



COMMUNITY PLANNING PARTNERSHIP BOARD

FOR MEETING ON

19 MARCH 2015





A meeting of the East Dunbartonshire Community Planning Partnership Board will be held within **Tom Johnston Chamber, Strathkelvin Place, Kirkintilloch on Thursday, 19 March 2015 at 2.00 pm** to consider the undernoted business.

If you are unable to attend (substitutes allowed), please advise Janice Frame, Committee Services on 0141-578-8076.

(Sgd) Diane Campbell
Director of Governance & Regulation

12 Strathkelvin Place
KIRKINTILLOCH
Glasgow G66 1XT

Tel: 0141 578 8076

Date: 12 March 2015

AGENDA

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	578 8720	6.	Children's Service Governance – Proposals - Presentation by Gordon Currie, East Dunbartonshire Council.	
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	578 8252	14.	Community Planning Partnership Knowledge Hub – Presentation by Gerard McCormack, East Dunbartonshire Council.	
		15.	Date of Next Meeting – 21 May 2015 at 2pm	

Minute of meeting of the Community Planning Partnership Board of East
Dunbartonshire Council held within **Tom Johnston Chamber, 12 Strathkelvin Place,
Kirkintilloch** on **Thursday, 18 December 2014.**

Present: M. Brickley	Equality Engagement Group
E. Carmichael	Child Protection Lead Officer
P. Connelly	Scottish Fire and Rescue
G. Cornes	Chief Executive – EDC
A. Davie	Director of Customer Services & Transformation
T. Dodds	New College Lanarkshire
R. Geekie	Councillor – EDC
A. Ghai	Councillor – EDC
T. Glen	Director of Development & Regeneration
G. Grieve	EDVA
B. Kiloh	Strathclyde Passenger Transport
G. Low	Councillor – EDC
A. Moir	Councillor – EDC
I. Mackay	Councillor – EDC
A. Moir	Councillor - EDC
K. Murray	ED – Adult Health & Social Care Partnership
C. McDowall	Skills Development Scotland
F. McShane	Chief Social Work Officer
M. O'Donnell	Councillor – EDC
K. Richmond	Scottish Enterprise
J. Simmons	Director of Integrated Health & Social Care Transition
K. Small	Councillor – EDC
In Attendance: T. Duncan	Strategic Planning and Partnership Manager
J. Frame	Committee Services Officer
N. McAndrew	Place and Capacity Building Lead
G. McCormack	Team Leader – Strategic Planning and Place

Also in

Attendance: **O.Gill**, Scottish Government

Councillor Geekie (Chair) presiding

CHAIR'S REMARKS

The Chair welcomed everyone to the meeting, in particular Jack, a pupil of St Ninian's High School who was considering going into Politics and would be shadowing her throughout the day.

APOLOGIES FOR ABSENCE

Apologies for absence were intimated on behalf of Councillor Gotts, G. Currie, J. Binning, M. McGuire and G. Thomson.

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1. MINUTE OF MEETING OF 2 OCTOBER 2014

There was submitted and approved Minute of meeting of 2 October 2014, copies of which had previously been circulated.

2. MATTERS ARISING

With regard to Page 8, Paragraph 12, East Dunbartonshire Transport Outcomes Report 2014/15, Councillor Moir sought an update in relation to the transport links to the new South Glasgow Hospital from areas within East Dunbartonshire, particularly Bearsden and Milngavie. B. Kiloh, on behalf of SPT, provided the Board with an update. He advised that the South Glasgow Hospital would open within the next five months. He confirmed that SPT's role was to support the NHS and Glasgow City Council through the Section 75 agreement to expedite public transport enhancements. He advised that SPT had requested weekly meetings to discuss and address some of the issues prior to the opening. He also advised that SPT had received £2.325m of funding over a three year period. In terms of transport, this was not substantial, although officers within network planning operations were examining how best the money could be used to provide services where they were most needed. With regard to deregulation, he advised that a meeting with the bus operators would be arranged in January 2015 to outline the potential demand for the new South Glasgow Hospital. He highlighted that bus operators were not at liberty to divulge which services they would provide until they lodged registration papers, therefore it could be February before this was known. In the meantime, SPT would gauge, accordingly, where to allocate NHS funding and were currently looking to enhance services on the north and south of the river.

With regard to travelling from East Dunbartonshire to the hospital, he commented that there would be a reliance on interchange, and advised that enhancement of services from Partick Subway were being considered and he was hopeful that up to 10 services per hour, direct to the hospital could be provided. He also referred to the underground modernisation at Govan Subway; the Fastlink subway and bus interchange service from the city centre; and the Hospital Evening Visitor Service, and confirmed that these were some of the options being discussed at the weekly meetings. In conclusion, he highlighted that any services which the SPT choose to support would require to be sustainable for the longer term. He confirmed that a lot of work was ongoing and he was confident SPT could help improve transport links to the hospitals and work within the budgets in support of the NHS.

In response to a request from Councillor Ghai, the Chair agreed that a further update on the outcome of the meeting with the bus operators be provided to the next meet of the Board.

Discussion ensued, during the course of which Councillor Moir referred to the funding which had been made available to SPT and commented that the challenge to provide appropriate transport may have been underestimated. He acknowledged the advantages of the Fastlink service, however highlighted that this service was not accessible for residents of Bearden and Milngavie. M. Brickley referred to a previous update provided by Neil McGrogan, NHS and suggested a further update be provided by him.

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Councillor O'Donnell suggested that consideration could also be given to other transport interchanges, such as Braehead, which was also a main transport centre.

With regard to car parking at the new hospital, Councillor Small sought clarification with regards to the number of nominated parking spaces for staff. In response, the Interim Chief Officer, Health & Social Care Partnership confirmed that NHS board wide policies would apply and parking would be restricted to those staff members who would normally have access to staff spaces. She advised that N. McGrogan was currently doing a lot of work around this subject matter and was also working with the surrounding communities to ensure that they were being kept informed in terms of what was being planned for public transport. She further advised that he was also providing staff transferring to the new hospital with appropriate travel information, including bus timetables, and that this information would also be included with outpatient appointments. She also confirmed that Gartnavel Hospital would remain open, however the function would change.

Following discussion, Councillor Geekie confirmed that an update would be provided to the next meeting of the Partnership Board.

3. DRAFT MINUTE OF MEETING OF THE COMMUNITY PLANNING PARTNERSHIP EXECUTIVE GROUP OF 27 NOVEMBER 2014

There was submitted and noted Draft Minute of meeting of the Community Planning Partnership Executive Group of 27 November 2014, copies of which had previously been circulated.

4. EAST DUNBARTONSHIRE COMMUNITY GRANTS SCHEME 2014/15 – ROUND 4 AWARDS

There was submitted Report CST/123/14/KA by the Director of Customer Services & Transformation, copies of which had previously been circulated, advising the Board of the recommended levels of funding for community and voluntary sector organisations.

The Report detailed that the Grants Advisory Committee (GAC) met on the 26 November 2014 to consider applications submitted to the fourth round of the 2014-15 Community Grant Scheme. However due to the number of apologies, the GAC meeting was inquorate and, therefore, the Committee could not make recommendations. The Officer recommendations were therefore submitted for approval. Officers had taken the opportunity at the meeting to answer questions relating to the grant applications in order that a consensus was reached with those present in the absence of GAC recommendations.

The Partnership noted that the election of the Chair and Vice Chair had therefore been postponed until the Round 1 meeting for 2015/16. Full details were contained within the Report and appended were details of the Officer recommendations for awards agreed at the meeting (Appendix 1).

The Team Leader, Strategic Planning and Place was heard further in relation to the Report, and confirmed that this had been the first instance in 10 years where the Committee was inquorate. He advised that the membership of the Committee had

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increased and he did not anticipate any concerns around attendance in the future. In addition, he invited partner organisations to consider any contributions they could make to 2015/16 funding.

Following further discussion, the Partnership Board approved the awards as recommended in Appendix 1.

5. REVIEW OF DELIVERING FOR CHILDREN AND YOUNG PEOPLE PARTNERSHIP

The Chief Social Work Officer advised the Board that the Delivering for Children and Young People Partnership also incorporated the Child Protection Committee. She highlighted that the review related to an area identified for improvement during a Joint Inspection of Children's Services in East Dunbartonshire and would examine how planning arrangements could be strengthened, in conjunction with Partners, and that the presentation would identify the work that was being carried out in this regard.

Thereafter, the Child Protection Officer provided the Board with a presentation on the Review of Delivering for Children and Young People Partnership including: National and Local Context; Purpose – Review of DCYPP; Context - National Child Protection Guidance; Context – The Children - Complexities of need and risk; The Child Protection Committee; Child Protection Committee – Functions – Strategic Links; Role of Chief Officer; Role of the Chair; and Who are the Chief Officers as detailed within the National Guidance.

In response to a request from Councillor Mackay, the Chair agreed that an electronic copy of the Presentation slides be emailed to Members of the Partnership Board.

Following discussion, during the course of which the Chair thanked the Child Protection Officer for an informative presentation, the Board noted the information provided.

6. INDEPENDENT INQUIRY INTO CHILD SEXUAL EXPLOITATION IN ROTHERHAM

The Child Protection Officer provided the Board with a presentation on the Independent Inquiry into Child Sexual Exploitation in Rotherham which included reference to: The Independent Enquiry into CSE in Rotherham; Criticism and Failings; Recommended areas for improvement; The Scottish Context; Scotland's National Action Plan; Care Inspectorate – The effectiveness of Child Protection arrangements across Scotland; Safeguarding Scotland's Vulnerable Children from Child Abuse; and Prevention – Local Context.

There followed discussion, during the course of which Officers were heard in response to Member's questions. With regard the membership of Child Protection Committees (CPC), the Chief Social Work Officer advised that in Scotland they were mainly Officer led, whereas in England, Safeguarding was managed by Elected Members. The Child Protection Lead advised that locally membership of the CPC was also being reviewed. In response to concerns raised by Councillor Low regarding responsibility for Elected Members, the Director of Integrated Health & Social Care Transition was

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heard in relation to the child protection arrangements in place within East Dunbartonshire. He advised that Elected Members would have responsibility for information presented to the Social Work Committee, and scrutiny of CPC's were undertaken through joint inspections by the Care Inspectorate, the outcome of which would be reported to the Social Work Committee and the Partnership Board. In addition, Seminars were also delivered. He gave assurance that within East Dunbartonshire, matters of a serious nature would be highlighted to the Social Work Committee and Council. He also advised that the responsibility for Elected Members locally, was in a different context from the situation in Rotherham where information presented was being ignored.

During the course of further discussion, Members acknowledged that the roles and responsibilities of Elected Members in East Dunbartonshire were different to those in Rotherham, however, practices and procedures would continue to be examined and where required, strengthened.

Councillor Mackay referred to his role as Convener of the Audit and Risk Management Sub-Committee and highlighted that although this subject matter was remitted from the Social Work Committee to the Scrutiny Panels for further consideration, he was also happy to address any other issues of particular concern from Elected Members or Partners through this route.

Following further discussion, during the course of which the Chair thanked the Chief Social Work Officer and the Child Protection Officer for an information presentation, the Board noted the information provided.

7. SINGLE OUTCOME AGREEMENT 2014-2017: SIX MONTH PROGRESS REPORT

There was submitted Report CST/124/14/GM by the Director of Customer Services & Transformation, copies of which had previously been circulated, providing the Partnership Board with a six month report on progress of the current Single Outcome Agreement. Full details were contained within the Report and the attached Appendices.

The Team Leader – Strategic Planning and Place referred to the previous two quarterly reports and advised the Board that information relating to partnership actions for the performance indicators was included within the Report and that progress for each of the actions would also be included within future reports.

With regard to Page 41, Area for Improvement, Promote financial inclusion and income maximisation, and in response to a question from Councillor Mackay, the Team Leader – Strategic Planning and Place confirmed that the action deadline for the target was 2016 and he undertook to investigate whether the progress information was accurate.

With regard to Page 33, Areas for Improvement, and in response to comments from Councillor Small, the Director of Integrated Health & Social Care Transition advised that the improvement activity related to a number of training sessions to be carried out early in the new year for representatives from all agencies. He also advised that due to the new legislation that had come out as a result of the Rotherham Enquiry, the target

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date would need to be revised beyond 2015, and he confirmed that this would continue to be monitored and progress would be incorporated within future Reports.

K. Richmond referred to Page 25, Performance Indicator, number of new start businesses supported by local authority funded business support activities (including Business Gateway) and other LOA partners and highlighted that as the labour market tightened and the potential decrease in business start-up demands, Scottish Enterprise could possibly assist with identifying challenges relating to addressing these. The Director of Development & Regeneration advised that work is carried out in conjunction with the Federation of Small Businesses and although confidence had been slowing since 2013, he was confident targets would be met, however this would continue to be monitored.

Following further consideration, the Partnership Board agreed to:-

- a) note the substantial progress being made in the implementation of the current Single Outcome Agreement; and
- b) to request that an annual report on progress for 2014/15 be submitted to the Partnership Board at its meeting in June 2015.

