



Report To:	Inverclyde Alliance Board	Date: 14 December 2015
Report By:	John Mundell Chair of the SOA Programme Board	Report No:
Contact Officer:	Karen McCready Corporate Policy Officer	Contact No: 712146
Subject:	Inverclyde Alliance Improvement Plan Progress Report	

1.0 PURPOSE

1.1 The purpose of this report is to update the Alliance Board on the progress that has been made in taking forward the actions in the Inverclyde Alliance Improvement Plan.

2.0 SUMMARY

2.1 As members of the Board will be aware, the Inverclyde Alliance Improvement Plan was approved at a meeting of the Alliance Board on 15 December 2014.

2.2 The actions within the Improvement Plan have been grouped into the following themes:

- Community engagement, empowerment and asset based approaches
- Tackling inequalities
- Joint resourcing and planning
- Leadership
- Development of the SOA

2.3 Since the last meeting of the Alliance Board on 5 October, progress has been made in a number of areas including:

- The Repopulation and Environment Outcome Delivery Groups have produced new outcome delivery plans with a stronger focus on inequalities, partnership working and added value.
- To develop improvement work around leadership, a workshop led by the Improvement Service will take place on 14 December. The workshop has been informed by the self-evaluation leadership checklist completed by the Programme and Alliance Boards during November.
- A workshop session to consider the economics of prevention has been arranged with Health Scotland for both the Programme and Alliance Boards. A date has still to be confirmed but is likely to take place in early 2016.

2.4 A full progress report is provided in Appendix 1.

3.0 RECOMMENDATIONS

It is recommended that the Alliance Board:

- a. Consider and comment on the progress that has been made in taking forward the actions within the Inverclyde Alliance Improvement Plan
- b. Note that this progress report will be submitted to the next meeting of the Alliance Board.

John Mundell
Chair of the SOA Programme Board

4.0 BACKGROUND

- 4.1 A new Inverclyde Alliance Improvement Plan was approved at a meeting of the Alliance Board on 15 December 2014. Following the publication of the Audit Scotland report 'Improving Community Planning in Scotland' a number of additional improvement actions were added to the plan.
- 4.2 The Improvement Plan has been informed by the Quality Assurance of the SOA in 2013, the remaining actions from the Alliance Board PSIF Improvement Plan and any improvement actions identified from the Audit Scotland reports on Community Planning.
- 4.3 Implementation of the Improvement Plan will help to ensure that the Alliance is better prepared for any future Audit Scotland Community Planning Partnership audit. External scrutiny is more likely to be positive when a partnership can demonstrate that it is self-aware, knows its strengths, has identified areas for improvement and has a robust action plan in place to deliver these improvements.

5.0 PROGRESS

- 5.1 Since the meeting of the Alliance Board on 5 October 2015 progress has been made in the following areas:
- The Repopulation and Environment Outcome Delivery Groups have produced new outcome delivery plans with a stronger focus on inequalities, partnership working and added value.
 - To develop improvement work around leadership, a workshop led by the Improvement Service will take place on 14 December 2015. The workshop has been informed by the self- evaluation leadership checklist completed by the Programme and Alliance Boards during November.
 - A workshop session to consider the economics of prevention has been arranged with Health Scotland for both the Programme and Alliance Boards. A date has still to be confirmed but is likely to take place in early 2016.

Details of the progress that has been made across all the improvement actions is set out in Appendix 1.

6.0 IMPLICATIONS

- 6.1 Legal: None
Finance: None
Personnel: None
Equality and Diversity: None
Inequalities: A number of improvement actions within the plan are aimed at tackling inequalities.

