Inverclyde Alliance

AGENDA ITEM NO: 7

Report To:	**Inverclyde Alliance Board**	**Date: 2 October 2017**
Report By:	**Aubrey Fawcett** **Chair of the SOA Programme Board**	**Report No:**
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Subject:	**Inverclyde Alliance Improvement Plan Progress Report**	

1.0   PURPOSE

1.1   The purpose of this report is to update the Inverclyde 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 Inverclyde Alliance Board, progress has been made in a number of areas including:

   • A wide range of community engagement events took place during May / June 2017. The events were designed to encourage as many residents as possible to complete the 'Our Place Our Future' survey.   Overall 1,310 respondents to the survey. This represents 1.7% of the total population of Inverclyde and is the highest number of respondents Inverclyde Alliance has ever had to an engagement process.
   • A Strategic Needs Assessment (SNA) has been drafted and contains a range of data that helps to identify needs and priorities locally.   The SNA, together with the survey results, is being used to develop the new Local Outcome Improvement Plan for Inverclyde.

2.4   A full progress report on all the improvement actions is provided in Appendix 1.

2.5   The Alliance Board agreed that a full review of this Improvement Plan would be carried out at the workshop to be held at today's meeting.

3.0 RECOMMENDATION

3.1 It is recommended that the Inverclyde Alliance Board:

    a.   Considers and comments on the progress that has been made in taking forward the actions within the Inverclyde Alliance Improvement Plan.

Aubrey Fawcett
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. The top three priorities for improvement agreed by the Alliance Board with regard to leadership were also added to the plan following a workshop in December 2015.

4.2 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 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 Details of the progress that has been made across all the improvement actions are set out in Appendix 1 and include:

- A wide range of community engagement events took place during May / June 2017. The events were designed to encourage as many residents as possible to complete the 'Our Place Our Future' survey. Overall 1,310 respondents to the survey. This represents 1.7% of the total population of Inverclyde and is the highest number of respondents Inverclyde Alliance has ever had to an engagement process.
- A Strategic Needs Assessment (SNA) has been drafted and contains a range of data about Inverclyde. The SNA, together with the survey results, will be used to draft the new Local Outcome Improvement Plan for Inverclyde

5.2 As some of the actions have been delivered or need to be updated, the Alliance Board agreed to carry out a full evaluation of the improvement plan the workshop at today's meeting.

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 None.

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?	Progress
1.1	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. Co-production approaches are rolling out across services, and multiagency training is taking place.	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.	Carry out an audit of asset based approaches currently in place / being developed. (March 2015) Establish a co-production network. (March 2015) CECBN to review Community Engagement Strategy to reflect more asset based/co-production approaches. (August 2016) Further training to take place in regard to co-production. (ongoing)	SOA annual report can demonstrate case studies that reflect asset based approaches, as well as links to examples of asset based approaches. 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 Locality Plans will be developed using an asset based approach.	Chair of CECBN to request examples of asset based approaches from partners. Corporate Policy and Partnership Manager to develop SOA chapter. Chair of Successful Communities ODG to co-ordinate progress reports.	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 that is being taken forward. A series of community engagement events took place during May – June 2017. 1,310 residents completed the 'Our Place, Our Future' survey. A draft Strategic Needs Assessment has been developed and is on the agenda of this meeting. The SNA, along with the survey results is being used to draft the new LOIP for Inverclyde as well as the locality plans.

	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
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.	Reflecting more practical examples, in the SOA of partners working together to engage communities. The offers and asks emanating from the #Clyde Conversations conference are taken forward in partnership.	Community Engagement and Capacity Building Network will gather more examples of partnership engagement. (October 2015) 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) Greater use of social media. (Ongoing) Regular progress reports on #Clyde Conversations.	SOA has a number of case studies included under the Community Engagement chapter Links will feature to additional information on the web	Bill Clements CECBN Corporate Policy and Partnership Manager	All partners of the Community Engagement Network were involved in carrying out the community engagement that took place to inform the development of the LOIP. The framework for the engagement was the national Place Standard. A wide range of engagement mechanisms were put in place to inform the development of the LOIP. This included: • Community drop-in events across Inverclyde • Information stalls in the Oak Mall • Advertising on social media • Partners engaging with groups that they commonly work or engage with. There were 1,310 responses to the 'Our Place, Our Future' survey with 83 young people responding to an adapted survey featuring some of the same questions. This represents 1.7% of the total population of Inverclyde and is the highest number of respondents that Inverclyde Alliance has ever secured in an engagement process. Analysis is currently underway, including at a geographic level to inform the locality plans. A report on the actions to emerge from #Clyde Conversations 2 conference was considered by the

	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
						Alliance Board at its meeting on 20 March 2017. The report included an update on the work that has been taken forward in partnership from the first #Clyde Conversation conference. Further update reports will be brought forward as appropriate.

