

**SECTION XXVI**

**COMMUNITY PLANNING STRATEGIC BOARD**

**General**

The Community Planning Strategic Board shall comprise Scottish Borders Council Elected Members meeting together with Statutory and other Community Planning Partner representatives.

**Constitution**

- (a) Five Elected Members of Scottish Borders Council being:-
- (i) Leader
  - (ii) Executive Member for Community Planning
  - (iii) Executive Member for Economic Development
  - (iv) Executive Member for HR and Corporate Performance
  - (v) Executive Member for Health Service
- (b) Five representatives from the statutory Community Planning Partners, being:-
- (i) Chairman and Vice-Chairman of NHS Borders
  - (ii) Chairman of Scottish Enterprise Regional Advisory Board
  - (iii) Divisional Commander of Police Service
  - (iv) a representative from the Fire and Rescue Service
- (c) Other representatives of any other local body as agreed by Scottish Borders Councillors and the Statutory Planning Partners.

**Chairman**

The Chairman and Vice-Chairman of the Board shall be Elected Members of the Council. The Chairman shall not have a casting vote.

**Quorum**

Three Elected Members of the Council and three representatives from the statutory Community Planning Partners shall constitute a quorum.

**Functions Referred**

The following functions of the Council, within policy, budget and legislative requirements, and in compliance with any statute and regulations governing these public, private and voluntary sector organisations involved, shall stand referred to the Board -

- \*1. Approve a strategy to achieve the objectives of the Community Planning Partnership, based on the National Outcomes within the Single Outcome Agreement, to include: -
- what the priorities are for the 4 key strategic themes of Early Intervention and Prevention; Place and Communities; Economy and Infrastructure; and Future Model of Public Service Delivery for the Scottish Borders

- how they will translate into outcomes
  - what outcome indicators will be used to measure progress and the impact of collective activity.
2. Scrutinise the performance of each of the Delivery Teams for the 4 themes - Early Intervention and Prevention; Place and Communities; Economy and Infrastructure; and Future Model of Public Service Delivery for the Scottish Borders – in achieving its strategic priorities.
  - \*3. Consider and make recommendations, if required, on any aspects of Community Planning, in terms of issues or improvements.
  4. Provide effective commitment and leadership and facilitate agreement between partners on the strategic priorities for the area.
  5. Review commitments made by partners to agree future levels of activity.
  6. Provide direction in reaching decisions on those issues that involve competing interests or are controversial or contentious.
  7. Ensure other Elected Members, Council Committees and Partner Bodies are fully and regularly briefed on key Community Planning issues, developments and programmes which impact on their particular service interest.
  8. Develop networks or discussion forums for sharing experiences in good practice.
  9. Promote mutual understanding of need by sharing key organisational information.
  10. Actively encourage opportunities for formal and informal joint working, joint use of resources and joint funding options, where this will offer scope for service improvement.

### **Functions Delegated**

All functions above NOT marked \*. Those functions marked \* are referred to the Board for consideration and recommendation only and must receive approval of the Council.



# Scottish Borders Community Planning Partnerships audit: emerging findings



Antony Clark, Lesley McGiffen, Fiona Selkirk, Sally Hammond



# 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?