



# Scottish Borders Community Planning Partnerships audit: emerging findings



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# The presentation

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- Background: the CPP audit
- Local context: Scottish borders
- The past: community planning in Scottish Borders
- The present: change, challenge, and opportunity
- The future: key areas for improvement
- Next steps with the audit

## Background: the CPP audit

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- Support improvement
- Focus on impact and outcomes
- Citizens and community empowerment
- Prevention, sustainability, and use of resources
- Partnership approach across scrutiny bodies

## Four key questions

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- **Strategic direction** – has the CPP set a clear strategic direction, with improvement priorities agreed by all partners, which reflect the needs of the area, and are based on effective community engagement?
- **Governance and accountability** – does the CPP have robust governance and accountability arrangements, and is it able to demonstrate effective shared leadership which drives improved outcomes for the area?
- **Performance management and use of resources** – has the CPP established effective performance management arrangements which are delivering performance improvements (including effective self evaluation arrangements) and securing best use of public resources (including service integration)?
- **Impact and outcomes** – can the CPP demonstrate that its actions are making a difference for the area and delivering improved outcomes for local people?

- A good place to live and work:
  - generally healthy population
  - low levels of crime
  - education attainment high
- But, several strategic challenges:
  - reducing public finances (inc. welfare reform)
  - managing the impact of the global economic downturn on the local economy (vibrant and sustainable local town centres)
    - addressing major pressures on health and social care services
    - reducing the impact of alcohol related problems on local communities
    - improving local transport links

## The past: community planning in Scottish Borders

- Good relationships, lots of local joint working, and some progress in improving outcomes

But...

- Community planning process lacked sufficient focus on impact and improvement
- Weaknesses in co-ordination and performance management of community planning activity (including joint working)
- Elected and board member understanding and input patchy
- Limited evidence of CPP Board driving improved outcomes and strategically aligning collective resources

## The present: change, challenge and opportunity

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- New context, new challenges: public finances, Christie, and public service reform
- New momentum to community planning and broader public service reform in Scottish Borders:
  - new governance arrangements
  - new Strategic Programmes
  - Area Forums
  - Health and social care integration
- Despite funding cuts, public spending in Scottish Borders is still significant
- Opportunity to improve impact and deliver step-change in performance, but shared leadership is needed

- **Strategic direction** – CPP understands the needs of the area well and there is effective community engagement by individual partners. Further work needed to convert the overall strategic direction into clear improvement priorities agreed by all partners and establish co-ordinated approach to community engagement and empowerment.
- **Governance and accountability** – New governance arrangements should improve accountability and control, but more work is needed to ensure that all partners understand their roles and responsibilities under the new arrangement. Need to align strategic oversight of all aspects of public service reform (health and social care integration, police and fire). Commitment to change is clear, but further time needed to translate shared leadership into improved outcomes for the area. Further thought needs to be given to support and training for elected members and partner board members.



- **Performance management and use of resources** – commitment to establishing effective performance management arrangements which drive performance improvements is evident, but how this translates into planning and governance within partners is not yet clear. Further work required to establish plans for securing best use of public resources and delivering strategic service integration. Co-ordinated and strategic approach to dealing with reducing public sector finances is needed.
- **Impact and outcomes** – a mixed story to date. A real opportunity exists through implementing the community planning review to make a difference for the area and deliver improved outcomes for local people. Addressing inequality of outcomes must be a central part of that process. This will only happen if sustained shared leadership is shown and appropriate resources are committed by partners to support the CPP process.

# The future: key areas for improvement ACCOUNTS COMMISSION

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Positive direction of travel, but important challenges remain:

- Clarifying and articulating the key improvement priorities for the area
- Agreeing joint resourcing and delivery arrangements
- Clarifying how prevention and addressing outcome inequalities will be addressed in the Borders
- Strengthening partner and board member understanding of the new governance and accountability arrangements
- Improving elected member understanding of their key community leadership role
- Providing sufficient support to those taking on key leadership roles
- Ensuring that sufficient capacity is available across partners to support the strategic change agenda

## Next steps with the audit

- Report drafting – in process
- Quality assurance processes (including external challenge) – November
- Factual accuracy checking by Board – December/January (tbc)
- Reporting to Accounts Commission/Auditor General for Scotland – early 2013
- Publication – February/March (tbc)

Any questions?