

Borders NHS Board



COMMUNITY PLANNING PARTNERSHIP AUDIT IN SCOTTISH BORDERS

Aim

This report presents to NHS Borders Board the findings of the Accounts Commission in respect of the Community Planning Partnership Audit in Scottish Borders, and the improvement plan addressing those findings.

Aberdeen, North Ayrshire and the Scottish Borders Community Planning Partnerships agreed at the end of June 2012 to participate in three early audits to assist the Accounts Commission and the Auditor General for Scotland test the CPP Audit Framework. The audit process commenced in July 2012 and the final report was published in March 2013.

The recommendations and areas of improvement contained within the report are consistent with the outcomes of the review which was undertaken by the Scottish Borders Community Planning Partnership in 2011 and are detailed at Appendix A under five key strategic headings:

- Strategic direction and leadership
- Performance management
- Use of resources
- Governance and accountability
- Community engagement

Background

Community Planning was given a statutory basis by the Local Government in Scotland Act 2003 (the Act). Under the Act:

- a) Councils have a duty to initiate, facilitate and maintain community planning;
- b) NHS Boards, the Police, the Fire and Rescue Services and the Enterprise Agencies (Scottish Enterprise and Highland and Islands Enterprise) have a duty to participate in community planning. This duty was later extended to Regional Transport Partnerships;
- c) Community Planning Partnerships (CPPs) are required to engage with communities, report on progress, and publish information on how they have implemented their duties and how outcomes have improved as a result;
- d) Scottish Ministers, through the Scottish Government and its agencies, have a duty to promote and encourage community planning;

- e) They can invite other bodies such as colleges, higher education institutions, business groups, voluntary organisations and community groups to take part in community planning, although these are not statutory partners;
- f) All Councils are required to establish a CPP to lead and manage community planning in their area. CPPs are not statutory committees of a council, or public bodies in their own right. They do not directly employ staff or deliver public services. Under Section 19 of the Act, it is possible for the CPP to establish the partnership as a legally distinct corporate body;
- g) The structures of CPPs and the areas they cover varies considerably, depending on the size and geography of the council area, social-demographic factors, the local economy and local political priorities.

The Christie Commission and The Scottish Government and COSLA Review of Community Planning: The Christie Commission report on the future of public services highlighted the need for a new, more radical collaborative culture throughout Scotland's public services. It called for a much stronger emphasis on tackling the deep-rooted persistent social problems in communities across the country to enable public bodies to respond effectively to the future financial challenges.

The Scottish Government's response to the Christie Commission included a commitment to review community planning. That review led to the publication of a Statement of Ambition for community planning which stated that effective community planning arrangements will be at the core of public service reform.

CPPs will drive the pace of service integration, increase the focus on prevention and continuously improve public service delivery to achieve better outcomes for communities. The Statement of Ambition also emphasises the need for all partners to have collective accountability for delivering services. This includes being accountable for their own contribution to community planning.

Summary

The Audit Of Community Planning Partnerships: The role of community planning in improving Scotland's public services has become increasingly important. The Scottish Government therefore asked the Accounts Commission to lead development work to prepare an audit framework on how external audit and inspection might hold CPPs to account for their performance and assist them in delivering better outcomes.

The Commission and the Auditor General for Scotland worked with their scrutiny partners (Education Scotland, Care Inspectorate, Her Majesty's Inspectorate of Constabulary for Scotland (HMICS), the Scottish Housing Regulator (SHR) and Healthcare Improvement Scotland as well as the Convention of Scottish Local Authorities (COSLA), the Society of Local Authority Chief Executives (SOLACE) and the Scottish Government to develop a CPP Audit Framework.

Aberdeen, North Ayrshire and the Scottish Borders Community Planning Partnerships agreed at the end of June 2012 to participate in three early audits to assist the Accounts Commission and the Auditor General for Scotland test the CPP Audit Framework.

The audit process started in July 2012. The following broadly sets out the timetable and process followed:

- Discussion with Scottish Borders CPP to share draft audit scope in July 2012
- Draft interview schedule agreed at the beginning of August 2012
- Detailed on site audit work commences at the end of August 2012 and continues through September 2012
- Emerging findings presented by Audit Scotland to Scottish Borders CPP in October 2012
- Draft report received in December 2012
- Factual accuracy checking and discussion on draft report takes place in January 2013
- Final report considered by Accounts Commission 14 February 2013
- Audit report published 20 March 2013

The Findings Of The Accounts Commission: The findings of the Accounts Commission are contained in the final Audit Report. Overall, the report acknowledges that the partnership has shown a good level of self-awareness and has made many significant changes in recent months and now has many of the fundamental structures and processes in place.