7.0 CONSULTATIONS

- 7.1 None

8.0 LIST OF BACKGROUND PAPERS

- 8.1 Inverclyde Alliance Improvement Plan

1. Community Engagement, Empowerment and Asset Based approaches

	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost? Progress
1.1	<p>Asset based approaches, (i.e. communities are helping to deliver positive change using their own skills, knowledge and experiences) are being developed across the partnership e.g. Recovery Café, Young Offenders, Police and CHCP initiatives.</p> <p>Co-production approaches are rolling out across services, and multiagency training is taking place.</p>	<p>Reflecting an asset based approach better in the SOA if appropriate, using all the assets within Inverclyde's communities and partners, from physical assets to the skills and abilities which people have and can use to get better outcomes for themselves and their communities.</p>	<p>Carry out an audit of asset based approaches currently in place / being developed. (March 2015)</p> <p>Establish a co-production network. (March 2015)</p> <p>CECBN to review Community Engagement Strategy to reflect more asset based/co-production approaches. (May 2015)</p> <p>Further training to take place in regard to co-production. (ongoing)</p>	<p>SOA annual report can demonstrate case studies that reflect asset based approaches, as well as links to examples of asset based approaches.</p> <p>Successful Communities Outcome Delivery Plan progress reports reflect work taking place in the CPP on asset based approaches. Positive community feedback on service standards, usage, requirements</p>	<p>Chair of CECBN to request examples of asset based approaches from partners.</p> <p>Corporate Policy and Partnership Manager to develop SOA chapter.</p> <p>Chair of Successful Communities ODG to co-ordinate progress reports.</p>	<p>A workshop on asset based approaches was held for the Alliance Board in June 2015. The workshop also highlighted where asset based approaches have worked well in Inverclyde e.g. Belville St and #ClydeConversations.</p> <p>The new 3 year Community Learning and Development plan was approved at the Alliance Board in October 2015. The development of asset based approaches is one of the areas in the action plan and is being taken forward.</p> <p>Community Learning and Development service continues to work with communities to identify assets in neighbourhoods.</p> <p>It has been agreed that an asset based approach will form the basis of the Alliance's proposals to develop locality planning.</p>

	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost? Progress
1.2	<p>Community engagement is set out as a core value for the SOA, with a chapter setting out how the CPP goes about engaging with communities. Whilst partners have utilised the Citizens' Panel as a form of community engagement there are no practical example of how partners work together to engage communities other than the reference to the Community Engagement and Capacity Building Network.</p>	<p>Reflecting more practical examples, in the SOA of partners working together to engage communities.</p> <p>The offers and asks emanating from the #Clyde Conversations conference are taken forward in a co-ordination, partnership manner.</p>	<p>Community Engagement and Capacity Building Network will gather more examples of partnership engagement. (October 2015)</p> <p>SOA will feature a small number of case studies and more case studies will feature on the CPP pages of the Council's website (October 2015)</p> <p>Greater use of social media. (Ongoing)</p> <p>Regular progress reports on #Clyde Conversations.</p>	<p>SOA has a number of case studies included under the Community Engagement chapter</p> <p>Links will feature to additional information on the web</p>	<p>Maggie Paterson (lead)</p> <p>CECBN</p> <p>Corporate Policy and Partnership Manager</p>	<p>The Inverclyde Alliance has approved a new Alliance conference which will be held in Spring 2016.</p> <p>A community forum has been established supported by Community Learning and Development, bringing a variety of community organisations together to better share information and identify how communities and services can learn from each other.</p> <p>The Community Empowerment (Scotland) Bill was passed by Scottish Parliament in June 2015. Work is ongoing to identify how the CPP will meet the requirements of the Act. Guidance is awaited from the Scottish Government.</p>

2. Tackling Inequalities

	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	Progress
2.1	<p>The SOA sets out clearly the inequalities between areas and the Outcome Delivery Plans set out joint plans, tasks and how services are co-ordinated, but there is little reflected across the SOA of particular plans at neighbourhood / locality levels.</p> <p>Work is underway to define set localities across the partnership and to build up data on the issues and assets that exist within these areas.</p>	<p>The SOA provides more examples of joint planning, tasking and co-ordinating and integrating service provision etc. at community levels highlighting the inequalities between areas.</p> <p>The partnership has a greater focus on those communities in most need, i.e. 15% most deprived neighbourhoods, and an agreement at what level this will be set out at and how to evidence this.</p>	<p>Review and agree locality areas. Develop placed based improvement plans for prioritised areas i.e. Broomhill, in the first instance. (July 2015)</p> <p>Align resources from different partners to these localities depending on the identified priorities. (July 2015)</p> <p>Develop a 'street by street' understanding of area (July 2015).</p> <p>Set out links to these improvement plans in the SOA. (October 2015)</p> <p>Each Outcome Delivery Group to highlight what focus</p>	<p>Improved outcomes for residents in our most deprived neighbourhoods e.g. over time there should be changes in key measure in these areas included SIMD, Health, Poverty, Housing standards etc.</p> <p>Plans in place and being reported through the SOA Programme Board and Alliance Board.</p>	All CPP partners	<p>A draft Inequalities Outcome Delivery Plan was approved on 5 October.</p> <p>The presentation on the fundamental cause of health inequalities continues to be delivered to the remaining SOA groups and all Lead Officers have been asked to nominate a representative from their group to join the newly formed Inequalities Outcome Delivery Group. The purpose of this is to ensure that there is an inequalities 'thread' across all groups.</p> <p>The Community Empowerment Bill places a duty on each CPP to prepare and publish a locality plan for each locality identified through the comparison of outcome process. The Programme Board has requested an additional piece of work looking at the various localities being used across organisations. The purpose of this is to ensure that there is a common understanding and a consistency in the localities being developed</p>