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	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. 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.	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. 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.	Review and agree locality areas. Develop placed based improvement plans for prioritised areas i.e. Broomhill, in the first instance. (October 2017) Align resources from different partners to these localities depending on the identified priorities. (October 2017) Develop a 'street by street' understanding of area (October 2017) Set out links to these improvement plans in the SOA. (October 2017)	Improved outcomes for residents in our most deprived neighbourhoods e.g. over time there should be changes in key measures in these areas including SIMD, Health, Poverty, Housing standards etc. Locality Plans in place and being reported through the SOA Programme Board and Alliance Board.	All CPP partners	Locality areas have been approved by the Alliance Board. Data gathering at a locality level to inform the plans is ongoing and the drafting of the Locality Plans is underway. The Community Safety Partnership is undertaking a Strategic Needs Assessment which will inform the LOIP and Locality Plans. The Locality Plans will set out the outcomes that the partnership will seek to achieve in the medium and longer terms at an area level, focussed particularly on tackling inequality.
2.2	SOA Case Studies and performance indicators help to demonstrate the high level improvements made as a result of	The Alliance can demonstrate how community planning has improved the lives of those living in	The development of locality plans with more detailed information for each locality in Inverclyde	Performance Indicators show positive improvement to the worst	Corporate Policy and Partnership. All partners.	SIMD 2016 results showed a positive trend in relation to a reduction in the number of datazones that are in the most deprived 15%. There are no

	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
	community planning partnership working.	Inverclyde and progress towards the delivery of outcomes at a more local level. There is an understanding of the positive impact that has been achieved.	will highlight changes at the local level over time. (October 2017) More regular use of case studies which highlight impact at a local level. (Ongoing) Co-location where possible. (ongoing) Further data sharing across partners. (ongoing)	indicators, and a narrowing of inequality across areas. A reduction in the number of Inverclyde's datazones that fall within the most deprived 20% in Scotland.		longer any datazones in Port Glasgow in the most deprived 5%. The gap between the most and least deprived datazones however has widened, however because of changes to the methodology, an increase in the number of datazones and changes to datazone boundaries between SIMD 2012 and SIMD 2016 the reasons for this are difficult to pinpoint. It was identified in the Inverclyde Council Best Value Assurance Report that the Alliance should develop a single set of outcomes. This recommendation has been accepted by the Alliance. Work is currently ongoing, including liaising with colleagues in other Councils, to ascertain how we can evidence outcomes more effectively.

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.	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. Resources are linked to outcome delivery plans, demonstrating how this joint resource and planning is delivering outcomes.	Outcome Delivery Groups to identify how they can capture information on resource deployment. (April 2017) Links to Outcome Delivery Plans to be included in the SOA and information regularly updated on website. (April 2017)	Process set out for all partners to follow in regard to mapping resource use across the CPP in regard to prevention and early intervention. Outcome Delivery groups set out in progress reports information on resource deployment. Links feature in the SOA and ODGs and progress reports are updated on website.	Brian Moore Corporate Director SOA Lead officers to progress Corporate Policy and Partnership Manager	Complete

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.	Leadership clearly targets and prioritises actions within the local priority areas to provide clear direction that will address specific concerns. Leadership promotes a strategic shift towards prevention and early intervention to ensure learning is spread across the CPP.	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) Use existing appraisal methods to identify how well leadership is evidenced in the partnership and the impact partnership working is having.	A clear evidence base of leadership by the Alliance Board and Programme Board is available for audit purposes.	Corporate Policy and Partnership Manager Alliance Board and Programme Board members	Complete. 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 (based on PSIF) 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. The Alliance Board participated in a workshop that focused on the scrutiny role of the Alliance Board at its meeting on 3 October. This was in response to feedback from the leadership workshop. The recent Audit Scotland BVAR report findings included that the Council has a clear long term vision and effective leadership by elected members and senior officers, together with a strong commitment to working in partnership.