However, the audit also states that the partnership has set itself a demanding improvement agenda and much still needs to be fully established before it can demonstrate clearly how it is improving outcomes for its communities.

The report identifies a number of recommendations and areas where improvement is required by the Scottish Borders CPP, and will be taken forward by the Partnership as follows:

Strategic direction – lead by Tracey Logan, CEO Scottish Borders Council. New governance arrangements and accountability arrangements have been established for the Partnership, with an ambitious vision which builds on the good outcomes already in place. The partnership has now identified key priority areas for the Scottish Borders, and the delivery teams can now start to consider how to best demonstrate the resources and budget that are aligned to these priorities.

Governance and accountability – lead by Liz McIntyre, Principal, Borders College. Work is already underway to ensure partners have a clear understanding of their roles and responsibilities, and to clarify and agree the mechanics through which partnership decisions will be reflected in the formal governance arrangements of partner organisations.

Performance management – lead by Calum Campbell, CEO, NHS Borders. Performance management arrangements will now be strengthened to enable the Community Planning Partnership to evidence and monitor performance and outcomes against the identified key priority areas, and to drive and demonstrate continuous improvement.

Use of resources – lead by David Robertson, CFO, Scottish Borders Council. A group has now been established to consider a methodology for identifying and realigning resources including revenue and capital budget to the agreed SOA outcomes.

Community engagement – lead by Morag Walker, Third Sector Representative, Chief Inspector Andrew Clark, Local Area Commander for the Scottish Borders, Police Scotland and John Mallin, Local Senior Officer, Lothian and Borders Fire and Rescue Service. The audit had acknowledged that there is a strong commitment to engaging with local communities but the Community Planning Partnership now needs to strengthen this approach and clarify how this helps to inform communities.

These areas of improvement are consistent with the identified areas of improvement following a review of community planning in 2011.

The Council are being asked to accept the findings of the Accounts Commission in full at their meeting on 26 June 2013.

Recommendation

The Board is asked to **note** these areas of improvement and give continued support to the community planning process in Scottish Borders.

Policy/Strategy Implications	There is a risk if the Board does not work in partnership to fully address the findings and areas of improvement that it will fail in its duty to participate in community planning.
Consultation	Not Applicable
Consultation with Professional Committees	Not Applicable
Risk Assessment	There are no financial costs attached to the recommendations within the Audit report.
Compliance with Board Policy requirements on Equality and Diversity	There are no adverse equality implications attached to any of the recommendations within the Audit report.
Resource/Staffing Implications	None identified.

Approved by

Name	Designation	Name	Designation
John Raine	Chairman		

Author(s)

Name	Designation	Name	Designation
Calum Campbell	Chief Executive	Iris Bishop	Board Secretary

Scottish Borders Community Planning Partnership Audit – June 2013

Specific Audit Recommendations and additional areas for improvement

<p>Strategic direction and leadership</p> <p>New governance and accountability arrangements have been established for the Partnership, but these need to be reflected in partner organisations own governance structures.</p> <p>The council will need to manage its leadership role carefully to create a new culture of shared leadership.</p>	<p>Executive Sponsor:</p> <p>Tracey Logan (SBC)</p>	<p>How we will take these recommendations and areas of improvement forward</p>
<p>1. Set an ambitious vision for the partnership which should build on the good outcomes already in place and focus on addressing the key challenges for the area, particularly in reducing inequalities</p>		<p>The Strategic Board agreed it's vision on 18th April 2013 -</p> <p>“By 2023, quality of life will have improved for those who are currently living within our most deprived communities, through a stronger economy and through targeted partnership action”</p>
<p>2. The partnership aligns priorities with the vision and translates it into a jointly agreed SOA</p>		<p>The jointly agreed SOA will be submitted to the Scottish Government in June 2013</p>
<p>3. Maintain oversight of all joint working initiatives and</p>		<p>The joint delivery team will be asked to present their</p>