	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	Progress
			they will take in the two priority areas. (July 2015)			<p>by partners.</p> <p>The work in Broomhill is ongoing. The group is looking at best practice elsewhere (via What Works Scotland) and taking an asset based approach. A report will be presented to Programme Board in February 2016 and the Alliance Board thereafter.</p> <p>A Health Scotland workshop has been arranged for both the Alliance Board and the Programme Board around the economic impact of interventions. This will include a focus on redirecting CPP resources towards interventions that are likely to have more impact i.e. reduce inequalities.</p>
2.2	SOA Case Studies and performance indicators help to demonstrate the high level improvements made as a result of community planning partnership working.	<p>The Alliance can demonstrate how community planning has improved the lives of those living in Inverclyde and progress towards the delivery of outcomes at a more local level.</p> <p>There is an understanding of the positive impact that has been achieved.</p>	<p>The development of locality plans with more detailed information for each locality in Inverclyde will highlight changes at the local level over time. (July 2015)</p> <p>More regular use of case studies which highlight impact at a local level. (Ongoing)</p>	<p>Performance Indicators show positive improvement to the worst indicators, and a narrowing of inequality across areas.</p> <p>A reduction in the number of Inverclyde's datazones that fall within the</p>	<p>Corporate Policy and Partnership.</p> <p>All partners.</p>	<p>The Programme Board has requested a piece of work looking at the various localities being used across organisations. The purpose of this is to ensure that there is a common understanding and a consistency in the localities being developed by partners.</p> <p>The work in Broomhill is ongoing. The group is looking at best practice elsewhere (via What Works Scotland) and taking an asset based approach. A report will be presented to Programme</p>

	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	Progress
			<p>Co-location where possible. (ongoing)</p> <p>Further data sharing across partners. (ongoing)</p>	<p>most deprived 20% in Scotland. (SIMD data not available until 2016)</p>		<p>Board in February 2016 and the Alliance Board thereafter.</p> <p>New case studies have been included in the updated Annual Report 2014/15.</p> <p>All SOA groups have been asked to review their performance indicators to assess whether they in fact a measure of inequality and if not, produce new performance indicators that do meet this criteria.</p>

3. Joint Resourcing and Planning

	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	Progress
3.1	Early intervention and prevention is set out as a focus for the CPP in the SOA, but there are no details in regard to how partners are shifting resources, to reduce demand and to make savings.	<p>Developing a process to identify how partners are shifting planning and resources to early intervention and measuring success on reducing demand, costs and releasing savings.</p> <p>Resources are linked to outcome delivery plans, demonstrating how this joint resource and planning is delivering outcomes.</p>	<p>Finance officers from across partner organisations will meet to identify best way forward. (March 2015)</p> <p>Outcome Delivery Groups to identify how they can capture information on resource deployment. (March 2015)</p> <p>Links to Outcome Delivery Plans to be included in the SOA and information regularly updated on website. (October 2015)</p>	<p>Process set out for all partners to follow in regard to mapping resource use across the CPP in regard to prevention and early intervention.</p> <p>Outcome Delivery groups set out in progress reports information on resource deployment.</p> <p>Links feature in the SOA and ODGs and progress reports are updated on website.</p>	<p>Brian Moore Corporate Director</p> <p>SOA Lead officers to progress</p> <p>Corporate Policy and Partnership Manager</p>	Report on an initial test of joint resource mapping for the Weigh to Go project has been carried out and will be reported to the SOA Programme Board highlighting the complexity of this approach. There has been a delay in reporting this to Programme Board due to staff illness.

