



Report To:	Inverclyde Alliance Board	Date: 13 June 2016
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 The Inverclyde Alliance Improvement Plan sets out a number of improvement actions that have been identified through ongoing, robust self-evaluation.

- 2.2 The actions within the Improvement Plan are 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 21 March 2016, progress has been made in a number of areas including:

- As part of the Alliance's approach to tackling inequalities, members of the Alliance Board, Programme Board and the Outcome Delivery Groups participated in a Health Scotland workshop that focused on using economic evidence to support inequalities on 25 April 2016.
- Community engagement on the Community Empowerment Act and locality planning is underway with a number of community meetings held week commencing 9 May 2016.
- A Programme Board workshop took place on 13 May to explore further the roles and responsibilities of the Programme Board compared to the Alliance Board, with a view to making the roles more distinct.

- 2.4 A review of the Improvement Plan has recently been carried out. The top three improvement actions that emerged from the Improvement Service Leadership workshop have been added to the plan whilst completed actions have been removed.

- 2.5 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 a further 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 The 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. More recently, the top three priorities for improvement agreed by the Alliance Board with regard to leadership have been 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 continuously improving and always seeking to be a better partnership. It will also 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, has identified areas for improvement and has a robust action plan in place to deliver these improvements.

5.0 PROGRESS

- 5.1 Since the last meeting of the Alliance Board on 21 March 2016, progress has been made in the following areas:
- As part of the Alliance's approach to tackling inequalities, members of the Alliance Board, Programme Board and the Outcome Delivery Groups participated in a Health Scotland workshop that focused on using economic evidence to support inequalities on 25 April 2016.
 - Community engagement on the Community Empowerment Act is underway with a number of community meetings held week commencing 9 May 2016.
 - A Programme Board workshop took place on 13 May to explore the roles and responsibilities of the Programme compared to the Alliance Board.

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

6.0 IMPLICATIONS

- 6.1 Legal: None
Finance: None
Personnel: None
Equality and Diversity: None
Repopulation: Delivery of the improvement actions in Appendix 1 will help to deliver better outcomes for the residents of Inverclyde, which in turn will help to make the area a more attractive place in which to live.
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. (August 2016)</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>Locality Plans will be developed using an asset based approach.</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>At its meeting on 21 March the Alliance Board considered and agreed an asset based approach to locality planning. This approach will be piloted in Broomhill.</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>

	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	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>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 partnership.</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>Planning has started for a second conference for young people and community planning partners. The first of these events was as a direct result of the survey work. Decisions to take place nationally about the use of local health surveys (national or local). No further planning can take place to carry out another Health and Wellbeing Survey until this is concluded.</p> <p>An Alliance Board workshop on the Community Empowerment (Scotland) Act took place on 21 March 2016 as part of the CPPs preparations for the implementation of the Act. Community engagement on the Community Empowerment Act is underway with a number of community meetings held week commencing 9 May 2016.</p> <p>Community clusters have been established supported by Community Learning and Development and the wider CECBN, bringing a variety of community organisations together to better share information and identify how communities and services can learn from each other.</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. (October 2017)</p> <p>Align resources from different partners to these localities depending on the identified priorities. (October 2017)</p> <p>Develop a 'street by street' understanding of area (October 2017)</p> <p>Set out links to these improvement plans in the SOA. (October 2017)</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>Locality Plans in place and being reported through the SOA Programme Board and Alliance Board.</p>	All CPP partners	<p>Locality areas have been agreed. An approach to locality planning has been identified and will be piloted in Broomhill. The approach takes into account best practice elsewhere (via What Works Scotland) and asset based approaches.</p> <p>A Health Scotland workshop, 'Economic evidence to support inequalities actions' took place on 25 April and was well attended by members of the Programme Board, the Alliance Board as well as representatives from the outcome delivery groups.</p> <p>The Inequalities Group will take forward the actions arising from the workshop.</p> <p>The presentation on the fundamental cause of health inequalities has been delivered to all the SOA Outcome Delivery Groups. All groups have given considered as to how their outcome delivery plan is helps to tackle inequalities.</p>
2.2	SOA Case Studies and performance indicators help to demonstrate the	The Alliance can demonstrate how community planning	The development of locality plans with more detailed	Performance Indicators show positive	Corporate Policy and Partnership.	Locality planning work is ongoing as outlined in 2.1

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	high level improvements made as a result of community planning partnership working.	<p>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>information for each locality in Inverclyde will highlight changes at the local level over time. (October 2017)</p> <p>More regular use of case studies which highlight impact at a local level. (Ongoing)</p> <p>Co-location where possible. (ongoing)</p> <p>Further data sharing across partners. (ongoing)</p>	<p>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 most deprived 20% in Scotland. (SIMD data not available until later in 2016)</p>	All partners.	<p>New case studies have been included in the updated Annual Report 2014/15.</p> <p>The Chair of the Programme Board has asked lead officers from each outcome delivery group to present to the Programme Board details of 2/3 key achievements of the group, to demonstrate the added value of partnership working and set out how the work of the group is helping to tackle inequalities.</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>Outcome Delivery Groups to identify how they can capture information on resource deployment. (April 2017)</p> <p>Links to Outcome Delivery Plans to be included in the SOA and information regularly updated on website. (April 2017)</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>	A report on an initial test of joint resource mapping for the Weigh to Go project has been carried out and reported to the SOA Programme Board on 13 May highlighting the complexity of this approach.

