



Inverclyde Alliance

AGENDA ITEM NO: 9

Report To:	Inverclyde Alliance Board	Date:	13 June 2016
Report By:	Corporate Policy and Partnership Manager	Report No:	
Contact Officer:	Miriam McKenna	Contact No:	01475 712042
Subject:	Audit Scotland National Report: Community Planning - An Update		

1.0 PURPOSE

- 1.1 The purpose of this report is to present to the Alliance Board the key findings from the recent Audit Scotland national report on Community Planning.

2.0 SUMMARY

- 2.1 In March 2013 Audit Scotland published 'Improving community planning in Scotland' and an update on progress in November 2014 called 'Community planning: turning ambition into action'. They have carried out further work in reviewing Community Planning in Scotland and have highlighted a number of successes and areas for improvement for Scottish Government, CoSLA and Community Planning Partnerships (CPPs).
- 2.2 The report recognises the good work being undertaken by CPPs in Scotland, but highlights where progress is not being made in regard to the expectations set out in the Statement of Ambition, focused on changes to the way public services are organised and delivered, the sharing, alignment and deployment of resources, community engagement and participation, constraints because of short term national performance targets, stronger national leadership and the streamlining of national performance management frameworks.
- 2.3 The full range of issues identified is set out at paragraph 4 along with the recommendations made by Audit Scotland for improving Community Planning in Scotland.

3.0 RECOMMENDATIONS

It is recommended that the Alliance Board:

- a. Note the contents of this report and consider if there are additional improvement actions to be developed for the Inverclyde Alliance
- b. Note that the Inverclyde Alliance Improvement Plan seeks to address the recommendations highlighted at paragraph 5.3.

Miriam McKenna
Corporate Policy and Partnership Manager

4.0 BACKGROUND

- 4.1 Audit Scotland has carried out a number of reviews of community planning in Scotland and published their latest report in March 2016.
- 4.2 The report sets out that progress on community planning is being made both locally and nationally. However, it highlights that community planning is not yet delivering the ambitious changes in the way public services are organised and delivered, with and for communities, that were envisaged in the Statement of Ambition.
- 4.3 Overall, CPPs continue to build on the positive progress reported by Audit Scotland in 2014, particularly in regard to improving leadership, scrutiny and the use of data to set clearer priorities. CPPs are also continuing to implement a range of projects targeted at specific groups or communities.
- 4.4 Further areas for improvement include CPP partners sharing, aligning or redeploying their resources in significantly different ways and on a larger scale to deliver on priorities and involving communities fully in planning and delivering local services.
- 4.5 There is a criticism of how public sector partners and CPPs are held to account for their performance, with recognition that some short term national performance targets make it difficult to reform services to deliver more preventative service models.
- 4.6 The report suggests that stronger national leadership is required to enable community planning to meet its full potential, particularly as the National Community Planning Group has not met since the end of 2014.
- 4.7 Audit Scotland believe that the Community Empowerment (Scotland) Act 2015 does not go far enough to deliver the ambitious changes envisaged in the Statement of Ambition, suggesting that fundamental changes must be made to the way public services are planned and delivered.
- 4.8 National Performance frameworks need to be streamlined, with a better balance required between measures of service performance and local outcomes, prevention and the performance of partnerships. It is suggested that this should involve placing the views of local communities at the heart of measuring success in public service delivery.
- 4.9 The Scottish Government need to work with others to create a climate and culture where local public service leaders feel confident that they have the autonomy and authorisation to decide how to respond to the needs of communities. Local public service leaders, the report says, also need to play their part by showing strong local leadership of change.
- 4.10 The report outlines some research on partnership public service delivery arrangements around the world. This highlights that despite the shift towards outcome-based planning and performance measurement in public services in many countries, there is little evidence demonstrating the impact of community planning. It sets out that there is a lack of evidence on the extent to which it has improved outcomes for communities. This would suggest that partnerships, the Scottish Government and CoSLA should perhaps review the expectations for community planning partnerships to radically transform the public sector landscape.

5.0 RECOMMENDATIONS FOR SCOTTISH GOVERNMENT, CoSLA AND CPPs

- 5.1 Audit Scotland recommend that Scottish Government and CoSLA should:
 - set out a clear route map for improving community planning with short-, medium- and long-term steps that will be taken locally and nationally to implement the Statement of Ambition and the Community Empowerment (Scotland) Act 2015 including how the impact of these changes will be assessed

- work with the Improvement Service and others to establish a locally tailored national programme of improvement support for CPPs
- establish arrangements through which good practice within individual CPPs can be identified and shared
- establish a national forum which has the credibility and authority to address any national and local barriers to effective community planning
- put in place a 'test of change' within a CPP to assess the impact of greater local autonomy on improving outcomes and identify any barriers to effective locally focused partnership working
- evaluate the 'test of change' and implement the lessons learnt.

5.2 Audit Scotland recommend that the Scottish Government should:

- clarify its specific performance expectations for CPPs and partners through its statutory guidance on the Community Empowerment (Scotland) Act 2015
- streamline national performance management frameworks and create a better balance between short-term measures of individual service performance and the delivery of longer-term local outcomes through effective partnership working
- place the views of local communities at the heart of measuring success in public service delivery
- work with others to create a climate and culture where local public service leaders feel confident that they have autonomy and authorisation to decide how to respond to the specific needs of their communities.

5.3 Audit Scotland recommend that Community Planning Partnerships should:

- target their resources on a larger scale towards their priorities and shift them towards preventative activity
- ensure local communities have a strong voice in planning, delivering and assessing local public services
- promote and lead local public service reform.

5.4 Inverclyde Alliance's Improvement Plan already has an improvement action around how to identify how partners are targeting resources towards the delivery of outcomes, and how the partnership undertakes preventative activity, whilst continuing to deliver services for those who need them now. It also has an improvement action in regard to asset based and co-production approaches with local communities to better involve them in the planning and delivery of local services to deliver on the outcomes set out in the Single Outcome Agreement. Additionally, the partnership has recently held a workshop on leadership and has been considering this role for the Alliance Board and SOA Programme Board.

5.5 It is proposed that the Alliance continue to work on delivering these improvement actions alongside the other actions in the plan, which should help to address any weaknesses highlighted in the national report by Audit Scotland.

6.0 IMPLICATIONS

6.1 Financial Implications - One off Costs

Cost Centre	Budget Heading	Budget Year	Proposed Spend this Report	Virement From	Other Comments
n/a					

Financial Implications - Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (if applicable)	Other Comments

n/a					
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6.2 Human Resources: none at present

6.3 Legal: none at present

6.4 Equalities: none at present

6.5 Repopulation: none at present

6.6 Inequalities: none at present

7.0 CONSULTATIONS

7.1 n/a

8.0 CONCLUSIONS

8.1 Inverclyde Alliance, through its ongoing self-evaluation has already identified improvement actions around the recommendations from Audit Scotland in regard to Community Planning Partnerships. The recommendations for Scottish Government and CoSLA are to be welcomed as they focus on support for CPPs, which should help with the delivery of effective community planning in Inverclyde.

9.0 LIST OF BACKGROUND PAPERS

9.1 <http://www.audit-scotland.gov.uk/report/community-planning-an-update>