8. EAST DUNBARTONSHIRE SINGLE OUTCOME AGREEMENT 2015-2018 (ANNUAL UPDATE)

Consideration was given to Report CST/125/14/TD by the Director of Customer Services & Transformation, copies of which had been previously circulated, providing the Partnership Board with the annual update to the Single Outcome Agreement (2015-2018). The Report detailed that the Single Outcome Agreement update reiterated the strategic direction, priorities and outcomes which had been agreed for delivery with Community Planning partners. The update was based on a robust analysis of local need evidenced through engagement with local people and communities, together with data taken from the 2011 Census and the 2012 Scottish Index of Multiple Deprivation. It identified progress on achievement of the long term outcomes aimed at reducing inequality and disadvantage across communities and engaging with local people in the design and delivery of public services.

The Partnership Board noted that refinement to indicators relevant to Outcomes 4 and 5 were currently being undertaken through engagement with Community Planning partners, with new indicators being reported to the Community Planning Partnership Board by June 2015. Full details were contained within the Report and a copy of the Single Outcome Agreement 2015-2018 was attached as Appendix 1.

The Team Leader – Strategic Planning and Place was heard in further explanation of the Report during the course of which he advised that work around improving the quality of data collated would continue to be developed in conjunction with Partners. The Chair highlighted that data could vary depending on the source.

Following consideration, the Partnership Board agreed to approve the updated Single Outcome Agreement 2015-18 for implementation.

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**9. COMMUNITY PLANNING – TURNING AMBITION INTO ACTION –
REPORT BY AUDIT SCOTLAND – SELF EVALUATION OF THE EAST
DUNBARTONSHIRE COMMUNITY PLANNING PARTNERSHIP**

Consideration was given to Report CST/127/TD by the Director of Customer Services & Transformation, copies of which had previously been circulated, providing members of the Partnership Board with the findings of the Audit Scotland Publication *Community Planning - Turning Ambition into Action* which was prepared the Accounts Commission in November 2014.

The Board noted that the Report could be accessed through the Audit Scotland website www.audit-scotland.gov.uk . Full details were contained within the Report and a copy of the evaluation of the East Dunbartonshire CPP was attached as Appendix 1.

Having heard the Strategic Planning and Place Manager further in relation to the Report, the Board agreed to:-

- a) note the findings of the Audit Scotland Report on *Community Planning – Turning Ambition into Action*;
- b) note the self-evaluation of the current performance of the East Dunbartonshire Community Planning Partnership in relation to the Audit Scotland recommendations; and
- c) to request that any outstanding improvement activity be incorporated in the Partnership Development Programme and that a progress report on implementation be submitted to the meeting of the Partnership Board in March 2015.

**10. PARTNERSHIP DEVELOPMENT PROGRAMME – NEXT STEPS –
PROGRESS UPDATE**

Reference having been made to the Community Planning Partnership Board of 2 October 2014, consideration was given to Report CST/126/TD by the Director of Customer Services & Transformation, copies of which had previously been circulated, providing the Partnership Board with an update on the 'Next Steps' improvement activity which was approved at the Board in October 2014.

Members noted that the Partnership Board was being asked to comment and provide any required refinement to the content of the scoping templates relevant to the areas of strategic improvement activity which supported the future development of the Partnership as detailed within Appendix 1. The work referenced in the templates was also geared at ensuring that the Partnership met its statutory requirements set out in the Community Empowerment (Scotland) Bill. Full details were contained within the Report and a copy of the 'Next Steps' Progress Report was attached as Appendix 1.

The Strategic Planning and Partnership Manager was heard in further explanation of the Report.

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With regard to the future model for Community Justice in Scotland, and in response to comments from Councillor O'Donnell regarding preparation for the introduction of the new model by the Community Planning Partnership, the Team Leader – Strategic Planning and Place confirmed that discussions in terms of planning over the next 12-14 month period were ongoing with colleagues in Argyle and Bute and West Dunbartonshire Councils and officers in Criminal Justice. He advised that the outcome of the consultation had only been released a couple of days earlier and that an update Report on joint progress and how this could be incorporated within our own Partnership would be submitted to the March meeting of the Board. He further advised that this would also consider some of the issues around the integration of Health and Social Care Services.

The Chair highlighted that the issue of financing had been raised at COSLA the previous week and that further information in this regard would be provided to the Partnership when clarified.

Following further discussion, the Partnership Board agreed to:-

- a) note the scoping templates which set out proposed improvement activity; and
- b) request that a progress report on implementation of the programme be reported to the meeting of the Board in March 2015.

11. PLACE DEVELOPMENT - LENNOXTOWN

There was submitted Report CST/116/14/NM by the Director of Customer Services & Transformation, copies of which had previously been circulated, providing the Partnership Board with an update on progress of the development of proposals for joint resourcing activity within Lennoxton.

The Report detailed that partners were being asked to approve the implementation of the proposals attached as Appendix 1, made in consultation with relevant partners and community representatives and approve the implementation of the recommendations. Full details were contained within the Report and Appendix 1.

Having heard the Place and Capacity Building Lead further in relation to the Report, the Partnership Board agreed to:-

- a) note the community engagement undertaken since September 2014;
- b) approve the proposals attached in Appendix 1 for implementation; and
- c) request that officers incorporate these themes within an action plan for reporting progress back to the Board on a six monthly basis.

12. PLACE DEVELOPMENT - AUCHINAIRN

There was submitted Report CST/130/14/NM by the Director of Customer Services & Transformation, copies of which had previously been circulated, providing the Partnership Board with proposals to commence the place methodology in Auchinairn.

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Full details were contained within the Report and a copy of the draft timeline for the work was attached as Appendix 1.

The Place and Capacity Building Lead was heard in further explanation of the Report.

Councillor O'Donnell welcomed the Report and the benefits a 'place' approach would have on the local community. He also referred to the partnership arrangement in place to identify proposals, and encouraged progress within the indicated timelines.

G. Grieve advised the Partnership Board that he had received audit information from 'Building Happier and Healthier Communities' programme and he undertook to forward this to the Place and Capacity Building Lead in order that the information could be incorporated within the Report. He also advised that EDVA had funded projects in the Auchinairn area, and undertook to liaise with the local members to examine further opportunities.

The Team Leader – Strategic Planning and Place highlighted that a Workshop had been arranged for Tuesday 3 February 2015 and that invites would be issued to Partners.

Following further discussion, the Partnership Board:-

- a) approved the commencement of our place activity in Auchinairn with officers to report back to the Board in early 2015.

13. YEAR 1 EVALUATION OF DEDICATED HILLHEAD PLACE COMMUNITY LINK OFFICER

Consideration was given to Report CST/128/14/IG by the Director of Customer Services & Transformation, copies of which had previously been circulated, presenting the Partnership Board with an end of year evaluation of the Hillhead Place Community Link Officer. The Report detailed that this was a jointly funded role between Police Scotland and East Dunbartonshire Council and represented a key element of the overall partnership activity currently taking place in Hillhead. The post began on 1 December 2013 and the report identified a number of key successes that had taken place since that date. Members noted that the officer had been working to an operational action plan to address the following local issues and priorities:

- Anti-social behavior
- Impacting upon drug and alcohol abuse
- Effectively managing individual offenders in the community
- Supporting positive community led initiatives
- Improving the physical environment of Hillhead
- Building relationships with local businesses and licensed premises

Members further noted that the officers' role had also been underpinned by the development of an effective performance management framework, drop-in service in the area, early engagement with Community Support Officers, representation at the Hillhead Forum and links with local primary schools. The performance management framework utilises the 'Datazone Tracker', a new analytical and statistical tool developed by Police Scotland. Meetings had taken place with Police Scotland analysts

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and Council officers, and there was merit in exploring how we develop a joint approach to information / research that would benefit the whole partnership. Full details were contained within the Report and a copy of Year 1 Evaluation of the Dedicated Hillhead Place Community Link Officer was attached as Appendix 1.

The Team Leader – Strategic Planning and Place highlighted that the ‘place’ model could hopefully be replicated, and tailored to suit other communities across the authority. He re-iterated the same plea with regards joint resourcing and invited Partners to contribute to the scheme.

Councillor Moir referred to a similar type of arrangement operated within a number of secondary schools where police engagement with young people had also received extremely positive feedback. In terms of prevention, he advised that with wider Partner involvement, models of this nature within communities could provide benefits for all organisations.

With reference to the “Datazone Tracker” developed by Police Scotland and in response to a suggestion from Councillor Small regarding a short presentation on how this had been developed, the Chair agreed that this would be presented to a future meeting of the Partnership Board.

Following discussion, during the course of which the Chair welcomed the positive impact of the Community Link Officer, the Partnership Board noted the substantial progress made by the Hillhead Place Community Link Officer as highlighted in Appendix 1.

14. DATE OF NEXT MEETING

The Partnership Board agreed that the next meeting of the Board would be held on 19 March 2015 at 2.00 pm.

CHAIR’S REMARKS

The Chair wished the compliments of the season to all present.

**COMMUNITY PLANNING PARTNERSHIP EXECUTIVE GROUP
19 FEBRUARY 2015**

Minute of meeting of the East Dunbartonshire Community Planning Partnership Executive Group (CPEG) of East Dunbartonshire Council held within **Meeting Room G5, Southbank Marina, Kirkintilloch G66 1XQ** on **Thursday 19th February 2014** at 2pm.

Present:	G. Cornes	East Dunbartonshire Council
	A. Davie	East Dunbartonshire Council
	G. Grieve	East Dunbartonshire Voluntary Action
	J. Hunter	Police Scotland
	S. Matson	New College Lanarkshire
	K. Murray	Integrated Health and Social Care Partnership

In Attendance:	A. Gray	East Dunbartonshire Council
	N. McAndrew	East Dunbartonshire Council
	G. McCormack	East Dunbartonshire Council

Gerry Cornes (Chair) presiding

APOLOGIES FOR ABSENCE

Apologies for absence were intimated on behalf of Derek Smeall (New College Lanarkshire).

1. CHAIR'S REMARKS

The Chair welcomed Stuart Matson, New College Lanarkshire to the meeting.

2. MINUTE OF COMMUNITY PLANNING EXECUTIVE GROUP MEETING OF 27 NOVEMBER 2014

There was submitted and approved Minute of Meeting of 27 November 2014, copies of which had previously been circulated.

Matters Arising:

With regard to Page 4, Item 7, Community Justice Redesign, G. McCormack, Team Leader – Strategic Planning and Place reported that he will table the Scottish Government's response to the consultation on the Redesign of Community Justice at the CPP Board in March and would provide an update on developments at the next Executive Group.

3. PLACE UPDATE: AUCHINAIRN AND GOVERNANCE – VERBAL UPDATE BY NICOLA McANDREW, EAST DUNBARTONSHIRE COUNCIL

N. McAndrew, Place and Capacity Building Lead provided the Executive Group with a brief update on the Auchinairn Workshop which was recently held in Campsie

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Memorial Hall on the 3rd February 2015 and reported that the event was very successful and well attended. However, she highlighted that feedback received was fairly similar in comparison with the Lennoxtown Workshop.

The Executive Group noted that further engagement with the local community to discuss feedback from the workshop is due to be held on the 11th March 2015 and thereafter a report will be presented at the next P&R Committee on the 9th April 2015.

G. McCormack, Team Leader – Strategic Planning and Partnerships then referred to the process involving the Executive Group in implementing the ‘place’ methodology and commented on a recent meeting with G. Currie, Director of Education and Children’s Service with regard to the Review of the Delivering for Children and Young People Partnership (DCYPP) which includes proposals for a Chief Officers Group (for Child Protection). A report to approve the remit of the group will be presented to the next meeting of the Community Planning Partnership Board.

K. Murray, the Interim Chief Officer of the Integrated Health and Social Care Partnership advised that a meeting is being scheduled with Rosslyn Crocket, Director of Nursing, G. Currie and F. McShane to discuss proposals around Chief Officers input with regard to Health and Care Partnerships into Community Planning.

4. INTEGRATION OF HEALTH AND SOCIAL CARE UPDATE AND PROPOSALS FOR HEALTH AND WELLBEING LOCALITIES

Report ESW/026/15/JS-KM by the Interim Chief Officer, Health and Social Care Partnership and Director of Integrated Health and Social Care Transition, copies of which were previously circulated, sets out proposals for each Health and Social Care Partnership to identify a minimum of two localities or more in accordance with the Public Bodies (Joint Working) (Scotland) Act 2014 (the “Act”) to support achievement of the national Health and Wellbeing Outcomes. Full details were contained within the Report.

K. Murray, Interim Chief Officer was heard in further explanation of the Report and made reference to the following key points highlighted in the report:

- **Page 8, Item 4.6** refers to the ‘All Hands on Deck’ report produced by the Scottish Government which sets out the key features for locality planning;
- Issues such as: service delivery areas; hospital flow; natural communities, electoral wards, HUBS and Place localities were taken into account when considering the number and boundaries of localities; and
- After consideration of the above issues, it is proposed that ‘two’ localities be established which will reflect for example: the ‘West’ locality and the ‘East’ locality

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Following consideration, it was recommended that the Executive Group:

- a) agrees with the proposal to that the East Dunbartonshire Health and Social Care Partnership area is divided into two localities and that these are applied to Community Planning arrangements for health and wellbeing more broadly;
- b) agrees that the Health and Social Care Integration Joint Board will replace the Health Care and Protection Group as the forum for leading on matters relating to delivery of the national Health and Wellbeing Outcomes within a Community Planning context.