	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
4.2	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. (October 2015)	Vulnerable families receive joined up services.\n\nClear processes are in place for sharing information on a case by case basis.	Alliance Board members	This is ongoing.
4.3	Focus on a smaller number of positive outcomes and messages. All partners to commit to this.	The new SOA is more focussed. Cross cutting issues have been identified and are tackled in a more effective, joined up way.\n\nThere is less pressure on resources, e.g. officer time, because duplication across SOA groups has been reduced.	Review of effectiveness of current SOA delivery groups with a view to identifying cross cutting issues.\n\nVia community engagement, identify the greatest priorities for the communities of Inverclyde.	The Alliance is working towards the delivery of a smaller number of outcomes.	Inverclyde Alliance	The Alliance Board and Programme Board have identified a number of outcomes in the current SOA that are cross cutting in nature e.g. inequalities, and this has been taken into account in the development of the new LOIP.\n\nA survey was carried out on the LOIP in November 2016 to allow Board members to express their views on the priorities for Inverclyde.\n\nCommunity engagement on the LOIP and locality plans concluded on 30 June 2017. The survey results are currently being analysed to identify the key issues for communities.
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	Community engagement events.	The Alliance is working towards the delivery of a vision that	Corporate Policy and Partnership manager	Please refer to update in section 1.2

	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
		the communities of Inverclyde.	Implement our approach to locality planning and the development of asset based approaches.	communities have helped to establish.		
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.	All members of the Alliance Board feel able to contribute to and are engaged in the work of the Alliance. Less duplication of reporting between Alliance Board and Programme Board.	Greater use of interactive workshops at the Alliance Board meetings. Develop a new timetable for the delivery of workshops for the Alliance Board. Review the Memorandum of Understanding to review the roles and remits for the Alliance Board and Programme Board.	Greater engagement of the Alliance Board members. Clearly redefined roles and remits for both the Programme Board and the Alliance Board.	SOA Programme Board	Workshops continue to be held before every second meeting of the Alliance. Workshop topics are agreed in response to requests from the Board members or as a result of self – evaluation feedback. Workshops in the past 18 months have focussed on Leadership, the Community Empowerment Act, Effective Scrutiny and the Integrated Children's Services Plan. The next workshop will involve a review of this Improvement Plan to ensure that it continues to be up-to-date and relevant. A review of the Memorandum of Understanding has been carried out.

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	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. There is not a specific outcome focussing on older people. Audit Scotland have raised this as an area of importance for CPPs.	The Alliance is assured that there is a sufficient focus on older people across the existing SOA and wellbeing outcomes. The CPP is more explicit about how in partnership it improves outcomes for older people.	Map of activity within the ODPs of what partnership activity is targeted towards older people. (August 2016) 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)	Map produced. SOA Programme Board discussions minuted	Corporate Policy and Partnership	An outcome focussed on Inverclyde's older population has been agreed as a new outcome in the new LOIP.
5.2	All outcome delivery plans have performance indicators, however not all indicators are a measure of inequality or are necessarily the best measure of performance.	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.	Develop a matrix for assessing Outcome Delivery Group and Outcome Delivery Plans. Outcome Delivery Groups to review their performance indicators and where appropriate, develop new indicators.	Outcome Delivery Plans will contain performance indicators that are appropriate and that help the Alliance measure whether inequality is being reduced locally. Performance	Outcome Delivery Groups	New SIMD data was released in August 2016. Overall the new data showed an improving picture with fewer datazones in the most deprived 5%. Outcome delivery plans are now coming to the end of their lifespan as the SOA also comes to an end. The focus of the LOIP and the 3 new locality plans will be on tackling inequality and the performance measures that will be developed will reflect this. These will be in place by 2

				against these indicators will be reported to the Alliance Board on a regular basis.		October 2017. This improvement action may require to be revised in light of this.
5.3	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. A commentary on all actions is included in the report.	The full range of performance information is available to the Alliance Board to allow increased scrutiny and challenge of performance.	Review the way in which reports are made to the SOA Programme Board and Alliance Board to encourage a greater level of performance scrutiny. October 2016	Refreshed reports are presented to Alliance Board. Regular presentations from lead officers on performance.	Corporate Policy	Currently, the workshop sessions that take place before every second meeting are used to encourage greater scrutiny of a single issue e.g. Joint Inspection of Children's Services. In addition, additional meetings of the Board with a one item agenda are held as appropriate e.g. a meeting focusing on employability and economic regeneration took place on 7 November 2016. The purpose of this single item meeting was to allow for greater scrutiny of an SOA outcome. A workshop focusing on effective scrutiny was held for the Alliance Board on 3 October 2016. An additional meeting of the Alliance was also held in January to provide Board members with an overview of the Council's budget process.