4. Leadership

	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	Progress
4.1	At present the Inverclyde Alliance does not have a robust body of evidence to demonstrate leadership in regard to Audit Scotland best value audit criteria.	<p>Leadership clearly targets and prioritises actions within the local priority areas to provide clear direction that will address specific concerns.</p> <p>Leadership promotes a strategic shift towards prevention and early intervention to ensure learning is spread across the CPP.</p>	<p>Using Audit Scotland reports identify the evidence looked for by Audit Scotland. (Dec 2015/ ongoing)</p> <p>Carry out a follow up mini PSIF assessment on Leadership with Alliance Board and Programme Board. Hold a facilitated Leadership workshop for the boards. (March 2015)</p> <p>Conduct a review of Governance arrangements to ensure that they remain fit for purpose. (July 2015)</p> <p>Ensure all organisations are appropriately represented. (ongoing)</p>	A clear evidence base of leadership by the Alliance Board and Programme Board is available for audit purposes.	<p>Corporate Policy and Partnership Manager</p> <p>Alliance Board and Programme Board members</p>	<p>Complete</p> <p>The Alliance Board will participate in a self- evaluation exercise on leadership during November. The results of this exercise will be fed back to the Board at a workshop on 14 December. This will help to identify areas for improvement.</p> <p>The Improvement Service has agreed to facilitate the meeting having carried out similar work in Argyll and Bute Council.</p> <p>Complete</p> <p>Ongoing</p>

	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	Progress
			Use existing appraisal methods (e.g. CHCP) to identify how well leadership is evidenced in the partnership and the impact partnership working is having.			This will form part of the self - evaluation work carried out in partnership with the Improvement Service.
4.2	Some partners have Inverclyde's SOA vision and outcome reflected in their plans and strategies e.g. SPT Transport Outcomes Report, Local Police Plan, Local Fire Plan	The Alliance's vision and outcomes are reflected in the plans and strategies of all partner organisations. Shared outcomes are linked to resource allocation.	Remaining partners identify whether they reflect the Alliance's vision and outcomes in their plans and strategies, and if not set out why this is not the case. (March 2015)	Reports are made by partners to the Alliance Board setting out how the vision and outcomes are reflected in their plans and strategies.	Alliance Board members	All partners have carried out brief presentations to the Alliance Board highlighting where they link into the delivery of the outcomes. As part of the duty of the Community Empowerment Act the partnership will require to commit resources to ensure the delivery of the SOA outcomes and report to the CPP on their contribution. A Health Scotland workshop has been arranged for both the Alliance Board and the Programme Board around the economic impact of interventions. This will include a focus on redirecting CPP resources towards interventions that are likely to have more

	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	Progress
						impact.
4.3	Whilst information sharing is improving across the partnership, there are still some barriers to sharing, which curtail the development of joint approaches to supporting families.	Clear case management approaches have been developed, where partners have agreed to confidentially share information to promote joint working.	Approaches are being developed via SOA 2 ODG, but leadership is required to push this through across various services and organisations. (October 2015)	Vulnerable families receive joined up services. Clear processes are in place for sharing information on a case by case basis.	Alliance Board members	Discussions are ongoing between agencies. Approaches to be developed include how we ask families and individuals to allow sharing of information in particular cases. It has been agreed that a subgroup of the existing Broomhill steering group will be established to look at referral routes.
4.4	There are only two Lead Officers for SOA Outcome Delivery Groups who are not a Council employee.	The Alliance demonstrates a greater spread of partners taking the lead on the ODGs.	Alliance Board to discuss other possible lead officers. (Ongoing)	Better spread of partner lead officers for outcome delivery groups.	Alliance Board	A number of new lead officers have been appointed from partner organisations since November 2014 which helped to address the imbalance that existed, however recently there have been a number of changes in the lead officer for the SOA groups. New lead officers have been appointed to the following groups: <ul style="list-style-type: none"> • Successful Communities • Economic Regeneration & Employability • Best Start in Life • Environment

	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	Progress
						Lead Officers are in post from the following partners: River Clyde Homes Police Scotland DWP HSCP (2 SOA groups) Inverclyde Council Scottish Natural Heritage

