
CPP Improvement Plan

7 September 2022

1 PURPOSE AND SUMMARY

- 1.1 This report sets out the work undertaken through the CPP Improvement Plan presenting a new Community Plan and Performance Management Framework and updates progress in reviewing the Community Planning Partnership's governance arrangements.**
- 1.2 In 2021 Scottish Borders Community Planning partnership undertook a piece of work with the Improvement Service to review existing arrangements. The resulting Improvement Plan set out actions to:
- a. Review Community Plan (Local Outcomes Improvement Plan)
 - b. Review governance/structure of the Partnership
 - c. Develop a Performance Management Framework
- 1.3 Following the establishment of a Task Group, by the Joint Programme Board, priorities for a new community plan were developed and consulted on between May – July this year. Alongside this work options for a revised governance structure were reviewed and a Performance Management Framework developed.

2 RECOMMENDATIONS

- 2.1 I recommend that the Strategic Board:-**
- a. approves the Community Plan 2023/2033,**
 - b. approves the revised Community Planning Partnership vision,**
 - c. notes the progress on developing a new governance structure,**
and
 - d. approves the Performance Monitoring Framework.**

2 BACKGROUND

- 3.1 At their meeting on 3 March 2022 the Strategic Board approved the Improvement Plan developed in partnership with the Improvement Service to address three key areas, these being:
- a. **Prioritise:** Review and reduce the priorities of the CPP in partnership with our communities to inform and refresh the current Locality plans and the CPP Community Plan (Locality Outcomes Improvement Plan)
 - b. **Governance:** In parallel, review the current CPP structures and processes to ensure they are fit for purpose and can support the delivery of these key priorities that will form the Locality Plans and Community Plans
 - c. **Performance:** Ensure that the CPP's long term outcomes are supported by a performance framework in which progress can be measured in the short and medium term and presented to both CPP Strategic Board, key stakeholders and our communities
- 3.2 A Task Group was appointed by the Joint Programme Board, with representatives from partner organisations, to undertake the work set out in the Improvement Plan.