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>Carry out a follow up mini PSIF assessment on Leadership with Alliance Board and Programme Board. Hold a facilitated Leadership workshop for the boards.</p> <p>(March 2015)</p> <p>Use existing appraisal methods to identify how well leadership is evidenced in the partnership and the impact partnership working is having.</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>Leadership assessment is complete.</p> <p>The Alliance Board participated in a workshop session that focused on leadership in December 2015. The workshop was facilitated by the Improvement Service and used the CPP leadership checklist developed by the Improvement Service. A number of priorities for the Board have been identified as a result of this self-evaluation work and have been incorporated into this Improvement Plan.</p> <p>Ongoing</p>
4.2	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 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.	<p>Vulnerable families receive joined up services.</p> <p>Clear processes are in place for sharing information on a</p>	Alliance Board members	<p>Discussions are ongoing between agencies. Approaches to be developed include how we ask families and individuals to allow sharing of information in particular cases.</p> <p>It has been agreed that a subgroup of the existing</p>

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			(October 2015)	case by case basis.		Broomhill steering group will be established to look at referral routes.
4.3	Focus on a smaller number of positive outcomes and messages. All partners to commit to this.	<p>The new SOA is more focussed. Cross cutting issues have been identified and are tackled in a more effective, joined up way.</p> <p>There is less pressure on resources, e.g. officer time, because duplication across SOA groups has been reduced.</p>	<p>Review of effectiveness of current SOA delivery groups with a view to identifying cross cutting issues.</p> <p>Via community engagement, identify the greatest priorities for the communities of Inverclyde.</p>	The Alliance is working towards the delivery of a smaller number of outcomes.	Inverclyde Alliance	<p>The current SOA will come to an end in March 2017 and the preparatory work for the new SOA will begin in summer 2016. The new SOA will be produced in collaboration with all partners and community engagement will be a key factor in establishing the priorities for the area.</p> <p>It has already been identified that a number of the current outcomes in the SOA are cross cutting in nature e.g. inequalities, and this will be taken into account when developing the new SOA.</p>
4.4	Involve communities in creating the vision	The Alliance is taking forward a vision for the area that reflects the views and aspirations of the communities of Inverclyde.	<p>Community engagement events.</p> <p>Implement our approach to locality planning and the development of asset based approaches.</p>	The Alliance is working towards the delivery of a vision that communities have helped to establish.	Corporate Policy and Partnership manager	Community Engagement will be taking place in order to inform locality planning, and this process will also be used to involve communities in creating the vision. The initial SOA was fully informed by community engagement, so we will be building on what has gone before. Engagement will take an asset based and co-production approach so that the new SOA is fully co-produced with communities.

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4.5	Longer time required for development sessions separate from Alliance Board meetings. The roles of the Programme Board and Alliance Board need to be more clearly defined.	<p>All members of the Alliance Board feel able to contribute to and are engaged in the work of the Alliance.</p> <p>Less duplication of reporting between Alliance Board and Programme Board.</p>	<p>Greater use of interactive workshops at the Alliance Board meetings.</p> <p>Develop a new timetable for the delivery of workshops for the Alliance Board.</p> <p>Review the Memorandum of Understanding to review the roles and remits for the Alliance Board and Programme Board.</p>	<p>Greater engagement of the Alliance Board members.</p> <p>Clearly redefined roles and remits for both the Programme Board and the Alliance Board.</p>	SOA Programme Board	New Action - a workshop took place at the Programme Board meeting on 13 May to explore changes to timetabling and roles of boards.

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. (August 2016)</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. (August 2016)</p>	<p>Map produced. SOA Programme Board discussions minuted</p>	<p>Corporate Policy and Partnership</p>	<p>A presentation on Dementia Friendly Inverclyde was delivered to the Alliance Board in March 2016.</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.</p>
5.2	<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</p>	<p>Outcome Delivery Groups</p>	<p>A matrix for assessing the Outcome Delivery Plans 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.</p> <p>New SIMD data is expected in Autumn 2016.</p>

				against these indicators will be reported to the Alliance Board on a regular basis.		
5.3	<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>	The full range of performance information is available to the Alliance Board to allow increased scrutiny and challenge of performance.	<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 2016</p>	<p>Refreshed reports are presented to Alliance Board.</p> <p>Regular presentations from lead officers on performance.</p>	Corporate Policy	<p>The Chair of the Programme Board has asked lead officers from each outcome delivery group to present to the Programme Board details of 2/3 key achievements of the group; demonstrate the added value of partnership working and set out how the work of the group is helping to tackle inequalities.</p> <p>Due to a number of recent changes in lead officer, there has been a delay in finalising the Successful Communities Outcome Delivery Plan.</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>