ensure all partnership arrangements are reflected in the SOA		key initiatives to the Strategic Board on an annual basis.
4. The partnership needs to identify key priorities where community planning can make an impact and realign resources and budget to these key priorities		<p>Using the Strategic Assessment, the Strategic Board agreed on 18th April 2013 to focus on three key areas for the Scottish Borders</p> <ul style="list-style-type: none"> • Reduce inequalities (targeted approach) • Grow our economy (inward investment focus, railway, tourism) • Maximise the impact from the renewable sector (on economic growth and employment, income, health, fuel poverty) <p>The delivery teams can now start to consider how to best demonstrate the resources and budget that are aligned to these key priorities.</p>
5. Provide a clearer distinction between setting the vision and scrutinising its delivery through the Strategic Board		Performance management arrangements will be strengthened to enable the Strategic Board to scrutinise the delivery of the vision.
6. SBC has a statutory duty to lead the process, but it must do so in the spirit of true partnership		SBC will continue to strive for stronger partnership working. The new governance arrangements including the Strategic Board will enable partners to contribute more fully in the decision making process and implementation of joint working initiatives.
7. Ensure that the agenda of the partnership reflects all partner engagement		Although SBC provide the administrative function for setting the agenda, partners are encouraged to bring items to the agenda.
8. The partnership needs to monitor the implementation of		A review of the governance arrangements is

<p>the new arrangements carefully to ensure that it delivers shared effective leadership of partnership working</p>		<p>scheduled for June 2014.</p>
<p>9. Leadership should be carried out by the organisation best placed to perform this role and that partners should be encouraged to lead on appropriate themes, projects and programmes</p>		<p>Partners are leading in a number of areas including the CPP Audit Action Plan. The Joint Delivery Team may wish to consider rotating the chairmanship of the Delivery Team.</p>
<p>Performance Management</p> <p>A robust performance management framework is required to enable the CPP to evidence and monitor performance and outcomes, and to drive and demonstrate continuous improvement.</p> <p>The Partnership need to identify key priorities, develop sufficiently challenging targets and monitor their progress.</p>	<p>Executive Sponsor:</p> <p>Calum Campbell (NHS)</p>	<p>How we will take these recommendations and areas of improvement forward</p>
<p>1. Ambitious, but achievable targets</p>		<p>A Performance Management Group will be established to:</p> <ul style="list-style-type: none"> • Agree with the Strategic Board and the Joint Delivery Team the actions that are required to deliver the key priorities • Develop with the Strategic Board and the Joint Delivery Team the key targets and measures that will demonstrate successful outcomes and performance

		<ul style="list-style-type: none"> • Monitor and evaluate progress using an agreed Performance Management Framework <p>This work will cover items 2, 3, 4 and 5 below</p>
2. Scrutiny of performance reports		As above
3. Reporting on performance and progress publicly		As above
4. Key indicators and measurements to evidence successful outcomes, performance and the impact of partnership working		As above
5. A jointly agreed delivery plan that sets clear improvement goals, and has clear timescales and ownership		As above
6. Progress on the SOA which must be reported to the Joint Delivery Team and Strategic Board		This will be carried out as part of the implementation of the SOA
7. Progress on the themes must be reported to the Joint Delivery Team and Strategic Board		Regular highlight reports are being presented to the Joint Delivery Team and the Strategic Board
8. Strengthening linkages between partner's strategies and the SOA		Partner strategy links have been included and highlighted in the SOA
9. Performance data that is presented in a user friendly way		The Theme Delivery Teams are taking a proactive approach in developing user friendly performance data
10. Consistent information at data zone level to measure progress towards reducing outcome gaps		This work is being developed from the Scottish Borders Community Planning Partnership's Strategic Assessment in relation to deprived areas

11. Activities require to be costed and budgets established		The joint programmes will include budget information
12. Rationalise activity to ensure resources are being used effectively		This will form part of the remit of the recommendations considered by the Use of Resources Group
13. Realign resources and budget to identified key partnership priorities		This will form part of the remit of the recommendations considered by the Use of Resources Group
14. Use SIMD data to identify key priorities within the Strategic Assessment		This has been carried out as part of the revised Strategic Assessment and will continue to be used across the Partnership
15. Clearly identifies and prioritises actions/work to improve inequalities		This has been identified as part of the prioritisation work of the Scottish Borders Community Planning Partnership
Use of Resources The partnership has not identified the overall resources available to it, or how individual partner's resources can be aligned to deliver the agreed SOA outcomes	Executive Sponsor David Robertson (SBC)	How we will take these recommendations and areas of improvement forward
1. Realign resources and budget to identified key partnership priorities and SOA outcomes		Work has commenced in considering a methodology for identifying and realigning resources including revenue and capital budget
2. Ensure the partnership has the skills and abilities to deliver the strategic change agenda		This need requirement will be assessed as part of the work of realigning resources
3. Prepare a cross-sector Workforce Development		The preparation of this Strategy will follow on from the