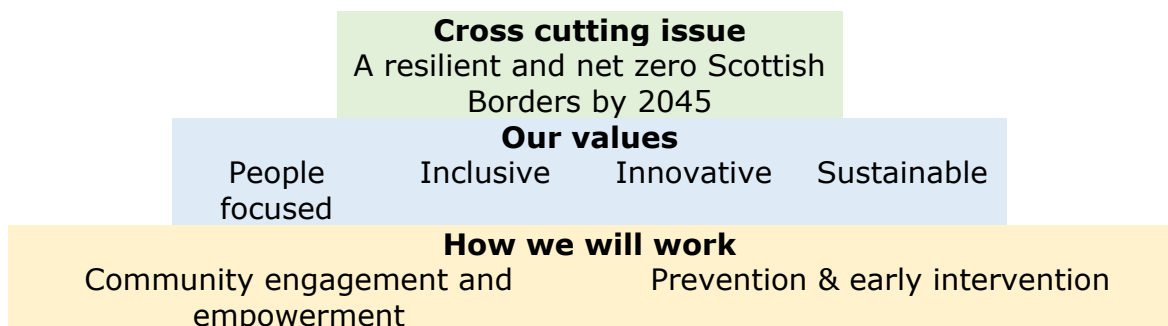
4 REVIEW OF THE COMMUNITY PLAN

- 4.1 Community Planning Partnerships are required, under Part 2 of the Community Empowerment (Scotland) act 2015 to produce a Locality Outcomes Improvement Plan (LOIP). The purpose of the Plan is to identify priorities for improving outcomes and tackling inequalities in their area. The LOIP is known as the Community Plan in the Scottish Borders.
- 4.2 The existing Community Plan was agreed in May 2018
- 4.3 At their meeting on 8 September 2022 the Community Planning Strategic Board agreed that a full review of the Community Plan would be undertaken during 2023/24 as part of the CPP's Improvement Plan.
- 4.4 In order to understand how priorities may have changed over the last five years, and review the Community Plan, potential priorities were identified from plans/strategies currently in place across the CPP. These plans/strategies were developed following public consultation to ensure that they reflected the views of our communities. Commonalities were mapped across the range of plans/strategies. Data was gathered from a refreshed Strategic Assessment (SBC) and the Health & Social Care Joint Strategic Needs Assessment. From these documents the areas for improvement were identified across a wide range of outcomes.
- 4.5 When identifying the draft priorities attention was given to ensuring that:
- they were not already being delivered by another organisation/group of organisations/partnership,
 - they were not only within the power of a single organisation to deliver but would benefit from a partnership approach, and
 - by working together, the Community Planning Partnership would bring added value to any ongoing work.

- 4.6 A public consultation took place between 24 May – 16 July 2023 on sixteen potential outcomes which sat under four themes.
- 4.7 A total of 136 responses were received to the online consultation. Due to the low number of responses the results of the survey are informative but not statistically significant. Feedback was also gathered through meetings with Area Partnerships, community partners, Scottish Borders Community Council’s Network and a those developing Place Plans through attendance at a Peer Learning event.
- 4.8 Following analysis of comments and responses received, and discussion at the Joint Programme Board, the Community Plan presented (Appendix 1) has four themes and 11 outcomes. The themes, which are similar to those in the 12 month interim Work Plan, are:
- a. Poverty,
 - b. Learning, skills & economy
 - c. Good health & wellbeing, and
 - d. Place, community & connectivity.

Changes to the theme names were made in response to comments received during the consultation – people felt they needed to be clearer.

- 4.9 At their meeting on 9 March 2023 the Strategic Board agreed that the Health & Social Care Strategic Framework would steer the work of a future ‘Enjoying Good Health and Wellbeing’ theme. The objectives from the Framework have been reflected in the draft priorities although, because of the crossing cutting nature of health and wellbeing, they appear across more than one theme.
- 4.10 In addition to the outcomes the new plan includes the cross-cutting issue of: A resilient and net zero Scottish Borders by 2045. This highlights the importance of addressing the climate change agenda and that the work undertaken across all themes, to deliver the Plan, will have a part to play in doing that. In addition to the cross-cutting issue, four values have also been established. These values will be central to our work, cutting across all outcomes, and will be underpinned by the key facets of community engagement & empowerment and early intervention & prevention as set out below:



- 4.11 The new plan differs from the one agreed in May 2018 in that it doesn’t include targets and measures. These will be included in the delivery plan, which, will contain the actions and will be used to report on progress in delivering the outcomes.

4.12 The Plan will be reviewed twice during the ten-year period to identify if the outcomes, within the Plan, are being addressed and whether any revisions are required, this will ensure that the Plan remains relevant.

4.13 As part of this process the CPP's vision has also been reviewed. It is proposed to amend the current vision slightly to reflect that of the Integration Joint Board changing from:

"Working together with our communities and through targeted partnership action, the quality of life will improve for all who live, work or study in the Scottish Borders".

to:

"Working together with our communities, and through targeted partnership action, will enable all people in the Scottish Borders to live their life to the full".

4.14 The Board is being recommended to approve the new Community Plan and revised vision.

5 REVIEW OF COMMUNITY PLANNING PARTNERSHIP GOVERNANCE

5.1 Community Planning Partnerships were established under the Local Government (Scotland) Act 2003 with the responsibility for delivering community planning sitting with local authorities. This responsibility changed with the enactment of the Community Empowerment (Scotland) Act 2015 (the Act) which conferred joint responsibility on five organisations: local authority (Scottish Borders Council), health board (NHS Borders), Police Scotland, Scottish Fire & Rescue Service and Scottish Enterprise (South of Scotland Enterprise).

