

EAST RENFREWSHIRE COUNCIL
AUDIT AND SCRUTINY COMMITTEE
2 June 2016
Report by Clerk
NATIONAL EXTERNAL AUDIT REPORT
COMMUNITY PLANNING – AN UPDATE

PURPOSE OF REPORT

1. To provide information on the Audit Scotland report *Community Planning – An Update*.

RECOMMENDATION

2. It is recommended that the Committee considers the report.

BACKGROUND

3. Copies of the Audit Scotland report *Community Planning – An Update*, published in March 2016, have already been circulated to all Audit and Scrutiny Committee Members. Under the Committee's specialisation arrangements, the Members who are leading the review of this particular report are Councillor Wallace and Councillor Robertson. In accordance with arrangements established by the Committee for dealing with such reports, the Deputy Chief Executive has provided comments on it. A copy of the feedback is attached (see Appendix 1).

RECOMMENDATION

4. It is recommended that the Committee considers the report.

Local Government Access to Information Act 1985

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Background Papers:-

1. Audit Scotland Report *Community Planning – An Update*

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AUDIT SCOTLAND REPORT: COMMUNITY PLANNING – AN UPDATEIntroduction

The purpose of this update is to provide an assessment of East Renfrewshire CPP's position against the recommendations in Audit Scotland's report *Community planning: An update*.

It is significant that, of the thirteen recommendations in the audit report, only three of these relate to Community Planning Partnerships themselves, while the remaining ten are directed at Scottish Government and COSLA. This suggests that many of the barriers to delivering community planning successfully are at national level.

The three recommendations for CPPs (around targeting resources and focusing on prevention, ensuring communities have a strong voice, and public service reform) are very much integral to the provisions of the Community Empowerment (Scotland) Act 2015. Therefore the CPP has already begun to closely examining its position in relation to these areas and, along with other CPPs in Scotland, is very much on an improvement journey as it responds to the significant new statutory requirements placed upon it. The Scottish Government's consultation on the statutory guidance to accompany the Act is currently underway.

Background

Audit Scotland have been tracking and reviewing progress on community planning, in line with national requirements, since 2004, as shown in the timeline below:

2004	Audit Scotland began to undertake a programme of audits of Best Value and Community Planning across the 32 local authority areas.
2005	East Renfrewshire received a positive audit report.
2009	The Scottish Government introduced Single Outcome Agreements for Community Planning Partnerships (CPPs).
2012	The Scottish Government and COSLA jointly published their Statement of Ambition, outlining the role for Community Planning as part of the public sector reform agenda.
2013	Audit Scotland published <i>Improving Community Planning in Scotland</i> . The report highlighted improvement for community planning. It was based on three Council audits using a new framework, and the findings from Audit Scotland's audits since 2004.
November 2014	Audit Scotland published <i>Community planning: Turning ambition into action</i> which looks at how far CPPs, and the Scottish Government, have come in meeting national expectations and aims and set out a range of recommendations.
July 2015	The Community Empowerment (Scotland) Act 2015 introduced new statutory duties for community planning which includes replacing the SOA with a Local Outcomes Improvement Plan (LOIP). The provisions of the Act supersede the Statement of Ambition.
March 2016	Audit Scotland published <i>Community planning: An update</i> which has two key parts: Part 1 examines the policy context for community planning and policy developments since November 2014; and Part 2 assesses the progress that has been made nationally and locally against the recommendations in the 2014 report.
March 2016	Guidance is published for consultation on the five parts of the Community Empowerment (Scotland) Act.

Report Recommendations for CPPs and the East Renfrewshire Position

Community Planning: An Update was published in March 2016. This is a 42-page report which highlights the progress made towards the Statement of Ambition. While Audit Scotland have found that progress is being made, particularly around leadership and scrutiny and using data to set clearer improvement priorities, the ambitious changes in the way that public services are organised and delivered as outlined in the Statement of Ambition are not yet being met.

Table 1 overleaf highlights the most recent report's three key recommendations for CPPs, presents the wider context for these recommendations, and details how the East Renfrewshire CPP is placed to meet these recommendations at the present time.

Table 1:

