

Community Planning Partnership Audit – June 2013

Specific Audit Recommendations and additional areas for improvement

<p>Strategic direction and leadership</p> <p>New governance and accountability arrangements have been established for the Partnership, but these need to be reflected in partner organisations own governance structures.</p> <p>The council will need to manage its leadership role carefully to create a new culture of shared leadership.</p>	<p>Executive Sponsor:</p> <p>Tracey Logan (SBC)</p>	<p>How we will take these recommendations and areas of improvement forward</p>
<p>1. Set an ambitious vision for the partnership which should build on the good outcomes already in place and focus on addressing the key challenges for the area, particularly in reducing inequalities</p>		<p>The Strategic Board agreed it's vision on 18th April 2013 -</p> <p>“By 2023, quality of life will have improved for those who are currently living within our most deprived communities, though a stronger economy and through targeted partnership action”</p>
<p>2. The partnership aligns priorities with the vision and translates it into a jointly agreed SOA</p>		<p>The jointly agreed SOA will be submitted to the Scottish Government in June 2013</p>
<p>3. Maintain oversight of all joint working initiatives and</p>		<p>The joint delivery team will be asked to present their</p>

ensure all partnership arrangements are reflected in the SOA		key initiatives to the Strategic Board on an annual basis.
4. The partnership needs to identify key priorities where community planning can make an impact and realign resources and budget to these key priorities		<p>Using the Strategic Assessment, the Strategic Board agreed on 18th April 2013 to focus on three key areas for the Scottish Borders</p> <ul style="list-style-type: none"> • Reduce inequalities (targeted approach) • Grow our economy (inward investment focus, railway, tourism) • Maximise the impact from the renewable sector (on economic growth and employment, income, health, fuel poverty) <p>The delivery teams can now start to consider how to best demonstrate the resources and budget that are aligned to these key priorities.</p>
5. Provide a clearer distinction between setting the vision and scrutinising its delivery through the Strategic Board		Performance management arrangements will be strengthened to enable the Strategic Board to scrutinise the delivery of the vision.
6. SBC has a statutory duty to lead the process, but it must do so in the spirit of true partnership		SBC will continue to strive for stronger partnership working. The new governance arrangements including the Strategic Board will enable partners to contribute more fully in the decision making process and implementation of joint working initiatives.
7. Ensure that the agenda of the partnership reflects all partner engagement		Although SBC provide the administrative function for setting the agenda, partners are encouraged to bring items to the agenda.
8. The partnership needs to monitor the implementation of		A review of the governance arrangements is

<p>the new arrangements carefully to ensure that it delivers shared effective leadership of partnership working</p>		<p>scheduled for June 2014.</p>
<p>9. Leadership should be carried out by the organisation best placed to perform this role and that partners should be encouraged to lead on appropriate themes, projects and programmes</p>		<p>Partners are leading in a number of areas including the CPP Audit Action Plan. The Joint Delivery Team may wish to consider rotating the chairmanship of the Delivery Team.</p>
<p>Performance Management</p> <p>A robust performance management framework is required to enable the CPP to evidence and monitor performance and outcomes, and to drive and demonstrate continuous improvement.</p> <p>The Partnership need to identify key priorities, develop sufficiently challenging targets and monitor their progress.</p>	<p>Executive Sponsor:</p> <p>Calum Campbell (NHS)</p>	<p>How we will take these recommendations and areas of improvement forward</p>
<p>1. Ambitious, but achievable targets</p>		<p>A Performance Management Group will be established to:</p> <ul style="list-style-type: none"> • Agree with the Strategic Board and the Joint Delivery Team the actions that are required to deliver the key priorities • Develop with the Strategic Board and the Joint Delivery Team the key targets and measures that will demonstrate successful outcomes and performance

		<ul style="list-style-type: none"> • Monitor and evaluate progress using an agreed Performance Management Framework <p>This work will cover items 2, 3, 4 and 5 below</p>
2. Scrutiny of performance reports		As above
3. Reporting on performance and progress publicly		As above
4. Key indicators and measurements to evidence successful outcomes, performance and the impact of partnership working		As above
5. A jointly agreed delivery plan that sets clear improvement goals, and has clear timescales and ownership		As above
6. Progress on the SOA which must be reported to the Joint Delivery Team and Strategic Board		This will be carried out as part of the implementation of the SOA
7. Progress on the themes must be reported to the Joint Delivery Team and Strategic Board		Regular highlight reports are being presented to the Joint Delivery Team and the Strategic Board
8. Strengthening linkages between partner's strategies and the SOA		Partner strategy links have been included and highlighted in the SOA
9. Performance data that is presented in a user friendly way		The Theme Delivery Teams are taking a proactive approach in developing user friendly performance data
10. Consistent information at data zone level to measure progress towards reducing outcome gaps		This work is being developed from the Scottish Borders Community Planning Partnership's Strategic Assessment in relation to deprived areas