5. CPP OUTCOMES PROFILE

There was submitted Report CST/011/15/GM by the Director of Customer Services and Transformation, copies of which were previously circulated, providing the Executive Group with details of a Community Planning Outcomes Profile which is being developed nationally. Full details were contained with the Report and Appendices.

G. McCormack informed the Executive Group that he recently attended a consultation event on the development of the Community Planning Outcomes Profile which was aimed at addressing the measurement of nationally agreed outcomes for all 32 CPPs; highlighting key gaps which currently exist and identifying which existing measures are useful. Furthermore, it was noted that the 'Profile' is expected to be implemented across all 32 community planning partnerships.

There then followed discussion during the course of which the Executive Group remarked on:

- the suggestions for measuring outcomes referenced on **Page 42** with regard to the core indicators, in particular to:
 - media earnings (£s) for residents living in the local authority area who are employed;
 - number of persons killed or seriously injured in road accidents;
 - body mass index (BMI) of Primary 1 school children; and
 - reference relating to outcomes for 'Older People'
- mechanisms in place to assist with reporting feedback
- the tight timescale for drafting outcomes required by March / April 2015; and
- allocation of resourcing issues across all of the partner organisations.

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19 FEBRUARY 2015**

Following consideration, it was agreed that the Executive Group:

- a) notes the development of the Community Planning Outcomes Profiles; and
- b) requests that a further report be submitted to the CPP Board at its meeting on 19 March 2015.

6. PUBLIC HEALTH REVIEW ENGAGEMENT

Consideration was given to Report CST/012/15/GM by the Director of Customer Services and Transformation, copies of which were previously circulated, which was presented to the Executive Group for information to provide an opportunity to contribute to the Scottish Government's Public Health Review. Full details were contained with the Report and appended were copies of the Public Health Review: Engagement Paper (Appendix 1).

The Executive Group noted that the Health Board would be submitting a response to the engagement questions as detailed on Page 49 of the Report. Following a brief discussion, K. Murray, Interim Chief Officer agreed to arrange for Sandra Cairney to liaise with G. McCormack in relation to the Board's response to the Public Health Review.

Following consideration, it was recommended that the Executive Group:

- a) approves that a response be drafted on behalf of the Partnership and submitted to the review group by its deadline on 12 March 2015; and
- b) identifies a lead partner to complete the response.

7. DRAFT CPP BOARD AGENDA

The Executive Group considered the draft agenda items for the CPP Board and following a brief discussion it was agreed to replace Item 6, Early Years Collaborative Update Presentation with the following items:

- Delivering for Children and Young People (DCYPP) Chief Officers Group; and
- include the Integration of Health and Social Care Update and Proposals for Health and Wellbeing Localities to the agenda

8. DATE OF NEXT MEETING

The Group noted that the next meeting of the Community Planning Executive Group will be held on Thursday 23rd April at 2pm.

**COMMUNITY PLANNING
PARTNERSHIP BOARD**

19 MARCH 2015

CST/022/15/GM

**DIRECTOR OF CUSTOMER SERVICES AND
TRANSFORMATION**

CONTACT OFFICER:

**GERARD MCCORMACK, TEAM LEADER –
STRATEGIC PLANNING AND PLACE, EAST
DUNBARTONSHIRE COUNCIL**

SUBJECT TITLE:

**COMMUNITY PLANNING EXECUTIVE GROUP –
REMIT AND GOVERNANCE**

1.0 PURPOSE

- 1.1.** The purpose of this report is to provide the Partnership Board with proposals to improve and refine the remit of the Community Planning Executive Group (CPEG).
- 1.2.** The opportunity to present these changes has been developed in tandem with the review of Delivering for Children and Young People Partnership and Child Protection function.

2.0 SUMMARY

- 2.1.** At its meeting on 18 December 2018, the Partnership Board approved the Partnership Development Programme - 'Next Steps' – Progress Update (report no. CST/126/14/TD). The report identified that a report on revised governance arrangements for the CPP would be presented at this meeting.
- 2.2.** The above report focused initially on the remit of the CPP Board. However the changes recommended through the review of Delivering for Children and Young People Partnership / Child Protection Committee provide an opportunity for focusing on the role of the CPEG as a logical starting point. The presentation at Agenda Item 6 sets out the proposals for the DCYPP and Child Protection Committee and the Partnership board are asked to approve these proposals through this report.
- 2.3.** This will assist in informing the revised remit for the Partnership Board and these proposals (for the Board and wider Partnership) will be presented at the next meeting of the Board in May 2015.
- 2.4.** The current remit for the CPEG was approved by the Partnership Board at its meeting on 28 March 2011 (report no. CSD/045/11/TD). The report proposed that the establishment of the CPEG “would have responsibility for bringing a sharper focus to outcome delivery to support the Community Planning Partnership Board and ensure effective implementation of the East Dunbartonshire Single Outcome Agreement”.

- 2.5. It is now proposed that the remit (**Appendix 1**) be further amended to incorporate the requirements for the review of Child Protection but also the current internal and external environment, e.g. public service reform, Audit Scotland Review of Community Planning Partnerships.
- 2.6. The CPEG will now operate on a 'functional' basis, with its agenda clearly constructed around the following themes:
- a) Child Protection Chief Officers Group
 - b) Place Governance
 - c) Performance (including reports from Themed Partnerships)
 - d) Public Service Reform
 - Budgeting and Resource Issues
 - Redesign of Community Justice
 - Integrated Health and Social Care
 - Any additional items
- 2.7. The redesign of the agenda also provides a greater degree of focus and for the development of the CPP Place activity and ensures all partners can contribute to the process and be accountable for delivery. The CPEG will then be responsible for submitting reports to the Partnership Board for scrutiny.
- 2.8. It is also proposed that the next report (in May) around the Partnership Board and wider partnership activity, that the membership of the CPEG also be considered.

3.0 **RECOMMENDATIONS**

- 3.1. It is recommended that the Partnership Board:
- a) Approves the revised remit for the Community Planning Executive Group as highlighted in **Appendix 1**,
 - b) Approves the incorporation of the Chief Officers Group within the Community Planning Executive Group,
 - c) Approves the revised arrangements for the Delivering for Children and Young People Partnership (as presented at Agenda Item 6),
 - d) Approves the revised arrangements for the Child Protection Committee (as presented at Agenda Item 6), and
 - e) Requests that a further report around governance for the Partnership Board and wider partnership activity be submitted to the Board at its next meeting on 21 May 2015.

ANN DAVIE
DIRECTOR OF CUSTOMER SERVICES AND TRANSFORMATION

4.0 BACKGROUND

- 4.1.** At its meeting on 18 December 2018, the Partnership Board approved the Partnership Development Programme - 'Next Steps' – Progress Update (report no. CST/126/14/TD). The report identified that a report on revised governance arrangements for the CPP would be presented at this meeting.
- 4.2.** The above report focused initially on the remit of the CPP Board. However the changes recommended through the review of Delivering for Children and Young People Partnership (Children's Service Governance) provide an opportunity for focusing on the role of the CPEG as a logical starting point. This will assist in informing the revised remit for the Partnership Board and these proposals (for the Board and wider Partnership) will be presented at the next meeting of the Board in May 2015.
- 4.3.** The review of Children's Service Governance identifies the need to establish a Chief Officer's Group for Child Protection. The background to this proposal was identified in the presentations to the Board by Estelle Carmichael (Child Protection Lead, East Dunbartonshire Council) at its meeting on 18 December 2014.
- 4.4.** The presentation highlighted the National Child Protection Guidance that is 'deliberately specific' in order to:
- Reflect the continuing significant importance of Child Protection Committees
 - Support a clear and co-ordinated approach to child protection across Scotland within the wider GIRFEC framework
 - Outline the role and functions of Child Protection Committees and the key responsibilities of Chief Officers
- 4.5.** The role of the Chief Officer's Group would therefore be to:
- Agree and disseminate a clear vision, shared values and aims that promote the protection of all children and young people. This should be disseminated amongst staff and public
 - Provide leadership, direction and scrutiny of their respective child protection services and their Child Protection Committees
 - Ensure that the work of their Child Protection Committee is transmitted widely, is properly implemented and monitored effectively, including making clear the management information they require
 - Decide on the local reporting arrangements including an annual report and/or annual plan, in addition to any other national/local reporting requirements
 - Ensure members have the relevant delegated responsibility level and capacity to make decisions on behalf of the service or agency they represent
 - Make certain that all members are properly inducted, have access to child protection training and have protected time in which to fulfil their responsibilities
 - Appoint, or agree the appointment of, a Chair, vice chair and the rest of the committee members, ensuring the Chair has the necessary skills and knowledge for the role

- Ensure CPC is properly constituted and resourced, including dedicated finance, professional and administrative support staff to support the work and/or specific core functions.
- 4.6.** From a practical perspective, it is proposed that to fulfil this function the CPEG terms of reference are amended to the proposals attached in **Appendix 1**, to also incorporate Place, Partnership Performance and Public Service Reform.
- 4.7.** To facilitate the incorporation of the Chief Officer's Group, the CPEG will consider this business at the commencement of each meeting and invite the following officers to join the existing CPEG membership for this item only:
- Director of Education and Social Work, East Dunbartonshire Council (for Child Protection Chief Officer Group only)
 - Chief Social Work Officer, East Dunbartonshire Council (for Child Protection Chief Officer Group only)
 - Director of Nursing Services, NHSGG&C (for Child Protection Chief Officer Group only)
- 4.8.** The CPEG remit will be further extend to consider the following functions:
- a) Child Protection Chief Officers Group
 - b) Place Governance
 - c) Performance (including reports from Themed Partnerships)
 - d) Public Service Reform
 - Budgeting and Resource Issues
 - Redesign of Community Justice
 - Integrated Health and Social Care
 - Any additional items
- 4.9.** **Appendix 1** provides a greater level of detail around the expectations of the CPEG under each of these functions. However it does reinforce the role of the CPEG in ensuring effective delivery of the Single Outcome Agreement and ensuring all relevant partners are contributing to outcome delivery.
- 4.10.** The revisions to current governance arrangements also align with the recommendations within the Audit Scotland report, "Community Planning; Turning Ambition into Action", published in November 2014, i.e.:
- strengthen the effectiveness of the leadership, challenge and scrutiny role at CPP board level
 - streamline local partnership working arrangements and ensure they are aligned with local improvement priorities
 - ensure that local community planning arrangements are clear about who is responsible for:
 - agreeing the priorities of the CPP and SOA
 - allocating resources and coordinating activity
 - implementing activity
 - scrutinising performance and holding partners and others to account for their performance
 - work with the new health and social care integration joint boards to develop services that meet the needs of local people and support SOA priorities

- set clearer improvement priorities focused on how they will add most value as a partnership, when updating their SOA
- use local data on the differing needs of their communities to set relevant, targeted priorities for improvement
- start to align and shift partners' resources toward agreed prevention and improvement priorities.

4.11. The development of the proposals for the CPEG will ensure a sound basis for further changes to the governance of the Partnership Board and wider partnership activity. As highlighted the first and second recommendations from Audit Scotland above, this will seek to embed a scrutiny and leadership role for the Board and strengthen the links to existing partnerships groups (through the CPEG). Membership of both the Partnership Board and the CPEG will also be considered within this future report.

4.12. The remaining recommendations form part of the expanded remit of the CPEG (**Appendix 1**). The CPEG is then expected to report to the CPP Board in order that it can effectively fulfil its leadership and scrutiny role.