Strategy which includes a joint resourcing plan and supports the key strategic priorities and objectives		work of identifying and realigning resources and budget
4. Understand the total resources available as well as the contribution by each partner		This will be included in the work undertaken at item 1
5. Scrutinise contributions by all partners		The scrutiny process will follow the identifying and realigning resources and budget task at item 1
6. Identify and address resource and capacity issues		This will be undertaken as part of the scrutiny process as detailed at item 5
<p>Governance and accountability</p> <p>The partnership needs to ensure partners have a clear understanding of their roles and responsibilities.</p> <p>The Partnership needs to clarify and agree the mechanics through which partnership decisions will be reflected in the formal governance arrangements of partner organisations.</p>	<p>Executive Sponsor</p> <p>Liz McIntyre (Borders College)</p>	<p>How we will take these recommendations and areas of improvement forward</p>
1. Ensure partners have a clear understanding of their roles and responsibilities		A Memo of Understanding to be created which formalises the spirit of the partnership, agrees levels of responsibility and includes specific areas of responsibility
2. Review governance arrangements of the CPP after 18 months including a review of roles and responsibilities		Mapping exercise to be undertaken to baseline current governance arrangements of partnership and groups which report into the CPP

<p>3. Clarify and agree the mechanics through which partnership decisions will be reflected in the formal governance arrangements of partner organisations</p>		<p>Partners will be asked to submit an annual report which details the extent of how CPP decisions are reflected within their own organisations, and to evaluate the effectiveness of these decisions</p>
<p>4. Enable and support partners to make a full contribution to community planning eg. agenda item for all Teams and Strategic Board – spotlight and updates from partners</p>		<p>Consider an Industry Update type report from each of our partners</p>
<p>5. Consider representation from the private sector</p>		<ul style="list-style-type: none"> • Create a register of interests and skills of the Strategic Board • Assess the register and consider if representation from the Private Sector is required
<p>6. Consider the governance of the Health & Social Care Integration Programme</p>		<p>This will be considered within the Integration Programme and proposals/recommendations brought to the Strategic Board</p>
<p>7. Clarify the arrangement between the area forums and local planning and service delivery by partners</p>		<p>Overview and information regarding the Area Forums to be presented to the Strategic Board</p>
<p>Community Engagement</p> <p>There is a strong commitment to engaging with local communities but it is not clear how this helps inform communities.</p>	<p>Executive Sponsors:</p> <p>Morag Walker (Vol Sector)</p> <p>John Mallin (Fire & Rescue)</p> <p>Andy Clark</p>	<p>How we will take these recommendations and areas of improvement forward</p>

	(Police Scotland) Julia Malloy (SBHA)	
1. Effectively co-ordinate community consultation		An audit of existing Community Engagement approaches will be undertaken to assess how the partnership can improve the co-ordination of community engagement activity. Establish a calendar of events that will allow greater collaboration within the partnership to involve local communities.
2. Involve local communities in initiatives to tackle health inequalities		The partnership needs to ensure that it engages with deprived communities to take steps to reduce health inequalities.
3. Engage and consult on key partnership priorities		<p>Using the Strategic Assessment, the Strategic Board agreed on 18th April 2013 to focus on three key areas for the Scottish Borders</p> <ul style="list-style-type: none"> • Reduce inequalities (targeted approach) • Grow our economy (inward investment focus, railway, tourism) • Maximise the impact from the renewable sector (on economic growth and employment, income, health, fuel poverty) <p>A Voluntary Sector event was held on the 16th May to raise awareness of the CPP structure, its priorities and how these relate to the Single Outcome Agreement, and highlighting the need for voluntary sector involvement</p>

		<p>The delivery teams can now start to consider how to best demonstrate the resources and budget that are aligned to these key priorities.</p>
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