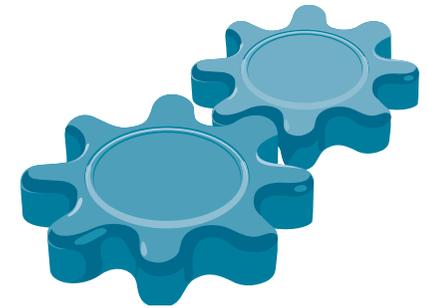


Community planning

Turning ambition into action: Summary of progress against recommendations



This table provides a summary of progress against the recommendations in our report [Improving community planning in Scotland](#) that was published in March 2013.

Recommendation	Progress made
<p>Strong shared leadership</p> <p>Community planning needs to become a truly shared enterprise, rather than a council-led exercise. This will mean changes in behaviour and more effective engagement and participation by partners, both executive and non-executive. CPPs need to start acting as true leadership boards, setting a stretching ambitious programme for change and holding people to account for delivering them.</p>	<p>We are now seeing partners increasingly demonstrating collective ownership of the priorities in the SOA. Paragraph 10, page 11 (PDF) </p> <p>Although aspects of community planning are improving, leadership, scrutiny and challenge remain inconsistent. The Statement of Ambition is clear that 'CPPs must be genuine boards with all the authority, behaviours and roles that implies for them and constituent partners'. Although this language was intended to improve the level of challenge within CPPs, it has created confusion among partners.</p> <p>CPP boards are not yet fulfilling this role effectively. Strategic leadership, oversight and challenge still tend to be happening at a level, or at levels, below the CPP board. Many boards are overseeing the community planning process but are not showing leadership by setting ambitious improvement targets and holding partners to account for their contribution to delivery of the local SOA. Paragraphs 23 and 24, page 14 (PDF) </p>

Cont.

Recommendation

Progress made

The National Community Planning Group has an important role in providing visible leadership and support for community planning in Scotland. It needs to effectively challenge local and national politicians and public sector leaders to maintain the pace of change in community planning reform.

The Scottish Government and the National Community Planning Group have taken steps to promote the importance of community planning across government and in partner organisations. The National Community Planning Group is now starting to focus its activity on the areas where national leadership is most needed. It recently issued a set of key principles that are intended to set out an ambitious but realistic improvement agenda for community planning that draws on the practical experience of implementing the Statement of Ambition by CPPs. It now needs to set out what this refocused approach to community planning means for the Statement of Ambition, its expectation of CPPs and how success in implementing these principles will be assessed. [Key message, page 10 \(PDF\)](#) 

The Scottish Government should ensure that the links between the various strands of its public service reform agenda are clearly articulated and well understood by all parts of government and public services. In particular, how, in practical terms, the strategic oversight relationship between CPPs and Health and Social Care Partnerships should operate.

The links between community planning and national public service reform programmes are not clear. [Page 15 \(PDF\)](#) 

Some CPPs have reflected these reforms in changes to their structures. For example, Scottish Borders CPP has established a Public Services Reform thematic group. But the extent to which CPPs recognise their role in public service reform and seek to integrate it into their work varies. [Paragraph 31, page 15 \(PDF\)](#) 

Governance and accountability

CPPs need to significantly improve their governance and accountability, and planning and performance management arrangements by:

- successfully mobilising resources towards agreed goals
- showing that partnership working is making a significant difference in improving services and delivering better outcomes for communities
- clarifying roles and responsibilities for elected members, non-executives and officers
- ensuring CPP decision-making is reflected fully in the governance structures of all partners.

Although aspects of community planning are improving, leadership, oversight and challenge remain inconsistent. [Paragraph 23, page 14 \(PDF\)](#) 

Partners are starting to discuss what resources and activities they can contribute to improving local outcomes and where working together differently will improve local services. There are already some small-scale examples of partners sharing resources.