5.2 CPP governance arrangements were last reviewed in 2018 following changes that had been put in place in 2016.

5.3 In its work to review the current governance arrangements the Task Group undertook desktop research and had conversations with other local authority staff who support community planning partnerships. For the most part these have been focused on those in the same Local Government Benchmarking Framework family groups as the Scottish Borders.¹ Conversations with colleagues in Dumfries & Galloway have been particularly helpful not just due to the similarity in our areas but also the amount of work that is carried out on a South of Scotland basis.

5.4 The Joint Programme Board was presented with the work of the Task Group at its meeting on 16 August 2023 and reviewed the options for change. It was agreed that further discussion needed to take place to explore the risks and benefits of establishing Scottish Borders Community Planning Partnership as an unincorporated body - operating outwith the Council's committee structure.

¹ [How do we compare councils? | Benchmarking \(improvementservice.org.uk\)](https://www.improvementservice.org.uk/)

- 5.5 The current committee structure within the CPP is similar to those across Scotland, there being a community planning board (Strategic Board) that provides strategic leadership and scrutinises the work against the Community Plan; a management/delivery group (Joint Programme Board) that co-ordinates community planning across the Borders ensuring that actions to deliver the agreed priorities are taken forward; and theme groups responsible for delivering and reporting on progress of the actions set out in the Community Plan. While this arrangement works well the Joint Programme Board would like to further consider the future structure and how that could be developed with a focus on addressing the community empowerment agenda and clearly demonstrating the added value brought by working together.
- 5.6 The Joint Programme Board proposes to spend more time addressing the areas outlined above working towards final recommendations being brought to the Strategic Board in March 2024.
- 5.7 The Board is being recommended to note progress on developing a new governance structure.

6 DEVELOPMENT OF A PERFORMANCE MANAGEMENT FRAMEWORK

- 6.1 The third action in the Improvement Plan was for the CPP to put in place a performance framework that would support the measurement, in the short and medium terms, of the Partnership's long-term outcomes.
- 6.2 As with other work undertaken, time was spent looking at existing performance management frameworks. It was felt that the Performance Management Framework could be kept short and succinct while still addressing the needs of the CPP.
- 6.3 The focus of the Framework is very much on the outcomes set out in the 10-year Community Plan. It also recognises the need to review how the Partnership is working proposing that this be carried out through an annual self-assessment process.
- 6.4 The Performance Management Framework (Appendix 2) sets out that we will continue to review, revise and learn from experiences both locally and nationally, along with that we will be using both quantitative and qualitative data to measure performance.
- 6.5 The Board is being recommended to approve the Performance Management Framework.

7 IMPLICATIONS

7.1 Financial

While there are no costs attached to any of the recommendations contained in this report there may be costs arising from actions taken to deliver the Plan.

7.2 Risk and Mitigations

Not completing the work identified in the Improvement Plan would leave the CPP with:

- a. an out-of-date Plan that doesn't reflect the changing priorities in Borders.
- b. No clear way in which the performance of the Partnership, and progress in achieving the outcomes set out in the Plan, will be monitored.

7.3 **Integrated Impact Assessment**

A full Integrated Impact Assessment (IIA) has been carried out on the proposals contained within this report.

The role of Community Planning Partnerships is to identify and deliver on outcomes to reduce inequalities in the local authority area. Several outcomes focus on improving access to opportunities such as transport, work, learning etc. – these actions will promote more equality amongst vulnerable groups. By promoting more equal access to opportunities good relationships, between community planning partners and members of the Scottish Borders community, should be fostered.

It is anticipated that the outcomes within the Community Plan will have a positive effect on all those covered by the Equality and Fairer Scotland duties. While the Plan is inclusive to all there are outcomes that will target specific groups. This information is detailed in Stage 1 of the IIA and includes:

- Children and young people from low-income households are supported to develop life skills to help them to succeed in life. (Age)
- Help mitigate against the financial challenges of day to day living for those who are most affected. (Low and/or no wealth)
- People have access to better travel options across the Scottish Borders'. (Area deprivation)
- Children and young people from low-income households are supported to develop life skills to help them to succeed in life. (Looked after and accommodated children and young people)
- Parents are supported to enter, remain, and progress in work (Pregnancy & maternity – new parents)