Appendix 1

Community Planning Executive Group

Reports to	Community Planning Partnership Board
Broad purpose of the Group	<p>The Community Planning Executive Group has responsibility for the following:</p> <ol style="list-style-type: none"> 1. Child Protection Chief Officers Group 2. Place 3. Partnership performance 4. Public Service Reform <ul style="list-style-type: none"> - Budgeting and Resource Issues - Redesign of Community Justice - Integrated Health and Social Care - Stakeholder Engagement - Any additional items <p><u>Child Protection Chief Officers Group (look out guidance)</u></p> <ul style="list-style-type: none"> · Agree and disseminate a clear vision, shared values and aims that promote the protection of all children and young people. · Provide leadership, direction and scrutiny of respective child protection services. · Ensure that the work of the Child Protection Committee is transmitted widely, is properly implemented and monitored effectively, including making clear the management information you require. · Decide on the local reporting arrangements including an annual report and/or annual plan, in addition to any other national/local reporting requirements · Ensure members have the relevant delegated responsibility level and capacity to make decisions on behalf of the service or agency they represent · Make certain that all members are properly inducted, have access to child protection training and have protected time in which to fulfil their responsibilities · Appoint, or agree the appointment of, a Chair, vice chair and the rest of the committee members, ensuring the Chair has the necessary skills and knowledge for the role · Ensure CPC is properly constituted and resourced, including dedicated finance, professional and administrative support staff to support the work and/or specific core functions. <p><u>Place</u></p> <ul style="list-style-type: none"> · Monitor the implementation of place methodology in each community of activity · Ensure partners are accountable for their contribution to the activity · Approve area based plans · Commit resources towards outcomes · Review progress towards outcomes · Ensure area based approaches and outcomes are consistent with service and partnership planning at wider level. <p><u>Partnership performance</u></p> <ul style="list-style-type: none"> · Monitor performance and progress in the implementation of the Single

	<p>Outcome Agreement</p> <ul style="list-style-type: none"> · Monitor performance and progress of existing partnerships groups (i.e. DCYPP, Community Safety and Health, Care & Protection) · Ensure all partners are accountable for their contribution <p><u>Public Service Reform</u></p> <ul style="list-style-type: none"> · Oversee progress with regard to the redesign of community justice and make recommendations to the CPP Board with regard to implementation · Agree level of resources and budgets (where applicable) to be applied to a range of partnership activity · Oversee progress with regard to the implementation of the Integrated Adult Health and Social Care model · Coordinate all partnership engagement activity with a view to removing duplication and improving methods of consultation and engagement across the Partnership · Consider any additional partnership activity that requires consideration and discussion (input) from partners with a view to submission to the Partnership Board.
Membership	<p>Chief Executive, East Dunbartonshire Council</p> <p>Chief Officer, East Dunbartonshire Adult Health and Social Care Partnership</p> <p>Chief Executive, East Dunbartonshire Voluntary Action</p> <p>Vice Principal - Strategy & Corporate Performance, New College Lanarkshire</p> <p>Area Commander, Police Scotland</p> <p>Local Senior Officer, Scottish Fire & Rescue Service</p> <p>Director of Education and Social Work, East Dunbartonshire Council (for Child Protection Chief Officer Group only)</p> <p>Chief Social Work Officer, East Dunbartonshire Council (for Child Protection Chief Officer Group only)</p> <p>Director of Nursing Services, NHSGG&C (for Child Protection Chief Officer Group only)</p> <p><i>In attendance:</i></p> <p>Director of Customer Services and Transformation, East Dunbartonshire Council</p> <p>Team Leader – Strategic Planning and Place, East Dunbartonshire Council</p>
Remit of the Group	<p>Ensure effective delivery of Single Outcome Agreement</p> <p>Oversee the functioning of partnership delivery arrangements</p> <p>Promote collaborative and inter-disciplinary working across organisations</p> <p>Review resource impact and identify priorities for future investment</p> <p>Review headline performance and other intelligence information and ensure a focus on continuous improvement</p>

	<p>Establish early intervention and any required corrective action</p> <p>Identify and respond to new challenges relevant to the impact of local and national policy-making (e.g. shared services)</p> <p>Ensure all partners are supported and equipped for outcome delivery</p> <p>Ensure effective engagement with local stakeholders</p> <p>Commission work and secure resources on behalf of the Community Planning Partnership Board</p> <p>Ensure effective communication of work of Group with all partners</p> <p>Report on work of the Group to the Community Planning Partnership Board</p>
Role of the Chair	<p>The Chair is responsible for:</p> <ul style="list-style-type: none"> · Chairing meetings · Ensuring the Partnership effectively fulfils its functions · Reporting to the Community Planning Board · Ensuring attendance at national meetings and events · Ensuring collaboration and appropriate representation (where relevant) from other Partnerships groups and officers.
Administrative support	<p>Administrative support is provided by the Strategic Planning and Place Team who will ensure that agendas, minutes and supporting papers are timeously circulated.</p>
Frequency of meetings	<p>2pm, Thursday 23rd April</p> <p>2pm, Thursday 10th September</p> <p>2pm, Thursday 26th November</p>
Accountability	<p>The Executive Group is accountable to the Community Planning Partnership Board.</p>

**COMMUNITY PLANNING
PARTNERSHIP BOARD**

19 MARCH 2015

ESW/041/15/KM-JS

**INTERIM CHIEF OFFICER, HEALTH AND SOCIAL
CARE PARTNERSHIP**

**DIRECTOR OF INTEGRATED HEALTH AND
SOCIAL CARE TRANSITION**

CONTACT OFFICERS:

**ALAN CAIRNS, PROJECT LEAD, INTEGRATED
HEALTH AND SOCIAL CARE (0141 777 3000 /
6014350)**

SUBJECT TITLE:

**INTEGRATION OF HEALTH & SOCIAL CARE
UPDATE AND PROPOSALS FOR HEALTH AND
WELLBEING LOCALITIES**

1.0 PURPOSE

- 1.1 The purpose of this report is to provide an update on the establishment of an Integrated Health and Social Care Partnership, to propose a locality approach in line with statute and to propose revised Community Planning Partnership Board sub-group arrangements to support achievement of the national Health and Wellbeing Outcomes.

2.0 SUMMARY

- 2.1 At its meeting on 12 June 2014, the Community Planning Partnership Board considered a report that set out progress achieved in relation to the Integration Transition Plan which detailed the actions required to achieve integration, to provide an update on the development of Regulations and Orders to support the Public Bodies (Joint Working) (Scotland) Act 2014 (the “Act”) and to intimate the commencement of the Shadow Integration Joint Board.
- 2.2 Since that time, the Shadow Integration Joint Board has met three times and work has progressed on the development of both an Integration Scheme and a Strategic Plan, in line with statutory requirements. The Integration Scheme is on target for a submission date of 6 March 2015, which should result in the substantive Integration Joint Board being constituted by early June 2015 with an indicative “integration start date” of 4 June 2015.
- 2.3 The Act requires that each Health and Social Care Partnership divides their partnership area into two or more localities and that these localities should be recognised in terms of the carrying out of integrated functions and associated consultation. Following a process of consultation and analysis of the implications, it is proposed that the East Dunbartonshire Health and Social Care Partnership area is divided into two localities and that these are applied to Community Planning arrangements for the planning of health and wellbeing more broadly, in line the national outcomes.

- 2.4 Scottish Government policy intentions are that the new Health and Social Care Partnerships will become full members of Community Planning Partnerships, and this is reflected in the Community Empowerment (Scotland) Bill 2014. In addition, the national Health and Wellbeing Outcomes will provide focus to local Community Planning strategy and improvement planning, as set out in future Single Outcome Agreements. Integration Joint Boards will be expected to take the lead on Health and Wellbeing from a Community Planning perspective, so it is proposed that in East Dunbartonshire the Integration Joint Board should supersede the Health Care and Protection Group as the recognised forum for leading this strategic priority from the integration start date.
- 2.5 These proposed arrangements are underpinned by agreement by the Community Planning Partnership Board on 12 June 2014 that the Chief Officer of the Health and Social Care Partnership will represent the Partnership as a full member at future meetings of the Community Planning Partnership Board (CPPB) and the decision by the Council and NHS Board to consequently arrange for the nomination of a separate NHS Board representative to the CPPB.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Community Planning Partnership Board:
- a) Agrees with the proposal that the East Dunbartonshire Health and Social Care Partnership area is divided into two localities and that these are applied to Community Planning arrangements for health and wellbeing more broadly;
 - b) Agrees that the Health and Social Care Integration Joint Board will replace the Health, Care and Protection Group as the forum for leading on matters relating to delivery of the national Health and Wellbeing Outcomes within a Community Planning context.

KAREN MURRAY, INTERIM CHIEF OFFICER, HEALTH AND SOCIAL CARE PARTNERSHIP

JOHN SIMMONS, DIRECTOR OF INTEGRATED HEALTH AND SOCIAL CARE TRANSITION

4.0 BACKGROUND

Locality Planning Obligations

- 4.1 The Public Bodies (Joint Working) (Scotland) Act 2014 contains provision for the establishment of localities within the area of a local authority, in relation to the delivery of integrated health and social care functions:
- (i) The provisions require that the Strategic Plan for each Health & Social Care Partnership divides the area of the local authority into two or more localities, and sets out separately arrangements for the carrying out of the integration functions in relation to each such locality. [Sect 29 (3)]
 - (ii) Any decision that might significantly affect the provision of health and social care services in a locality must involve that locality and consult with them on the decision [Sect 41(1a)]
- 4.2 Scottish Government policy guidance expands on these obligations with the following:
- The Act is not prescriptive with regard to size or scope of localities themselves. This responds to stakeholders' consistently expressed view that locality arrangements should be determined locally;
 - Locality planning duties will require the Integration Joint Board to make suitable arrangements to consult and plan locally for the needs of its population;
 - On an on-going basis, Integration Joint Boards will be required to take account of the input of localities to the development of their Strategic Plans;
 - Some aspects of service planning may operate with greater effectiveness and efficiency at a more local level than the integration authority itself - at the level, instead, of local communities, which may be identified by their distinct geographic, cultural or demographic features. This is considered to be consistent with a renewed emphasis on integration at the local level in line with the Christie Report;
 - Locality planning should be led by and actively involve professionals, including GPs, acute clinicians, social workers, nurses, allied health professionals, pharmacists and others and this must also include carers and users of health and social care services. It also needs to ensure the direct involvement of local elected members, representatives of the third and independent sectors, and carers' and patients' representatives; and
 - Integration authorities will also need to ensure that localities can genuinely influence how resources are allocated within their communities, within a broadly equitable share of integrated resources, rather than on the basis of historic patterns of resource allocation and service provision .

Locality Planning in East Dunbartonshire

- 4.3 Locality planning has a long history within community health services, in particular. In 1999, Local Health Care Cooperatives (LHCCs) were established by the White Paper 'Designed to Care'. These were created around groups of GP practice areas and were part of wider attempts to develop integrated and co-operative primary health care organisations, to increase the scale of partnership working with social work, the acute sector and voluntary agencies; and to tackle inequalities and improve access to primary care services. There were two LHCCs serving East Dunbartonshire, although not entirely coterminous with the local authority's boundaries. The role of LHCCs ended in April 2004 when they, along with Acute

Hospital Trusts and Primary Care Trusts, were replaced by Community Health Partnerships (CHPs) which were co-terminous with local authority boundaries.. LHCCs were generally more favoured by GPs, but were less inclusive than the CHPs which replaced them, in terms of the involvement of other professionals, the public, service users and carers.

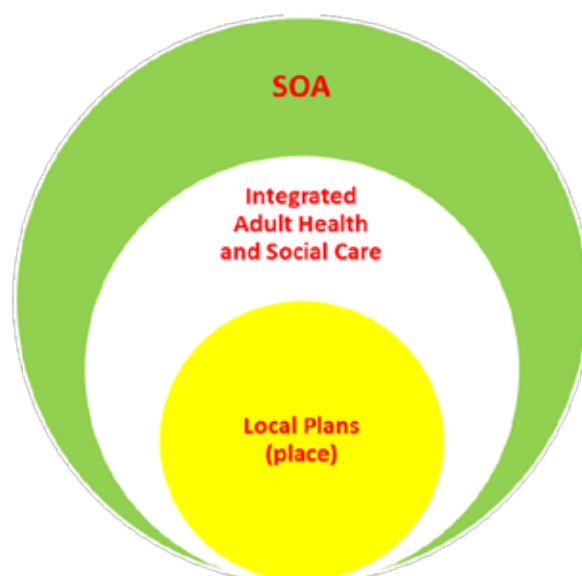
- 4.4 Locality planning (and delivery) by local authorities has been demonstrated in various forms over the years. Patch-based social work service teams have been established in the past, although these have been largely centralised in recent years. The development of the ‘place’ approach to community planning though has been a more recent mechanism to engage with communities and co-produce service and support, to meet local needs. The Council has also established a model of Click-Call-Come-in, supported by the roll-out of Customer Service Hubs, that operate on a locality basis.
- 4.5 The initial consultation around the integration legislation proposed the development of localities around GP practice areas, which seemed to have echoes to the old LHCC arrangements. Subsequent discussions have reflected a preferred framework around natural communities, but the involvement of GPs is clearly at the forefront of the thinking around locality planning.

Features of Locality Planning for Health and Social Care

- 4.6 A report entitled [All Hands on Deck](#) (produced by the Deputy Director, HSC Directorate, Scottish Government), sets out the key features of locality planning as it is intended to operate, as part of the integration agenda. It is anticipated that this document will inform the content of upcoming guidance on the operation and involvement of health and social care localities, moving forwards.

Deciding on Localities

- 4.7 When considering on the number and boundaries of localities, the following issues were considered:
- “Natural Communities”;
 - GP catchment areas;
 - Hospital flow
 - Electoral wards;
 - Education localities;
 - Service delivery areas;
 - HUBS and Place localities;
 - Community Learning and Development (CLD) localities; and
 - Community Councils
- 4.8 After consultation with professional and clinical leads including GPs and Social Work managers, issues relating to hospital flow, GP capacity, service delivery configurations, general resource and support capacity, within the overall context of natural communities were the factors that emerged as most important. It became clear that the decision was between establishing two or three localities. After comparing the factors, most particularly hospital flow, resource capacity and natural communities, the proposal is that two localities are established, broadly reflecting Bearsden and Milngavie as the West Locality with the former Strathkelvin side of the authority forming East Dunbartonshire East Locality. The exact boundary line will be determined after further consultation and mapping work. The connections between the SOA, the Integrated Health and Social Care localities and the development of Place is demonstrated in the diagram below:



Health and Wellbeing

- 4.9 The Public Bodies (Joint Working) (Scotland) Act 2014 section 5(1) established that Scottish Ministers may by Regulations prescribe outcomes in relation to health and wellbeing (the “national health and wellbeing outcomes”). These have subsequently been established by Regulations as

Outcome 1: People are able to look after and improve their own health and wellbeing and live in good health for longer.

Outcome 2: People, including those with disabilities or long term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.