[Paragraph 57, page 28 \(PDF\)](#) 

Councillors and non-executive members are becoming more aware of, and involved in, community planning both at a CPP board level and at a neighbourhood level. But some who are used to working in a single organisation are still finding it hard to adapt to working in a partnership setting, as opposed to chairing or serving on a council committee or a board.

[Paragraph 30, page 15 \(PDF\)](#) 

Recommendation	Progress made
<p>CPPs need to assure themselves that the proposed arrangements for health and social care integration in their area:</p> <ul style="list-style-type: none"> • reflect local circumstances and priorities • are clear about the respective roles and responsibilities of the CPP and Health and Social Care Partnerships • will improve the quality of care and outcomes for older people • will deliver improved value for money. 	<p>Many CPPs are unsure about their role in health and social care integration and how the practical aspects should operate. Paragraph 33, page 16 (PDF) </p> <p>We found that activity to integrate health and social care services has been happening largely in parallel to community planning, with many CPP boards simply noting update papers on plans for integration. This may reflect the operational nature of some of the decisions that councils and NHS boards need to make about the model and scope of future health and social care services, not all of which will be directly relevant to all CPP partners. Paragraph 34, page 16 (PDF) </p>
<p>The Scottish Government needs to implement effectively the ambition in the SOA guidance, to ‘hold health boards and other public bodies to account for their contribution to CPPs and for the delivery and development of new SOAs’. This means using all of the levers available to it, including aligning and streamlining national policies and performance management arrangements to focus more explicitly on local areas and outcomes. It also needs to ensure that appropriate arrangements are put in place to bind all CPP partners and their resources effectively to shared improvement priorities.</p>	<p>The Scottish Government is starting to use existing performance management and accountability arrangements to monitor the contribution of public bodies to community planning. But the Scottish Government is not yet consistently holding partners in central government or the NHS to account for their performance. Paragraph 82, page 35 (PDF) </p>
<p>Clear priorities for improvement and use of resources</p>	
<p>CPPs need to focus more clearly on where they can make the greatest difference in meeting the complex challenges facing their communities. They need to make their SOAs a true plan for the areas and communities that they serve. They need to show how they are using the significant public money and other resources available to CPP partners to target inequalities and improve outcomes. SOAs need to specify what will improve, how it will be done, by whom, and when.</p>	<p>Although the SOAs published in 2013 place more emphasis on local priorities, tackling inequalities and prevention, many do not provide a true plan for the areas and communities that they serve. Many SOAs do not clearly focus on the specific improvements that community planning is trying to achieve. Paragraph 41, page 20 (PDF) </p> <p>CPPs are starting to better understand what resources they have available to deliver their SOA. They have begun to identify how partners use their resources, such as money and staff, in particular priority areas or specific communities. Key message, page 27 (PDF) </p>

Recommendation	Progress made
<p>CPPs need to ensure that partners align their service and financial planning arrangements with community planning priorities. This means ensuring that budget setting and business planning decisions by CPP partners, such as councils and NHS boards, take full account of community planning priorities and SOA commitments.</p>	<p>CPPs need to make sure that local community planning arrangements are clear about who is responsible for:</p> <ul style="list-style-type: none"> • agreeing the priorities of the CPP and SOA • allocating resources and coordinating activity • implementing activity • scrutinising performance and holding partners and others to account for their performance. Recommendation, page 17 (PDF) 
<p>The Scottish Government needs to clarify how CPPs' contributions to supporting improvements in relation to its national priorities (economic recovery and growth; employment; early years; safer and stronger communities, and reducing offending; health inequalities and physical activity; outcomes for older people) will be assessed and progress reported at national level.</p>	<p>There is also a role for the Scottish Government to consider how the various national performance frameworks (eg, outcomes for older people, early years, employment and economic growth) can be streamlined and made more outcome focused. This may help to create greater alignment between national performance measurement and local community planning. Paragraph 79, page 34 (PDF) </p> <p>The Scottish Government is now starting to use existing performance management and accountability arrangements to monitor the contribution of public bodies to community planning. But it is not yet consistently holding central government bodies or the NHS to account for their performance within CPPs. Key message, page 33 (PDF) </p>
<h3>Community engagement and empowerment</h3>	
<p>The Scottish Government needs to clearly articulate its expectations of effective community engagement by CPPs in its forthcoming Community Empowerment (Scotland) Bill legislation.</p>	<p>In June 2014, the Scottish Government introduced the Community Empowerment (Scotland) Bill to the Scottish Parliament, which includes proposals for:</p> <ul style="list-style-type: none"> • establishing in legislation a set of national outcomes for Scotland • providing greater rights for communities to participate in planning and managing public services • placing CPPs on a statutory basis, by putting a legal duty on a range of public sector bodies to work together in partnership to plan to improve outcomes for their areas. Paragraph 4, page 8 (PDF) 