7.4 **Sustainable Development Goals**

The recommendations in this report will impact on the following UN Sustainable Development Goals through actions undertaken to deliver the outcomes set out in the Plan:

- End poverty in all its forms everywhere – through actions taken to deliver the outcomes of: 'Help mitigate against the financial challenges of day to day living for those who are most affected' and 'Children and young people from low-income households are supported to develop life skills to help them to succeed in life'.
- End hunger, achieve food security and improved nutrition and promote sustainable agriculture - through actions taken to deliver the outcome of: 'Help mitigate against the financial challenges of day to day living for those who are most affected'.
- Ensure healthy lives and promote wellbeing for all at all ages - through actions taken to deliver the outcomes of: 'Children and young people from low-income households are supported to develop life skills to help them to succeed in life', 'Improved access to effective services, particularly for those who face greater challenges accessing services', 'Reduced health inequalities for those experiencing the greatest negative impact', Fewer people

experiencing domestic abuse', and 'People have access to better travel options across the Scottish Borders'.

- Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all potential - through actions taken to deliver the outcomes of: 'Children and young people from low-income households are supported to develop life skills to help them to succeed in life', 'More people have a clear route to progress into a greater variety of jobs, learning and training opportunities available within the Scottish Borders', and 'Parents are supported to enter, remain, and progress in work'.
- Achieve gender equality and empower all women and girls - through actions taken to deliver the outcome of: 'Fewer people experiencing domestic abuse.'
- Reduce inequalities within and among countries - through actions taken to deliver the outcome of: 'Our communities are supported and empowered to be strong, active, resilient and sustainable.'
- Make cities and human settlements inclusive, safe resilient and sustainable - through actions taken to deliver the outcome of: 'More people have access to a home that meets their needs and is part of a sustainable community', and addressed by the cross-cutting issue of 'A resilient and net zero Scottish Borders by 2045.'
- Take urgent action to combat climate change and its impacts - through actions taken to address the cross-cutting issue of 'A resilient and net zero Scottish Borders by 2045.'
- Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels - through actions taken to deliver the outcomes of: 'Our communities are supported and empowered to be strong, active, resilient and sustainable', and 'Fewer people experiencing domestic abuse'.
- Strengthen the means of implementation and revitalise the global partnership for sustainable development - through actions taken to deliver the outcome of: 'Our communities are supported and empowered to be strong, active, resilient and sustainable'.

7.5 **Climate Change**

The recommendations in this report will have a positive implication on climate change through the cross-cutting issue of 'A resilient and net zero Scottish Borders by 2045.'

Specific positive impacts are expected through actions to deliver outcomes set out in the Plan as follows:

- Transport: Community Plan outcome - People have access to better travel options across the Scottish Borders
- Infrastructure & land use: Community Plan outcome - More people have a clear route to progress into a greater variety of jobs, learning and training opportunities available within the Scottish Borders
- Adaptation: Community Plan outcome - Our communities are supported and empowered to be strong, active, resilient and sustainable

7.6 Rural Proofing

The aim of the Community Plan is to reduce inequalities through targeted action to achieve identified outcomes. This includes those who may face inequality due to area deprivation. In particular, it is anticipated that delivering the following outcomes will have a positive effect:

- People have access to better travel options across the Scottish Borders
- More people have access to a home that meets their needs and is part of a sustainable community
- Help mitigate against the financial challenges of day to day living for those who are most affected.

7.7 Data Protection Impact Statement

There are no personal data implications arising from the proposals contained in this report.

7.8 Changes to Scheme of Administration or Scheme of Delegation

There are no changes to either the Scheme of Administration or the Scheme of Delegation as a result of the proposals in this report.

8 CONSULTATION

8.1 The Community Planning Partnership Joint Programme Board was consulted on the items set out in this report.

Approved by

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Title Director - Resilient Communities

Author(s)

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Background Papers: None

Previous Minute Reference: Strategic Board, 8 June 2023

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