Outcome 3. People who use health and social care services have positive experiences of those services, and have their dignity respected.

Outcome 4. Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.

Outcome 5. Health and social care services contribute to reducing health inequalities.

Outcome 6. People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and well-being.

Outcome 7. People who use health and social care services are safe from harm.

Outcome 8. People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.

Outcome 9. Resources are used effectively and efficiently in the provision of health and social care services.

- 4.10 The Scottish Government has also indicated that there will be an expectation on Community Planning Partnerships to include the nationally agreed outcomes in Single Outcome Agreements, along with such other outcomes and measures as are agreed locally.
- 4.11 The delivery of the Health and Wellbeing Outcomes will be dependent on contributions by all Community Planning Partners. The Community Empowerment (Scotland) Bill will provide a

legal framework that will promote and encourage community empowerment and participation, by creating new rights for community bodies and new duties on named public authorities, including Health Boards and Integration Joint Boards who are listed as community planning partners. In this respect the Health and Social Care Partnership (the Integration Joint Board) will lead on the Health and Wellbeing Outcomes, but they can only be fully deliverable in wider partnership.

- 4.12 As a result of the changes above, from the date of its constitution, empowerment and delegation of functions (“integration start date”) the Integration Joint Board will effectively supersede the current Health, Care and Protection group functions and will be represented on the Community Planning Partnership Board by the Chief Officer of the Health and Social Care Partnership. It is therefore recommended that the Community Planning Partnership Board formalise these arrangements from the legal “integration start date”, which is operating to a target date of 4 June 2015.

**COMMUNITY PLANNING
PARTNERSHIP BOARD**

19 MARCH 2015

CST/023/15/NM

**DIRECTOR OF CUSTOMER SERVICES AND
TRANSFORMATION**

CONTACT OFFICER:

**NICOLA MCANDREW – STRATEGIC PLANNING
AND PLACE, EAST DUNBARTONSHIRE COUNCIL**

SUBJECT TITLE:

AUCHINAIRN ‘PLACE’ UPDATE

1.0 PURPOSE

- 1.1.** The purpose of this report is to inform the board of the outcomes from the joint resourcing (place) workshop for Auchinairn, held in conjunction with Community Planning Partners.
- 1.2.** The workshop was held on 3 February 2015, with a range of Council services and community planning partner organisations in attendance. The emerging feedback is presented in **Appendix 1**. All attendees were provided with an information pack prior to the workshop to enable them to prepare for the discussion and were asked to submit information on their current activity in the area.

2.0 SUMMARY

- 2.1.** The workshop was held in the Campsie Memorial Hall in Lennoxtown and was facilitated by members of the Strategic Planning and Place Team. There was attendance from a range of Community Planning Partners from East Dunbartonshire Council, East Dunbartonshire Community Health Partnership, Scottish Fire and Rescue Service, Scottish Government, Police Scotland, Skills Development Scotland, East Dunbartonshire Voluntary Action, East Dunbartonshire Leisure and Culture, amongst others.
- 2.2.** Participants were divided into four working groups under one of the following themes:
- Health & Wellbeing (2 groups)
 - Safety
 - Employability
- 2.3.** These groups were comprised of representatives from various partner organisations to provide breadth of knowledge and encourage discussion from a range of perspectives. Each group had the opportunity to review and critique each other's work which resulted in greater depth of conversation and increased linkages across projects. Refined feedback was presented back in a plenary session to prioritise activity, highlight project overlap and formulate next steps.

3.0 OVERVIEW OF FEEDBACK

3.1. The feedback from each of the groups is summarised below:

- The development of a ‘Champions’ group in the Auchinairn area to enable key messages to pass in both directions between communities and service providers and provide a vehicle for putting communities at the heart of the community planning process.
- The development of a community facility at the heart of the Auchinairn community with a focus on a range of services and supports to address issues in relation to community capacity building, health promotion, sports and fitness and early years facilities. There is also scope to further enhance this proposal through working with partner organisations that could potentially provide additional funding.
- Four specific approaches were identified as possibilities under the safety theme:
 - To increase targeted joint patrols between Police Scotland and Community Wardens across Auchinairn, and potentially to consider this as a cross boundary exercise with Glasgow City Council colleagues, due to the local authority boundary proximity.
 - Increasing partnership approach across agencies concentrating on Auchinairn, but encouraging community involvement through holding joint surgeries and drop-ins.
 - The creation of an integrated transport hub in Bishopbriggs centre. This would aim to reduce the traffic flow and speed on Auchinairn Road, improve road safety, and improve transport links as well as promoting walking and cycling routes and creating more opportunity for public and sustainable transport.
 - The creation of community based gardens / allotments and improve the green spaces across Auchinairn to promote healthy lifestyle choices and offer an outdoor and alternative setting for a variety of services to be delivered.
- In order to address the needs of the 51% of Auchinairn residents who are claiming benefits, a significant proportion of whom claim Employment Support Allowance, it is proposed that a detailed analysis of claimants’ profiles and needs is carried out by Citizens Advice Bureau and the Job Centre. This would allow a multi-agency approach to providing the correct types of targeted support to those experiencing significant barriers towards finding employment

3.2. Further detail on each of these is attached in **Appendix 1**.

3.3. It is proposed that this feedback is further developed to provide a more robust set of proposal that will include more detail around resource use across partner organisations and a timeline for potential implementation (if subsequently approved).

3.4. This development work will also explore opportunities for joint work across the proposals to ensure a coordinated approach with further progress reports submitted to Policy & Resources and the Community Planning Executive Group as appropriate.

3.5. Furthermore, a key element in the development and implementation of the proposals will be engagement with the relevant groups within the local community around the design, delivery and breadth of services (as set out in the Single Outcome Agreement).

3.6. The first consultation took place on 11th March 2015 and was attended by around 20 community representatives. A brief summary of their feedback is included following each of the proposals in **Appendix 1**.

4.0 RECOMMENDATIONS

4.1. It is recommended that the Partnership Board:

- a) Approves further development of the initial proposals (**Appendix 1**), and
- b) Following consideration by the Council's Policy and Resources Committee request that an outline action plan be submitted to the next meeting of the Community Planning Executive Group.

ANN DAVIE
DIRECTOR OF CUSTOMER SERVICES AND TRANSFORMATION

5.0 APPENDIX 1

- 5.1.** The commitment made in East Dunbartonshire Community Planning Partnership's Single Outcome Agreement to respond to the demands of Public Service Reform by implementing targeted approaches designed to reduce inequality and bring communities together at the heart of the community planning process has reaped a number of benefits for the Hillhead community and work is now underway within Lennoxtown. Following on from this progress, the next area to be targeted, as determined by relevant statistics and intelligence, is Auchinairn.
- 5.2.** To this end, a workshop took place on 3rd February 2015 to bring together Community Planning Partners to begin the process of identifying current work and pulling resources into future work which will address the needs of the community. By using the wealth of information available, 3 key areas were identified to focus the workshop discussions: Health and Wellbeing (to which 2 groups were dedicated), Safety and Employability.
- 5.3.** Partners were provided with information on the Auchinairn area and after identifying the groups and services they were providing in the area, the focus of the workshop was on identifying partnership projects with measureable outcomes, designed to make an impact in the area, tailored to local need. Partners were also asked to identify whether the piece of work is existing and, where it was, to offer improvements. The following information represents the options identified by the partners:
- 5.4. Theme: Health and Wellbeing 1**
- 5.5.** Proposal - the establishment of a new community representative group to coordinate community engagement and consultation within Auchinairn.
- 5.6.** The development of a 'Champions' group in the Auchinairn area would enable key messages to pass in both directions between communities and service providers. It would also be central to putting communities at the heart of the community planning process. It is proposed that through the consultation period community members are invited to join or contribute to such a group. This group would then identify community needs, both met and unmet, and be supported to become part of the partnership approach to addressing these needs. It was identified that the SCVO 'Building Healthier and Happier Communities' fund may be suitable to support such a group and that all Community Planning Partners could contribute information and research to assist with need identification.
- 5.7.** The community representatives were in favour of improving dialogue between Community Planning Partners and the community. They also felt that dialogue between community groups could be improved. It was agreed that an existing group could be supported to fulfil this role and that, with support from the most appropriate agency, the membership could be increased and function extended.
- 5.8. Theme: Health and Wellbeing 2**
- 5.9.** Development of a community facility at the heart of the Auchinairn community with a focus on a range of services and supports to address issues in relation to community capacity building, health promotion, sports and fitness and early years facilities. The facility would contribute to the achievement of a range of SOA indicators including those relating to health, employability, targeting hard to reach groups and reducing crime and anti-social behaviour.
- 5.10.** The development of the facility would be led by a multi-agency group and would incorporate consultation material. There is also scope to further enhance this proposal through working with partner organisations that could potentially provide additional funding.

- 5.11.** Community representatives were excited at the prospect of a local community facility which could meet a number of community needs and raise the expectations of local people. They felt that the current community facility was no longer meeting local needs in terms of the spaces available, the cost of lets and the standard of the accommodation. They were in favour of a range of activities being available in the centre for all ages of people but noted particular gaps around services for young people, a decent meeting place for local people to just spend time together, such as a café, opportunities for parents to relax or get involved while children were attending evening activities, and targeted support for older people who may be experiencing isolation.
- 5.12. Theme: Safety**
- 5.13.** Proposal: To improve public perception of crime and personal safety, and to reduce crime, including environmental crime, and antisocial behaviour.
- 5.14.** A number of actions are proposed to achieve improvements in community and public safety, both actual and perceived, and these are linked to positive public health outcomes. The theme through the proposals noted below is the requirement for a multi-service and agency Community Planning Partner approach/ response, tailored to meet the needs of Auchinairn.
- 5.15.** The first proposal is a partner approach; to increase targeted joint patrols between Police Scotland and Community Wardens across Auchinairn, and potentially to consider this as a cross boundary exercise with Glasgow City Council colleagues, due to the local authority boundary proximity. This would involve intelligence led work and informed by local people and their information. As part of this approach, it is proposed that intergenerational work is carried out in the area utilising support from a Bishopbriggs Campus Cop or a dedicated Police Scotland Resource within Auchinairn, and with Community Safety Officers from the Council who will work closely with partners on local initiatives. Links to the proposed pilot project on Saturday nights at the Leisuredrome (similar to KLC 629), transporting young people to the centre, and considering other diversionary activity opportunities within Auchinairn. An intensive clean-up of the area and open spaces, tackling low level antisocial behaviour issues or litter, dog fouling and graffiti, and improving residents perception of the area in which they live promoting health and wellbeing together with community safety.
- 5.16.** The second proposal is community engagement. This is related to the above through partnership approach across agencies concentrating on Auchinairn, but encouraging community involvement through holding joint surgeries and drop-ins. Increasing community empowerment through initiatives, with a focus on a variety of community safety, environmental health and consumer protection issues, including unintentional injury, housing, health improvement and health protection. This would be tailored to include all age groups and encourage interest through targeting already established groups in the area.
- 5.17.** The third proposal is in relation to the creation of an integrated transport hub in Bishopbriggs centre. This would aim to reduce the traffic flow and speed on Auchinairn Road, improve road safety, and improve transport links as well as promoting walking and cycling routes and creating more opportunity for public and sustainable transport.
- 5.18.** The fourth proposal is to create community based gardens/allotments and improve the green spaces across Auchinairn. These would promote healthy lifestyle choices and would offer an outdoor and alternative setting for a variety of services to be delivered. It is proposed to draw on existing good practice elsewhere in East Dunbartonshire and to support peer learning from the Men's Shed volunteers in Hillhead. There would be possible links here to other health related activities such as a local food coop or cookery group and scope to provide training courses on health and diet/ nutrition subject, smoking cessation etc to promote wellbeing.

5.19. The local community representatives voiced concerns around the traffic speed on Auchinairn road and made it clear they would welcome a range of traffic calming measures. They also felt there could be more pedestrian crossings in the area. There was broad support for increased patrolling and a belief that there had been less of a visible police and community warden presence recently. It was felt that the creation of dedicated green spaces and or/ allotments would contribute positively to the community and allow another setting for the delivery of services. Any increase in information in relation to keeping safe would be welcomed but consideration should be given to how to communicate this and how to effectively ensure attendance at events. It was believed that local volunteers would be happy to assist with this.

5.20. Theme: Employability

5.21. Proposal: To support individuals with significant barriers into training/employment

5.22. In order to address the needs of the 51% of Auchinairn residents who are claiming benefits, a significant proportion of whom claim Employment Support Allowance, it is proposed that a detailed analysis of claimants' profiles and needs is carried out by Citizens Advice Bureau and the Job Centre. This would allow a multi-agency approach to providing the correct types of targeted support to those experiencing significant barriers towards finding employment. It is proposed that existing strengths such as community groups, existing training providers, and family centred provision is considered as part of the approach and that this is linked to the new Glasgow and the Clyde Valley City Deal labour market programme which will provide employability support to Employment Support Allowance claimants.

5.23. The community representatives believed that it would be useful to establish people's needs and barriers before providing targeted support. There was also concern that the ICT facilities to support job searching were not available locally, and that this would put people at a disadvantage not only in terms of their ability to look for and apply for jobs, but also to gain the necessary skills for the current labour market. The other major barrier that the community representatives were aware of was the need to increase the provision of good quality and affordable childcare which would fit around working hours.