5. Development of SOA/Themes

	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	Progress
5.1	<p>Over the 25 year population projections period to 2037, the age group that is projected to increase the most in size in Inverclyde is the 75+ age group. This is the same as for Scotland as a whole.</p> <p>There is not a specific outcome focussing on older people. Audit Scotland have raised this as an area of importance for CPPs.</p>	<p>The Alliance is assured that there is a sufficient focus on older people across the existing SOA and wellbeing outcomes.</p> <p>The CPP is more explicit about how in partnership it improves outcomes for older people.</p>	<p>Map of activity within the ODPs of what partnership activity is targeted towards older people. (June 2015)</p> <p>Look at the potential for development of additional actions targeted towards improving the lives of older people, and preparing for a larger number of people 75+ potentially requiring support. (June 2015)</p>	<p>Map produced. SOA Programme Board discussions minuted</p>	<p>Corporate Policy and Partnership</p>	<p>The majority of actions in the outcome delivery plans are universal in nature and not targeted specifically towards older people.</p> <p>The Inequalities Outcome Delivery group has recognised the gap in the SOA in relation to older people and has committed to developing an outcome around older people in its revised outcome delivery plan. The Successful Communities outcome delivery group is also considering older people as a priority area for its new outcome delivery plan.</p> <p>Presentation regarding Dementia Friendly Inverclyde to be made to Alliance Board.</p>
5.2	<p>Audit Scotland have raised 'A Thriving, Diverse Economy' (former Council outcome) as an area of concern in the past in the Assurance and Improvement Plan and Members letter.</p>	<p>The Economic Regeneration/ Employability ODP is delivering improved outcomes.</p>	<p>Improve the evidence base for the delivery of the Economic Regeneration/ Employability outcome, including the development of case studies (ongoing).</p>	<p>Case studies produced. Performance reports highlight improvements.</p>	<p>Lead officer Economic Regeneration/ Employability</p>	<p>A new lead officer from DWP will be appointed to this group.</p> <p>Case studies have featured in the SOA Annual Report.</p> <p>Single Operating Plan for Riverside Inverclyde and Inverclyde Council Economic Development includes more evidence on Employability and Economic Regeneration.</p> <p>Revised Outcome Delivery Plan created.</p>

5.3	<p>All outcome delivery plans have performance indicators, however not all indicators are a measure of inequality or are necessarily the best measure of performance.</p>	<p>All outcome delivery groups to ensure that their performance indicators are agreed for their outcome delivery plan and report on these on a regular basis.</p>	<p>Develop a matrix for assessing Outcome Delivery Group and Outcome Delivery Plans</p> <p>Outcome Delivery Groups to review their performance indicators and where appropriate, develop new indicators.</p>	<p>Outcome Delivery Plans will contain performance indicators that are appropriate and that help the Alliance measure whether inequality is being reduced locally.</p> <p>Performance against these indicators will be reported to the Alliance Board on a regular basis.</p>	Outcome Delivery Groups	<p>A matrix for assessing the Outcome Delivery Group has been developed and has been used by the outcome delivery groups in reviewing their plans.</p> <p>All SOA groups have been asked to review their performance indicators to ensure that they help to evidence whether the partnership is addressing inequalities. The Best Start in Life group is developing a new performance indicator set and is also working with Health Scotland to ascertain what performance information is available at local level (including 20% LD and 20% MD).</p>
5.4	<p>Quarterly performance reports are considered at each meeting of the Alliance Board and Programme Board. These reports highlight the actions that are complete, on track or have slipped.</p> <p>A commentary on all actions is included in the report.</p>	<p>The full range of performance information is available to the Alliance Board to allow increased scrutiny and challenge of performance.</p>	<p>Review the way in which reports are made to the SOA Programme Board and Alliance Board to encourage a greater level of performance scrutiny.</p> <p>October 2015</p>	<p>Refreshed reports are presented to Alliance Board.</p> <p>Regular presentations from lead officers on performance.</p>	Corporate Policy	<p>Some progress has been made however there has been slippage in the timescale due to the new outcome delivery plans not being finalised until November 2015.</p> <p>Some performance information in the ODPs is published on an annual basis and is subject to time lag, e.g. health stats.</p>