Recommendation	Progress made
<p>CPPs need to extend and improve their approach to engaging with communities if the potential of local people to participate, shape and improve local services is to be realised.</p>	<p>CPPs continue to improve how they consult with local people. But they are not yet routinely working with communities to ensure they influence the CPPs' priorities or help to change the way services are provided. Paragraph 46, page 22 (PDF) </p>
<p>Improvement support and capacity building</p>	
<p>The Scottish Government and COSLA need to work together to more clearly set out what successful community planning looks like, sharing good practice and supporting improvement at local level. A comprehensive programme of training and support for public sector leaders and front-line staff will be needed, drawing on the work already under way by the Improvement Service as part of the community planning reform programme.</p>	<p>The Scottish Government and the National Community Planning Group have taken steps to promote the importance of community planning across government and in partner organisations. The National Community Planning Group is now starting to focus its activity on the areas where national leadership is most needed. It recently issued a set of key principles that are intended to set out an ambitious but realistic improvement agenda for community planning that draws on the practical experience of implementing the Statement of Ambition by CPPs. Key message, page 4 (PDF) </p> <p>The Scottish Government and Improvement Service need to clarify exactly what help CPPs would benefit from, and coordinate how they deliver training and support and share information at a national level. Paragraph 92, page 37 (PDF) </p>
<p>The National Community Planning Group need to ensure that CPP boards are provided with appropriate training and support to enable them to deliver on the ambitious changes expected of them. It also needs to ensure that appropriate arrangements are put in place for promoting the effective sharing of good practice. For example, in relation to partnership governance.</p>	<p>Work being taking forward by the Improvement Service (as above)</p>
<p>CPPs need to establish effective self-evaluation arrangements that will allow them to target their local improvement activity (leadership, governance, service delivery, etc) appropriately and demonstrate continuous improvement in their operation. They also need to establish effective arrangements for learning and sharing good practice with each other.</p>	<p>The Improvement Service is working in partnership with the Joint Improvement Team to help individual CPPs with self-assessment and planning improvements. Education Scotland, the Care Inspectorate and NHS Education Scotland have agreed to support this work. By the end of 2014, 26 CPPs will have been through this process – 16 of whom worked with the Improvement Service in developing the approach. Paragraph 91, page 37 (PDF) </p>
<p>The Improvement Service and the Scottish Government need to work together to offer support to CPP boards to help them provide effective leadership and scrutiny of performance. This may involve offering support and guidance to public sector leaders in managing change across organisations. Support in improving the use of national and local data for both planning and performance management purposes may also be needed.</p>	<p>The Improvement Service, the Scottish Government and statutory community planning partners are working together to support CPPs to understand and improve their approach to performance management. They aim to identify a small core set of measures that will support CPPs to benchmark outcome performance against others to publish the first version of the framework in March 2015. This work has the potential to contribute to a more consistent evidence base of CPP performance. Paragraph 91, page 37 (PDF) </p>