**COMMUNITY PLANNING
PARTNERSHIP BOARD**

19 MARCH 2015

CST/024/15/GM

**DIRECTOR OF CUSTOMER SERVICES AND
TRANSFORMATION**

CONTACT OFFICER:

**GERARD MCCORMACK, TEAM LEADER –
STRATEGIC PLANNING AND PLACE, EAST
DUNBARTONSHIRE COUNCIL**

SUBJECT TITLE:

**EAST DUNBARTONSHIRE VOLUNTARY ACTION
– COMMUNITY PLANNING PARTNERSHIP
STRATEGIC AGREEMENT**

1.0 PURPOSE

- 1.1.** The purpose of this report is to provide the Partnership Board with proposals to expand the current scope of East Dunbartonshire Council's Strategic Partner Agreement (SPA) with East Dunbartonshire Voluntary Action (EDVA) to incorporate a range of community planning partners.
- 1.2.** The Partnership Board is being asked to approve the principle of a joint Agreement (to be drafted) to include colleagues from Health. The Agreement is also structured so that any other community planning partner can participate.
- 1.3.** Discussions are also on-going with the Scottish Council for Voluntary Organisations (SCVO), with a view to that organisation joining the Agreement around support for the 'Building Happier, Healthier Communities' programme.

2.0 SUMMARY

- 2.1.** During 2014/15, the Council entered into an outcome focused Strategic Partner Agreement with EDVA. However the CPP agenda has moved substantially over the last 18 months with a greater emphasis on developing our 'place' approach, community capacity and the Partnership's approach to public service reform (including the forthcoming Community Empowerment (Scotland) Bill). With this in mind, it is proposed to amend the Agreement with EDVA in 2015/16 to reflect these environmental changes and become an Agreement with the Community Planning Partnership and EDVA, rather than solely with the Council.
- 2.2.** Our colleagues in Health have already agreed to be part of this approach. Other Community Planning Partners are also welcome to join at any stage. As with the Community Grants Scheme process, the Council will continue to hold the funds on behalf of the CPP. As previously indicated, discussion are already on-going with SCVO to incorporate support for the 'Building Happier, Healthier Communities' programme.

- 2.3. For 2015/16, the level of funding available to EDVA from each participating partner is as follows (as confirmed by each individual partner):

Organisation	2015/16 £
NHS GGC (through CHP)	25,000
East Dunbartonshire Council	70,745
Total	95,745

- 2.4. The Strategic Planning and Place Team have also recently met with colleagues in Social Work who have previously provided funding to EDVA to deliver a range of community engagement work. It is hoped that this can also be incorporated with the new Agreement with a view to consolidating spend and reducing duplication.
- 2.5. The Agreement is in the process of being drafted and the Board are asked to delegate the approval for it to the Community Planning Executive Group at its meeting on 23 April 2015. Whilst it will retain an outcome focus, it will be more specific in terms of Partner expectations around areas of work that their funding is to be directed towards, for example:
- Community wellbeing and capacity building in our 'place' areas
 - Support to community groups referred from the Grants Advisory Committee
- 2.6. Monitoring and evaluation of the Agreement will include an update on progress from the Chief Executive of EDVA at each CPP Board meeting. The update will be accompanied by a progress report at six months and end of year. A report will also be submitted to the Council's Policy and Resources Committee seeking approval for these changes at its meeting on 9 April 2015.

3.0 RECOMMENDATIONS

- 3.1. It is recommended that the Partnership Board:
- a) Approves the principle of a joint Community Planning Partnership Agreement with East Dunbartonshire Voluntary Action, and
 - b) That approval of the new Agreement is delegated to the Community Planning Executive Group at its meeting on 23 April 2015

ANN DAVIE
DIRECTOR OF CUSTOMER SERVICES AND TRANSFORMATION

**COMMUNITY PLANNING
PARTNERSHIP BOARD**

19 MARCH 2015

CST/025/15/GM

**DIRECTOR OF CUSTOMER SERVICES AND
TRANSFORMATION**

CONTACT OFFICER:

**KEITH GARDNER, CRIMINAL JUSTICE WORKER,
EAST DUNBARTONSHIRE COUNCIL**

**GERARD MCCORMACK, TEAM LEADER –
STRATEGIC PLANNING AND PLACE**

SUBJECT TITLE:

REDESIGN OF COMMUNITY JUSTICE UPDATE

1.0 PURPOSE

- 1.1.** The purpose of this report is to provide the Partnership Board with an update on the redesign of community justice in Scotland.

2.0 SUMMARY

- 2.1.** The Scottish Government published their response to the consultation on the redesign of Community Justice on 15 December 2015 (**Appendix 1**).
- 2.2.** The Scottish Government defines Community Justice as: “The collection of agencies and services in Scotland that individually and in partnership work to manage offenders, prevent offending and reduce reoffending and the harm that it causes, to promote social inclusion, citizenship and desistance”.
- 2.3.** The timescale for the introduction of the new model (which is dependent on the passing of new legislation) is as follows:

During 2014 – 2016/2017	<ul style="list-style-type: none"> Awareness raising, the delivery of information from Community Justice Authorities (CJAs) to their respective CPPs and support on the transition process
During 2015/16	<ul style="list-style-type: none"> The national strategy for community justice will be developed in consultation with key partners and stakeholders and will encompass the outcomes, performance and improvement framework for community justice The national outcomes, performance and improvement framework will be finalised, having been discussed with key partners and stakeholders. This will include agreement of the approach to scrutiny and inspection CPPs commence their planning activities

January 2016	<ul style="list-style-type: none"> · CPPs share with Scottish Ministers their intentions for how they plan to take forward arrangements for the strategic planning and delivery of community justice · CPPs make their plans for 2016/17 available to the Scottish Government for comment and to COSLA in support of the transition process
1 April 2016	<ul style="list-style-type: none"> · CPPs will be able to assume their responsibilities under the new model in transition with full responsibility being conferred from 1 April 2017 once the required legislation has been enacted
During second half of 2016/17	<ul style="list-style-type: none"> · Community Justice Scotland will be established including <ul style="list-style-type: none"> ○ Formal establishment of the body ○ Appointment of a Chair ○ Appointment of Board members ○ Recruitment of staff and commencement of sponsorship arrangement with the Scottish Government
31/03/2017	<ul style="list-style-type: none"> · CJAs are formally dis-established
1 April 2017	<ul style="list-style-type: none"> · The new model for community justice in Scotland comes fully into effect

- 2.4.** The new model defines the role of the newly-created body (Community Justice Scotland: CJS) and that of a National Hub for Innovation, Learning and Development.

3.0 COMMUNITY JUSTICE SCOTLAND (CJS)

- 3.1.** This executive, non-departmental public body will have the following functions:

- Providing national, professional and strategic leadership for community justice in Scotland
- Offering expert advice to Scottish Ministers and COSLA leaders, as required
- Providing oversight of the delivery of the new national outcomes, performance and improvement framework for community justice in Scotland
- Identifying and advising on how justice and other resources can be better aligned to improve outcomes for community justice
- Management of any services which have been identified and agreed as being best delivered on a national basis.

- 3.2.** It is intended that staff within the national body will have a mutually supportive relationship with their counterparts in CPPs. There will be no lines of accountability from CPP staff to those in CJS or vice versa. In addition, CJS will not have responsibility for local or national operational service delivery.

4.0 NATIONAL HUB FOR INNOVATION, LEARNING AND DEVELOPMENT

- 4.1.** The Hub will have a much wider remit than that currently carried out by the existing Training and Development Officer (TDO) network and will work under the auspices of CJS. It is proposed that the four key activities of the Hub are:

- **core functions:** such as producing a national training schedule and taking a strategic approach to workforce development including the development and oversight of the national strategy for innovation, learning and development

- **research:** such as synthesising existing research, and commissioning and undertaking new research
- **practice development:** such as change management of community justice training programmes, the development of any new community justice training programmes and facilitating and creating practitioner networks
- **knowledge exchange:** such as collaborating with other organisations, bodies or professions to facilitate the sharing of best practice.

4.2. A working group will be convened by CJS to make recommendations about the role of the Hub and it is likely to be one of the first activities of CJS in the latter half of 2017.

5.0 **LOCAL STRATEGIC PLANNING AND DELIVERY**

5.1. Whilst the Scottish Government model does not require CPP's to create separate 'community justice' partnerships, it underlines the need for local partnerships to ensure they can deliver, and indeed improve upon, the outcomes for community justice. There will be statutory obligations on specified partners through the planned legislative changes which will include a requirement to involve the Third Sector, community-based organisations, service users and communities in the planning and delivery of services. The guidance on how to undertake this will be developed during the transition process through the CPP Transition Working Group (CPPTWG) which has been established to assist with the shift of responsibilities from CJAs to CPPs. The CPPTWG reports to the Redesign and Performance Management of Community Justice Project Board.

5.2. In terms of Criminal Justice Social Work arrangements, the Scottish Government state that this is a matter for those taking forward the joint working arrangements for health and social care integration locally and that the proposed model for community justice will encompass any type of structural arrangement in place locally. This has implications for the local Criminal Justice Partnership arrangements and work is ongoing within the partnership to identify options about what such tripartite arrangements might look like in the future of community justice – particularly the arrangements of the three CPPs across the three authorities of the Criminal Justice Partnership. The new model highlights that the commissioning of services may be local, regional or national – although it is likely to be a mixture of all three across Scotland as a whole. The Scottish Government will publish a national strategy on commissioning for community justice. Each CPP will require to publish a plan and any aspects of commissioning will be guided by the proposed national strategy document when published.

5.3. As stated earlier, a national strategy will be developed and, alongside this, a national performance management framework will also be developed for outcomes, performance and improvement. It is proposed that the framework includes a 'suite' of outcomes and indicators that will help:

- plan services
- measure progress
- identify where resources may be best applied
- assess good practice report on achievements
- understanding issues and blockages
- agree an approach to scrutiny and inspection.

5.4. Although responsibility will remain at a local level for achieving the required outcomes, assistance can be sought from CJS if local issues cannot be resolved successfully. Beyond this, the model outlines powers for CJS to recommend to Scottish Ministers and Local

Government Leaders where it sees failure to deliver on stated outcomes. These powers range from providing improvement support, through to recommending specific multi-agency inspections, to the power to recommend that a rescue task group be established to work with a partnership and partners.

- 5.5. In terms of the requirements on CPPs (and partners) advice and support materials are being developed to support CPPs as they prepare for the transition and a series of local, regional and national events will be held to help raise awareness. Official guidance on the new requirements on CPPs will be developed by the Scottish Government, in partnership with COSLA, once the Community Justice Bill has received royal assent.

6.0 GOVERNANCE AND ACCOUNTABILITY UNDER THE FUTURE MODEL

- 6.1. The Scottish Government is clear that CPP's will not be accountable to CJS for performance and elected members will continue to have local scrutiny and accountability. CJS will, in the main, engage through the local partnerships, established through CPPs, which plan and deliver outcomes for community justice. Additionally, CJS may need to engage directly with CPP Chairs, Boards or with individual partners particularly around the sharing of best practice and the resolution of any issues.
- 6.2. The issue of Multi Agency Public Protection Arrangements (MAPPA – the mechanism for the management of high risk offenders in the community) was raised throughout the process of consultation. In the new model, the Scottish Government state that the coordination of MAPPA (discharged by MAPPA Coordinators in each CJA) will not change. Although the document does not state who will have direct responsibility for the MAPPA units, there appears to be a presumption that the current management arrangements will continue, i.e. the use of host local authorities. MAPPA units (currently through the CJA mechanism) are required to produce an annual report – in the new model this will be incorporated into the CPP annual report (which will be a statutory task for each CPP).

7.0 FUNDING

- 7.1. When the legislation for the new model goes before the Scottish Parliament, there will be a Financial Memorandum to accompany this. However, the Scottish Government states that it is committed to ensuring the running costs of the new model will be met from within the existing resources to fund the current CJA model. In the future, Section 27 money will go directly to local authorities rather than via the CJA as it does presently. Work has already been started by the Scottish Government to look at the current funding model and a work-stream has been commissioned to look at incentivisation and the better linking of resources available to outcomes. However, it must be highlighted, that the model contains the requirement for all partners – not just Criminal Justice Social Work - to contribute or align resources and the expectation is that preventative approaches will be considered within local partnership arrangements as part of this.
- 7.2. In terms of funding CPP development and capacity, the Scottish Government will formally announce a transition fund of £1.6M per year (starting 2015/16) for a period of three years (although this will be subject to review at the end of 2015/16 due to the UK Comprehensive Spending Review). This fund will be split between the 32 local authorities and will be released when the Scottish Government receives “credible” plans from each CPP on how the money will be spent.

