

EAST RENFREWSHIRE COMMUNITY PLANNING PARTNERSHIP BOARD

5 June 2015

Report by Chief Executive

MODEL FOR IMPROVEMENT: STRETCH AIMS

PURPOSE OF REPORT

1. To update Partners on progress in developing stretch aims for SOA outcomes 2,3 and 4 using the Model for Improvement.

BACKGROUND

2. On 14 January 2014, the CPP Board formally agreed that the CPP should adopt the Model for Improvement as the key mechanism for driving a step change in each of the five SOA outcomes.

3. A process was identified to provide support to SOA outcome workstreams 2, 3 and 4 and develop stretch aims internally within the Partnership (while outcomes 1 and 5 continue to develop along the pathways already set at national level).

4. At the PAR in November 2014, while stretch aims had been identified for each of the workstreams at this stage, a range of challenges were identified and discussed which were impeding progress in implementing the model. It was agreed that the Partnership would commission some external support to help drive forward the implementation of the model.

LATEST DEVELOPMENTS

5. In March 2015, ODS Consulting was appointed to support the implementation of the model including:

- Identifying and implementing solutions to overcome the challenges identified
- Supporting outcome workstreams to identify stretch aims, develop driver diagrams and undertake tests of change
- Build capacity of staff across the partnership – through support, advice and coaching – to ensure the sustainable continuation of improvement work beyond the end of the support

6. Tara McGregor, Director with ODS Consulting, has begun work across all workstreams, including meeting with strategic outcome leads to agree areas of focus, and delivering initial workshops. Each workstream has identified a stretch aim and is developing driver diagrams, and arrangements are in place for the second and, in some cases third, phases of workshops.

7. There has been positive engagement in the process, with staff and partners recognising the potential in the model - to develop stretch, innovation and partnership working. The opportunities to be realised over the remainder of the support period are to:

- ▶ develop **partnership** aspects – ownership, accountability and encouraging active roles
- ▶ strengthen and clarify **planning, accountability and communication processes** – data, shared priorities, links to existing processes

- ▶ **Adapt tools and processes** for the Model in the East Renfrewshire community planning context.

STRETCH AIMS

7. The table below sets out the broad focus of the stretch aims developed so far. Further detail on the stretch aims will be discussed at the meeting.

Working Draft

SOA	Areas of Focus Current Stretch Aims	Draft Driver Diagram	Planned Tests of Change
2	By 2018 East Renfrewshire will be the highest performing area in participation and engagement rates of adult residents in sporting and cultural activities.	✓	<ul style="list-style-type: none"> • A focus on cross selling across Barrhead Foundry and Eastwood Leisure Centre • Improving customer feedback • Strategies to increase use of Neilston pool
3	We will work together to enhance training and skills support for East Renfrewshire residents, and create new activities to fully maximise employment opportunities arising from the Local Development Plan and the City Deal.	✓	<ul style="list-style-type: none"> • Improved external communication to engage hard-to-reach clients • Employability event • Share data on services provided to Auchenback and Dunterlie
4	In order to improve public safety, we will reduce the levels of serious and common assaults.	In development	In development

8. There are also potential additional stretch aims around business development and tackling domestic violence.

CHALLENGES

10. The work around this model is progressing well, however it has been a difficult journey to gather the momentum and the commitment where it is required. It is recognised that many community planning partners have a regional or indeed national focus. In addition, East Renfrewshire can be seen as a high performing area in relation to neighbouring authorities within the geographical area of focus for partners. Board members are asked to discuss what impact this may have had or could have in terms of partner participation.

11. Rolling out the Model for Improvement process has increased the need for timeous and consistent data and analysis. This has proved to be challenging across all the workstreams. Officers from across the partnership have been working together to resolve issues as far as possible as part of the process. However as the CPP develops its use of the model for improvement good data and analysis will be fundamentally important. This may be an area where the Board keeps a watching brief.

RECOMMENDATIONS

12. The Board is asked to:

- agree that the SOA outcome workstreams continue the improvement work around these areas
- discuss the level of ambition demonstrated in the working draft stretch aims and provide guidance on this if required
- discuss how Board members can ensure their staff engage in the most effective way possible in this outcome delivery process
- identify any potential approaches to remove barriers around data availability and sharing

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