Report recommendation for CPPs	Wider context for this recommendation	How are we placed against this recommendation?
<p>Target resources on a larger scale towards priorities and shift them towards preventative activity.</p>	<p>Audit Scotland's report concludes that there are some small-scale examples of joint resourcing but overall CPPs are not using their resources in a significantly different way or diverting them to preventative activity. The report highlights this is a challenge and may involve reducing some budgets and increasing others to target resources towards specific priorities and make the required impact.</p> <p>It is clear that demonstrating how resources are being targeted towards priorities is a key focus of the new requirements of the Community Empowerment (Scotland) Act and the Act now sets the expectations for improving on this.</p>	<p>The current SOA is based on a small set of 5 strategic outcomes. The Performance and Accountability Review (PAR), attended by key community planning partners, has been in place since 2009. It reviews performance against these outcomes and identifies where actions need to be taken to drive improvements. With a clear commitment from partners to the current strategic outcomes, the PAR is well-placed to evolve and respond to the requirements of CE(S)A. It will use the evidence around performance and information on the collective resources of partners available to it to take the strategic decisions required to shift resources towards key priorities.</p> <p>The HSCP (formally CHCP) has a well-established system of aligned budgets, transparency and joint resourcing between ERC and the NHS. Joint budget reports are presented to the HSCP committee, alongside regular integrated resource monitoring reports and financial information.</p> <p>Weekly Greater Results in Partnership (GRIP) meetings occur between Police, Fire and a variety of Council services to jointly prioritise the use of shared resources – including; shared intelligence, joint patrols and plans for targeting hotspots for anti-social behaviour.</p> <p>An Integrated Resource Framework has been used to develop a picture of the balance of care at GP practice level. We make use of outcome-focused planning and 'turning the curve' methodologies. Service re-design has focused on integrating and co-locating around clusters of GP practices within rehabilitation and enablement services.</p>

<p>Ensure local communities have a strong voice in planning, delivering and assessing local public services.</p>	<p>In terms of previous recommendations in its reports, Audit Scotland states that CPPs have not made sufficient progress in fully involving communities in planning and providing local services.</p> <p>Community participation and co-production is one of the key principles of effective community planning set out in the consultation draft statutory guidance of the Community Empowerment (Scotland) Act 2015.</p>	<p>All CPPs in Scotland have been focussing on community capacity building and increasing community involvement and participation in community planning. CPPs are now assessing their position in relation to the new statutory requirements introduced by CE(S)A 2015 and the accompanying statutory guidance.</p> <p>In East Renfrewshire, the Council's Cabinet recently agreed a report setting out a new approach to community engagement in East Renfrewshire. As the area forums cease to operate, the new approach to community engagement is built on two data-driven foundations:</p> <ul style="list-style-type: none"> a) We have disaggregated socio-economic and demographic data and analysis of our local communities in order to understand their needs and priorities; and b) We know, as far as possible, which community groups operate in East Renfrewshire, where and when – and for groups linked to key outcomes - what their capacity, priorities and needs are. <p>This intelligence will be used to engage the relevant groups within relevant communities on issues that affect them, as well as explore opportunities for an enhanced level of participation in service development and delivery. The Council is well-placed to begin linking community planning partners more widely to this approach and the rich intelligence that we have about our communities and how groups operate will form a strong foundation as we journey towards stronger participation and co-production.</p> <p>The HSCP have a programme of events to promote community led support to ensure there is community participation for how health and social care will be delivered in future. The aim is to enable people to have as much choice or control as they want, or are able to have, when they require help, information, care or support.</p>
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<p>Promote and lead local public service reform.</p>	<p>The Scottish Government and COSLA have promoted community planning as central to public service reform through working in partnership to reduce the cost and improve the quality of public services.</p>	<p>Three examples highlighted here of public service reform in partnership in East Renfrewshire are the health and social care integration process and the cross boundary working around the City Deal and the transfer of key services to East Renfrewshire Culture and Leisure.</p>

	<p>It highlights health and social care integration to ensure a decisive shift to community based and preventative services as a key element of public service reform.</p>	<p>In East Renfrewshire we have been leading the way in integrating health and care services. Our successful Community Health and Care Partnership (CHCP), between East Renfrewshire Council and NHS Greater Glasgow and Clyde, was established in 2006. Over the last nine years the CHCP integrated health and social care management and services and developed strong relationships with many different partner organisations.</p> <p>From the outset, the CHCP has focused on improving outcomes for the people of East Renfrewshire, improving health and wellbeing and reducing inequalities. The new Health and Social Care Partnership (HSCP), under the direction of East Renfrewshire's Integration Joint Board, is able to build on this successful foundation.</p> <p>A key example of this new way of working is the integrated Rehabilitation and Enablement Service, which has social work, nursing, occupational therapy and rehabilitation staff based in teams working alongside groups of GP practices, providing services to the growing numbers of people living in East Renfrewshire with disabilities and long term conditions.</p> <p>The City Deal sees East Renfrewshire and seven neighbouring local authorities working together to focus on supporting economic growth across the region, with £1.13bn regional public investment (including £44m worth of major infrastructure projects delivered at a local level), intended to support sustainable economic growth and address challenges in the local labour market.</p> <p>City Deal will fund the delivery of improved infrastructure and connectivity to support economic growth and will stimulate employment opportunities across the wider Glasgow City Region. As a result it is expected that our residents will benefit from access to longer term job prospects across the wider region.</p>
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Conclusion

East Renfrewshire CPP, along with other CPPs across Scotland, is on an improvement journey as it considers the implications of the Community Empowerment (Scotland) Act and plans for the implementation of these requirements. It is well placed to deliver on the requirements of the Act through building on the strong foundation already in place.

APPENDIX A: Full Audit Scotland Recommendations for Community Planning 2016

The 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.

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.

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.