8.0 IMPLICATIONS FOR COMMUNITY PLANNING PARTNERSHIPS

8.1. As part of the Scottish Government's work on the Redesign of Community Justice a Transition Workshop event for Community Planning Partnerships will be held at COSLA Thursday 2 April. This will focus on transition support for partnerships to help them as they take on their new Community Justice responsibilities. The event will include workshop sessions led by Scottish Government, COSLA, CJAs and the Community Justice Third Sector. It is hoped that the event may clarify some of the following issues:

- From 2016/17, CPPs will be the primary delivery vehicle for community justice in Scotland. Our CPP now needs to consider the most appropriate mechanism to enable this to happen. Consideration should be given as to whether a new 'group' is required or can it be incorporated within existing partnerships?
- Should we continue to work in partnership with colleagues in Argyll & Bute and West Dunbartonshire Councils, with the local partnership providing oversight of this process?
- Is there scope to develop joint strategic plans with partner authorities (CPPs) or must there be 32 individual plans?
- What is the scope of services to be delivered in East Dunbartonshire and how do these differ from the current range delivered through criminal justice?
- What processes are in place around commissioning of locally based services, if they are currently purchased in partnership?
- Who has responsibility for the preparation and plan development? Who will lead on the subsequent monitoring and evaluation and publication of the CPP Annual Report?
- How do we ensure that all partners are given the opportunity to contribute to this new model?

9.0 RECOMMENDATIONS

9.1. It is recommended that the Partnership Board:

- a) Notes the Scottish Government response to the consultation on the Redesign of Community Justice, and
- b) Requests that a further report be submitted to the Community Planning Executive Group following the Cosla Event on the 2 April.

ANN DAVIE
DIRECTOR OF CUSTOMER SERVICES AND TRANSFORMATION

Future Model for Community Justice in Scotland: Response to Consultation

Ministerial Foreword



I am pleased to announce this response to what has been an in-depth consultation with partners and stakeholders across the country on the future model for community justice in Scotland. We have strived to engage with as many organisations and individuals as possible and have taken account of their comments and views in this response.

During the two formal consultation exercises undertaken since December 2012, we have held 22 stakeholder events across Scotland which were attended by nearly 900 people and we have received over 170 written responses.

This is a clear indication of the passion and commitment of those involved in community justice, including those working in Local Government, Community Justice Authorities (CJAs), the Third Sector, prisons, police, health, and numerous other agencies and organisations. I am grateful to all those who have taken the time and effort to participate in one or both of the consultation exercises either in person or in writing.

I am pleased to note that the majority of responses to this consultation were positive and supportive of the rationale for the model and the outcomes we hope to achieve through it.

The new model is designed to harness this commitment and passion as much as possible by encouraging a collaborative approach to local service delivery through Community Planning Partnerships (CPPs). We want those involved to feel empowered by the structures in place, not hindered by them, and believe this model will help deliver the best possible outcomes for those who find themselves in need of our support.

I would especially like to thank the CJAs for their on-going involvement, professionalism and patience as we work through the detail of this new model. I should also stress the importance I place on the continued commitment from partners to engage with the CJAs during the transition period. Such involvement will be critical both in terms of maintaining the focus on reducing reoffending, but also in accessing and utilising the valuable knowledge and experience of the CJAs experience as we move through the transition period and into the new arrangements.

I am committed to ensuring the level of Scottish Government engagement with partners and stakeholders continues in the months and years ahead and look forward to your further support and enthusiasm.

List of acronyms

ADSW	Association of Directors of Social Work
CJA	Community Justice Authority
CJSW	Criminal Justice Social Work
COPFS	Crown Office and Procurator Fiscal Service
COSLA	Convention of Scottish Local Authorities
CPP	Community Planning Partnership
MAPPA	Multi Agency Public Protection Arrangements
RMA	Risk Management Authority
RRP2	Phase 2 of the Reducing Reoffending Programme
SCS	Scottish Courts Service
SPS	Scottish Prison Service
SOA	Single Outcome Agreement
TDO	Training Development Officer

Executive Summary

We thank all those who responded to the consultation on the future model for community justice in Scotland. This paper represents the Scottish Government response and should be read in conjunction with the document “Future Model for Community Justice in Scotland: Frequently Asked Questions”.

In designing the Future Model for Community Justice in Scotland, the Scottish Government sought to address the issues raised in 2012 by the Commission on Women Offenders and Audit Scotland. The approach to redesign has, therefore, centred around: improved leadership and collaboration; evidencing and delivering improved outcomes; increasing prevention; and learning and workforce development.

To provide the strategic vision for community justice in Scotland, **a national strategy will be developed with local government and key partners and in consultation with stakeholders**. The aim is to deliver against a set of long term outcomes around reducing reoffending; increasing positive citizenship; increasing public safety; increasing public reassurance; reducing costs and reducing stigma.

The new model delivers a **community solution to the achievement of improved outcomes for community justice**; to the problem of reoffending and the task of offender management, building upon investment made by the Scottish Government and Local Government in community planning and utilising strengthened provisions expected under the Community Empowerment (Scotland) Bill. As we are empowering communities, so too are we empowering the individuals and organisations who work towards improved outcomes for community justice.

The model emphasises that a **strategic approach** can be taken at a national, regional or local level.

Local strategic planning and delivery of services through Community Planning Partnerships (CPPs) is central to the new arrangements. With this emphasis upon **collective responsibility** through a partnership approach we are placing decision-making into the hands of local people and agencies who know their communities best, understand the problems that are unique to their region, and will be most affected by community justice issues that relate to both victims and offenders.

It is imperative that this be driven at a local level. However, to provide leadership, enhanced opportunities for innovation, learning and development and to provide assurance on the delivery of improved outcomes, a new national body – called **Community Justice Scotland** – will be established. Community Justice Scotland will have a **non-hierarchical relationship with CPPs and their partners**.

In addition, the formation of Community Justice Scotland will provide further opportunities to commission services strategically as well as taking on some of the operational work currently undertaken at a Scottish Government level. The establishment of a **Hub for innovation, learning and development** within the body will provide the community justice workforce and community justice itself with the

profile and identity it deserves, together with evidence of what works to inform commissioning, and practice and partnership standards.

The model will be **defined by a performance culture** through the establishment of an outcomes, performance and improvement framework against which local partnerships can plan and report. This will provide real opportunities to **monitor progress, drive improvement, offer consistency and link decisions and actions to analysis of need and what works, leading to increased efficiency and effectiveness.**

One of the many benefits of the model is the **elements of continuity** that it offers:

- Local partnership arrangements will build upon existing capabilities under CPPs;
- Criminal Justice Social Work (CJSW) will continue to be managed and delivered at a local level;
- The Risk Management Authority (RMA) will remain as a standalone public body, with clear links developed to Community Justice Scotland; and
- Support for national offender programmes will remain at a national level, moving to the Hub within Community Justice Scotland.

There remains much work to be done to reduce reoffending in Scotland. It is **imperative, therefore, that CPPs, partners and Community Justice Authorities (CJAs) continue to work together on the planning and delivery of community justice during the transition period.**

The Scottish Government will support CJAs and CPPs in their working together and during the transition. We will **make available transitional funding for CPPs.** These funds will support them to build their capability and capacity to work together with partners on the achievement of improved outcomes for community justice.

Timescales

Timescales for the full introduction of the future model are dependent upon primary legislation¹. Work is already underway, particularly on supporting the CPP transition process. We anticipate that CPPs will be able to assume their responsibilities under the new model in transition from 1 April 2016, with full responsibility being conferred from 1 April 2017 once the required legislation comes into force. Community Justice Scotland will be established during the latter part of 2016/17. CJAs will be formally dis-established on 31 March 2017 with the full model coming into effect on 1 April 2017.

¹ To implement the new model in full will require primary legislation. The subject of legislation is, of course, a matter for the Scottish Parliament. Timescales contained within this response are, therefore, indicative.

Chapter One - Introduction

Background

1. On 09 April 2014, the Scottish Government launched a [consultation](#) on the detail of the future model for community justice in Scotland having noted the intention to do so when the model was first announced on 13 December 2013. This was in response to a previous [consultation](#): “Redesigning the Community Justice system: A consultation on proposals”. That consultation had followed the publication of two reports: one by the [Commission on Women Offenders](#) and another by [Audit Scotland on reducing reoffending](#).
2. The 2014 consultation on the detail of the future model for community justice in Scotland ran from the 09 April 2014 until 02 July 2014. A total of 66 responses were received. A total of 9 stakeholder consultation events were also held around Scotland and were well represented, with over 340 attendees.

Purpose of this document

3. This paper is the Scottish Government response to that consultation. It provides a summary of the Scottish Government’s response to the key points made by respondents to the consultation, and describes Ministers’ thinking with regard to the Bill that will be introduced to the Scottish Parliament at a later date. It addresses points made in the written responses that were submitted and also draws together a number of key observations that have been made to Ministers and officials during the consultation, at public consultation events and at other meetings including three events held with community planning partners across Scotland.
4. This paper should be read in conjunction with the “Future Model for Community Justice in Scotland: Frequently Asked Questions”.
5. To implement the new model in full will require primary legislation. In this document, we have referred to legislation and terms such as “functions” and “duties” to describe the role of the organisations in the new model. These are our policy intentions. The subject of legislation is, of course, a matter for the Scottish Parliament. Timescales contained within this response are, therefore, indicative.
6. The work to deliver the new model which will achieve a successful community justice system in Scotland is being taken forward under the Redesign of Community Justice Project as part of phase 2 of the Reducing Reoffending Programme (RRP2).
7. This project and its associated workstreams will be referred to throughout this response.

Chapter Two - Overview of the Future Model for Community Justice in Scotland

What we asked

8. The consultation set out the overview of the Future Model for Community Justice in Scotland which had been developed in conjunction with key stakeholders and partners, including the Convention of Scottish Local Authorities (COSLA), CJAs, the Association of Directors of Social Work (ADSW – now Social Work Scotland) and the Third Sector. The model was designed to meet the needs of service users, victims, their families and the communities of Scotland.
9. We asked for general comments on the overview of the new arrangements for community justice.

What we heard

10. The majority of organisations who responded to the consultation were in favour of the proposed new model for community justice. Both the new body and the Hub were broadly welcomed and there was widespread agreement that the planning and management of community justice services should rest with CPPs. Ensuring that planning remains at the heart of local communities and responsive to local needs which may vary across the country was welcomed and most respondents felt this reflected the contribution that CPPs and partners could and should make in relation to community justice outcomes.
11. Clear themes emerged around the importance of ensuring multi-partner and multi-agency involvement, collaboration and responsibility for producing improved outcomes (based on desistance), with a desire from respondents for this to be underpinned in legislation.
12. An effective relationship between the national body and CPPs was highlighted by some respondents as being crucial to the model with this being one of mutual support and balance particularly as national objectives and local CPP priorities may clash.
13. There were mixed views from respondents on the subject of prevention with some welcoming the decisive shift towards prevention and the opportunity to work across wider partnerships which will enhance the capacity for preventative approaches, while others were concerned around the capacity or funding to undertake preventative work.
14. At the consultation events, the following themes emerged:
 - Clarity – of vision, ambition, role and accountability;
 - Culture change – required in the community justice sector, partners, communities and the media;
 - Collaboration – between CPPs, the national body, partners, communities, victims and offenders;

- Consistency – in terms of access to services across Scotland, training and support;
- Continuity – of funding, knowledge and support;
- Creativity – through innovation, research and supporting what works;
- Communication.

Scottish Government response

Clarity

15. The new model addresses the issues raised by Audit Scotland and the Commission on Women Offenders in 2012 as well as delivering improvements in a whole range of other areas including: local decision making; partnership working; leadership; accountability; performance management; prevention; commissioning; and workforce development.
16. The model delivers a community solution to: the achievement of improved outcomes for community justice; the challenge of reducing reoffending; and the task of offender management.
17. Local strategic planning and delivery of services and outcomes through CPPs is central to the new arrangements and by giving responsibility to these partnerships, decisions will be made by those who know the area best, understand the problems that are unique to their region and will be most affected by the impact of community justice for both victims and offenders.
18. The model builds upon investment made by the Scottish Government and Local Government into community planning and will utilise the strengthened provisions of the [Community Empowerment \(Scotland\) Bill](#).
19. By “community justice”, we mean:

“The collection of agencies and services in Scotland that individually and in partnership work to manage offenders, prevent offending and reduce reoffending and the harm that it causes, to promote social inclusion, citizenship and desistance.”
20. The future model for community justice in Scotland introduces:
 - Local strategic planning and delivery of community justice services through CPPs;
 - Duties on a defined set of partner bodies (including local authorities, NHS boards and Police Scotland) to engage in this local strategic planning and delivery with accountability for planning and performance residing at this level;
 - The creation of a national body to provide leadership for the sector, opportunities for innovation, learning and development and independent professional assurance to Scottish Ministers on the collective achievement of community justice outcomes across Scotland; and
 - A focus on collaboration, including the opportunity to commission, manage or deliver services nationally where appropriate.

21. Under this model, CJAs will be dis-established.
22. To set the vision for community justice in Scotland, a national strategy will be developed jointly with local government and key partners and in consultation with stakeholders, to provide the vision for community justice and reducing reoffending over a 5 year period.
23. One of the many benefits of the new model is the elements of continuity that it offers, including:
- Local partnership arrangements will build upon existing capabilities under CPPs;
 - CJSW will continue to be managed and delivered at a local level;
 - The RMA will remain as a standalone public body, with clear links developed to Community Justice Scotland;
 - Support for national offender programmes will remain at a national level.
24. We agree that it is critical that all parties understand their role in the new model and the transition arrangements designed to achieve that will be addressed in Chapter Nine.
25. Implementing clear lines of accountability is one of the critical success factors of the new model. These will be addressed in more detail in Chapter Five.