11. Activities require to be costed and budgets established		The joint programmes will include budget information
12. Rationalise activity to ensure resources are being used effectively		This will form part of the remit of the recommendations considered by the Use of Resources Group
13. Realign resources and budget to identified key partnership priorities		This will form part of the remit of the recommendations considered by the Use of Resources Group
14. Use SIMD data to identify key priorities within the Strategic Assessment		This has been carried out as part of the revised Strategic Assessment and will continue to be used across the Partnership
15. Clearly identifies and prioritises actions/work to improve inequalities		This has been identified as part of the prioritisation work of the Scottish Borders Community Planning Partnership
<p>Use of Resources</p> <p>The partnership has not identified the overall resources available to it, or how individual partner's resources can be aligned to deliver the agreed SOA outcomes</p>	<p>Executive Sponsor</p> <p>David Robertson (SBC)</p>	<p>How we will take these recommendations and areas of improvement forward</p>
1. Realign resources and budget to identified key partnership priorities and SOA outcomes		Work has commenced in considering a methodology for identifying and realigning resources including revenue and capital budget
2. Ensure the partnership has the skills and abilities to deliver the strategic change agenda		This need requirement will be assessed as part of the work of realigning resources
3. Prepare a cross-sector Workforce Development		The preparation of this Strategy will follow on from the

Strategy which includes a joint resourcing plan and supports the key strategic priorities and objectives		work of identifying and realigning resources and budget
4. Understand the total resources available as well as the contribution by each partner		This will be included in the work undertaken at item 1
5. Scrutinise contributions by all partners		The scrutiny process will follow the identifying and realigning resources and budget task at item 1
6. Identify and address resource and capacity issues		This will be undertaken as part of the scrutiny process as detailed at item 5
<p>Governance and accountability</p> <p>The partnership needs to ensure partners have a clear understanding of their roles and responsibilities.</p> <p>The Partnership needs to clarify and agree the mechanics through which partnership decisions will be reflected in the formal governance arrangements of partner organisations.</p>	<p>Executive Sponsor</p> <p>Liz McIntyre (Borders College)</p>	<p>How we will take these recommendations and areas of improvement forward</p>
1. Ensure partners have a clear understanding of their roles and responsibilities		A Memo of Understanding to be created which formalises the spirit of the partnership, agrees levels of responsibility and includes specific areas of responsibility
2. Review governance arrangements of the CPP after 18 months including a review of roles and responsibilities		Mapping exercise to be undertaken to baseline current governance arrangements of partnership and groups which report into the CPP

<p>3. Clarify and agree the mechanics through which partnership decisions will be reflected in the formal governance arrangements of partner organisations</p>		<p>Partners will be asked to submit an annual report which details the extent of how CPP decisions are reflected within their own organisations, and to evaluate the effectiveness of these decisions</p>
<p>4. Enable and support partners to make a full contribution to community planning eg. agenda item for all Teams and Strategic Board – spotlight and updates from partners</p>		<p>Consider an Industry Update type report from each of our partners</p>
<p>5. Consider representation from the private sector</p>		<ul style="list-style-type: none"> • Create a register of interests and skills of the Strategic Board • Assess the register and consider if representation from the Private Sector is required
<p>6. Consider the governance of the Health & Social Care Integration Programme</p>		<p>This will be considered within the Integration Programme and proposals/recommendations brought to the Strategic Board</p>
<p>7. Clarify the arrangement between the area forums and local planning and service delivery by partners</p>		<p>Overview and information regarding the Area Forums to be presented to the Strategic Board</p>
<p>Community Engagement</p> <p>There is a strong commitment to engaging with local communities but it is not clear how this helps inform communities.</p>	<p>Executive Sponsors:</p> <p>Morag Walker (Vol Sector)</p> <p>John Mallin (Fire & Rescue)</p> <p>Andy Clark</p>	<p>How we will take these recommendations and areas of improvement forward</p>

	(Police Scotland)	
1. Effectively co-ordinate community consultation		An audit of existing Community Engagement approaches will be undertaken to assess how the partnership can improve the co-ordination of community engagement activity. Establish a calendar of events that will allow greater collaboration within the partnership to involve local communities.
2. Involve local communities in initiatives to tackle health inequalities		The partnership needs to ensure that it engages with deprived communities to take steps to reduce health inequalities.
3. Engage and consult on key partnership priorities		<p>Using the Strategic Assessment, the Strategic Board agreed on 18th April 2013 to focus on three key areas for the Scottish Borders</p> <ul style="list-style-type: none"> • Reduce inequalities (targeted approach) • Grow our economy (inward investment focus, railway, tourism) • Maximise the impact from the renewable sector (on economic growth and employment, income, health, fuel poverty) <p>A Voluntary Sector event was held on the 16th May to raise awareness of the CPP structure, its priorities and how these relate to the Single Outcome Agreement, and highlighting the need for voluntary sector involvement</p> <p>The delivery teams can now start to consider how to best demonstrate the resources and budget that are aligned to these key priorities.</p>