Culture change

26. A transitional working group will work with CPPs and partners to build their understanding of community justice which was raised as a concern by respondents and those who attended consultation events.
27. However, the provision of information alone will not achieve the change in culture that is required. To do so will require the buy-in of all partners to the ethos of the new model for community justice, which:
- respects the rights and responsibilities of the individual;
 - has distributed leadership at its core;
 - recognises the impact that a wide range of agencies, organisations, communities and offenders and service users will have on delivering long-term outcomes around reducing reoffending and increasing positive citizenship;
 - increases public safety;
 - increases public reassurance;
 - reduces stigma; and
 - reduces costs.
28. The culture change needed to prioritise services for offenders and communities affected by offending will require effective multi-agency cooperation. This will be supported by: recognising that the key outcomes for offenders can only be achieved through working in partnership; ensuring services become more evidence based; through the public being more accepting in investing in

rehabilitation and services for people who have offended; and by achievements through improved outcomes having a higher profile.

29. We believe that it is through prevention that we will reduce reoffending and achieve the broader outcomes required of community justice. However, on balance, we have decided against placing a statutory duty on local authorities and other statutory bodies across the public sector to focus upon preventative approaches to reduce reoffending. Instead, the principles of prevention and early intervention will be built into the outcomes, performance and improvement framework that will drive activity across community justice. This will be described in more detail in Chapter Six.

30. We have heard from some CPPs who have already built the principle of prevention into their strategies and outcomes plans and will look to share these approaches through the work being taken forward on the redesign of community justice project.

Collaboration

31. We welcomed the recognition from respondents to the consultation and from those who attended the consultation events of the need for a range of organisations and partners to deliver improved outcomes: housing, health, social work, Police Scotland, Scottish Prison Service (SPS) and others. This includes the Third Sector, Community Based Organisations and communities and we want to see them empowered to fulfil this role.

32. Building on both the rights and responsibilities aspect of the new model, we believe that it is critical for communities, including those who have offended, to be involved in the new model as users of services that would contribute to community justice outcomes. Moving forward, all partners and service users must work together to harness the potential within individuals, and maximise the opportunity to harness change that will deliver sustainable outcomes. We will ensure that the outcomes, performance and improvement framework that supports the new model will have outcomes that support this aim.

Consistency

33. Responses to the consultation and discussions at consultation events which were held across the country, showed both frustration at current lack of consistency of services in different parts of the country together with a fear that this may be exacerbated under CPPs in the new model.

34. We recognise this concern but believe that CPPs - through the enhanced provisions within the Community Empowerment (Scotland) Bill and the provisions specific to community justice that will be introduced through the Community Justice Bill, offer the best forum for ensuring the alignment of all these partners with their respective communities; including people affected by offending and reoffending.

35. The new model will be defined by a performance culture through the establishment of an outcomes, performance and improvement framework against which local partnerships will plan and report. The framework will support local variation in approach, whilst driving consistency in quality and outcomes. This will provide real opportunities to monitor progress, drive improvement, offer consistency and link decisions and actions to analysis of need and what works, leading to increased efficiency and effectiveness.
36. This must be driven at a local level but one of the functions of the national body will be to provide assurance on the delivery of improved outcomes. The body will look to share good practice but will have a number of avenues and powers available if it sees difficulties in achieving outcomes with recommendations being made to Scottish Ministers and Local Government Leaders as appropriate. Further information is given in Chapters Five and Six.

Continuity

37. It is vital that CJAs and CPPs continue to work together on reducing reoffending and the management of offenders both to ensure that focus on the delivery of current services and outcomes is not diminished during transition but also as a means of imparting crucial knowledge to allow CPPs and their partners to take on their responsibilities under the new model.
38. Supporting the transition to the new model is addressed in Chapter Nine.

Creativity

39. A renewed focus on innovation, learning and development will be a core aspect of the new model. This is addressed further in Chapter Four.

Communication

40. We share the desire for consistent and on-going engagement and active communication with partners and stakeholders, including with practitioners. We agree that communication in the transition period and beyond is essential and that this communication should be between all parties involved.
41. We welcome the recognition of the positive communications role the national body could play in terms of shaping how Scotland views community justice and championing the sector. There is also a clear role for CPPs to work with communities at a local level on reducing stigma and creating a more positive and supportive environment for effective rehabilitation and reintegration.

Chapter Three - Local Strategic Planning and Delivery

What we asked

42. We said that CPPs and local partners will assume responsibility for the local strategic and operational planning, design and delivery of services for community justice to reflect local need and in accordance with the national strategy for reducing reoffending and community justice. They will fulfil these responsibilities working in partnership within locally agreed community planning arrangements.
43. We asked for views on the arrangements for local strategic planning and delivery of services for community justice.

What we heard

44. The proposed arrangements for the local planning and delivery of community justice services were met with approval from a majority of organisations.
45. Respondents highlighted the importance of taking advantage of existing partnerships and working across local authority boundaries as well as ensuring robust transition arrangements are put in place as soon as possible to facilitate smooth transfer to the new model. Thought should also be given to whether there is a need to further resource CPPs throughout the transition process.
46. Most participants in the consultation events expressed the view that in order to be effective, local arrangements will require strong partnership working from all key agencies and the Third Sector. There were opinions expressed that CPP partners will need to be mandated to be involved in delivery community justice and welcomed any duties that would be brought forward in legislation to cover this.
47. Multi Agency Public Protection Arrangements (MAPPA) were an often cited example of an area it would be necessary to provide clarity as soon as possible on what future arrangements, especially funding, will look like.

Scottish Government response

48. We welcome the positive feedback on placing the strategic planning and delivery of services for community justice at a local level. The Scottish Government believes that effective and ambitious local partnership working, combined with the leadership, opportunities for innovation, learning and development, support and assurance provided by the national body, will achieve the improved outcomes for community justice in Scotland that we all seek.
49. Placing these duties at a CPP level under a requirement of collective responsibility not only mandates organisations and those delivering services to work together but brings with it an opportunity to have an in-depth conversation locally as to the types of communities in which we wish to live. We believe that these arrangements offer the best forum for ensuring the alignment of all these partners with their respective communities.

Local partnerships

50. There is no requirement for CPPs to establish distinct *community justice* partnerships as some may prefer to collaborate with existing structures but there is certainly a requirement to establish local partnerships that will cover the duties required under the future model. Structural arrangements will, therefore, be at the discretion of CPPs. However, there will be certain roles, responsibilities and duties placed on a number of partners as outlined below.

Who should be involved in local partnerships

51. Those partners and stakeholders listed below have been identified as having a particular contribution to make. Scottish Government guidance, developed in conjunction with COSLA, will give further detail to support CPP arrangements for the planning and delivery of services for community justice.

- CPP communities, including:
 - Service users – including offenders, ex-offenders and victims;
 - Community Based Organisations;
 - The broader community;
- Partners as outlined at paragraph 57;
- Third Sector organisations, including Victim Support Scotland;
- SPS;
- Scottish Courts Service (SCS);
- Crown Office and Procurator Fiscals Service (COPFS);
- The wider Judiciary;
- Criminal Justice Boards;
- Academic institutions;
- Local employers;
- The Department for Work and Pensions; and
- Any other community bodies the CPP sees as appropriate.

52. The CPP Board will provide the vision – responding to national strategies that have been developed with partners and stakeholders - the required local outcomes and the leadership that allows the partners to work together to deliver the improved outcomes for community justice.

Duties upon CPPs²

53. The role of and duties upon CPPs in Scotland is presently being redefined through the Community Empowerment (Scotland) Bill. The duties on CPPs in relation to community justice will be aligned to those already set out in that Bill.

² This is our policy intent. The subject of legislation is a matter for the Scottish Parliament.

54. The following duties will apply to CPPs:

- To convene a local partnership reflecting the range of partners shown at paragraph 51 and involve them in the planning and delivery of improved outcomes for community justice;
- To prepare and publish a local plan to deliver improved outcomes for community justice in their area. This plan will be delivered through partnership working and service delivery, in accordance with the national strategy for community justice and reflecting a sound understanding of local circumstances;
- To review whether the local partnership is making progress in improving the achievement of the outcomes outlined in their plan;
- To report on these plans on an annual basis, having engaged with their partners and stakeholders, including the Third Sector and Community Based Organisations, as well as with their communities;
- To make their plans and reports available to Community Justice Scotland to allow them to carry out their functions around sharing best practice, innovation and assurance.

55. CPPs will be able to approach Community Justice Scotland for assistance where they are experiencing difficulty with delivery under the local plans and where matters cannot be resolved locally. However, it will remain a core tenet of the new model is that responsibility for resolving local issues rests locally.

Duties upon partners³

56. Partners, in this context, include those in the CPP who operate locally whether they are organised on a local, regional or national basis.

57. There is presently a core set of statutory partners who have a significant contribution to make to community justice in local partnership arrangements throughout Scotland bringing consistency whilst supporting local needs and circumstances. We will, therefore, place a duty on the following partners to co-operate with each other in carrying out planning activities, delivering and reporting on outcomes for community justice in their relevant CPP:

- Local Authorities;
- NHS Boards;
- Integrated Health and Social Care Boards;
- Police Scotland;
- Scottish Fire and Rescue Service; and
- Skills Development Scotland.

58. As an Agency of Scottish Ministers, we do not require to place a formal legislative duty on the SPS but will direct them to be included in local partnerships and will require CPPs to engage with them as appropriate to the local area.

59. Through the course of the project, we may identify additional core statutory partners to those listed above. We will engage with them as appropriate.

³ This is our policy intent. The subject of legislation is a matter for the Scottish Parliament.

60. Core partners noted at paragraph 57 will be required to:

- Co-operate with each other and with the CPP on delivering improved outcomes for community justice;
- Involve the Third Sector, Community Based Organisations, communities and service users in the planning and delivery of community justice within their areas, in accordance with procurement rules and local needs and circumstances. This is consistent with the principles of co-production, which underpin the Government's vision for asset-based and person-centred services;
- Contribute such funds, information, staff and other resources as is required to meet the outcomes noted in the CPP plan to deliver community justice outcomes. This will require contributions beyond the Social Work (Scotland) Act 1968, section 27 funding allocated primarily for CJSW;
- Support the CPP in preparing their annual report by providing information on how they have delivered against the CPP plan and, in so doing, the delivery of community justice outcomes.

61. We recognise the contribution required from all partners working together with resources for the achievement of improved outcomes for community justice being wider than just those covered under section 27 monies for CJSW.

Multi Agency Public Protection Arrangements (MAPPA)

62. Arrangements for MAPPA are presently co-ordinated on a regional basis using the boundaries of the CJAs. There are 11 MAPPA co-ordinators working across the eight CJA areas.

63. The Scottish Government has received representations that these boundaries should remain, at least in the short term, even after the CJAs have been dis-established. We see no reason, therefore, to change the boundaries at this time and arrangements for MAPPA will, therefore, continue on a regional basis.

Chapter Four - The National Body – Community Justice Scotland

What we asked

64. We asked a number of questions that related to the national body, referred to as Community Justice Improvement Scotland in the consultation paper. These questions covered: the functions, name, location, skills and competencies required in the new body; the organisational structure and staffing complement; the Board of the body; and the arrangements for the Hub for innovation, learning and development.

What we heard

65. Overall, the proposal for a national body was welcomed by most, with its potential particularly recognised around leadership, promoting community justice, learning and development and a focus on improvement. However, a small minority of respondents queried the need for such a body with a couple of respondents suggesting a national board would be sufficient and there were a diverse range of views on its functions with responses also divided on whether the proposed skills and competencies are sufficient for the national body to carry out its functions.

66. There was very little support for inclusion of the term “Improvement” in the name of the national body as it implied different meanings to different people. The majority of respondents did not express a view on where the location should be and instead identified the features they felt are necessary for a successful HQ i.e. it should have good transport links and be easily accessible. Ideally it should be co-located with an associated organisation and be equipped with electronic communication/video conferencing capabilities.

67. Respondents were largely positive about the development of a national Hub for community justice, innovation and learning and development, feeling it could add value to the community justice landscape as well as bringing benefits such as consistency of staff development and the spread of best practice. There was overall support at consultation events for the concept of the Hub being practitioner-led.

Scottish Government response

68. We welcome the view that the national body should have a focus on sharing best practice, developing standards, liaison with relevant national organisations, articulating a national collective overview and promoting links within and across CPPs. It will also have key roles around leadership, promotion of the interests of community justice and the provision of assurance on the achievement of improved outcomes for community justice in Scotland.

69. The consultation paper naturally devoted several chapters to the proposed functions and organisation of the new national body, given its creation will represent a new development for Scotland. Whilst this may have satisfied some stakeholders’ requests for this level of detail, for others this focus may have detracted from the critical element of local strategic planning and delivery.

70. We will, therefore, work closely with partners and stakeholders to ensure that we provide clear and consistent information on the new body.

The name of the national body

71. The name of the national body will be **Community Justice Scotland**.

The location of Community Justice Scotland

72. Responding to calls for efficiencies to be made wherever possible, we will prioritise the search for accommodation so that Community Justice Scotland may be co-located with existing public bodies or in Scottish Government premises in a location that is accessible by public transport, most likely in the central lowlands of Scotland.

73. In keeping with modern flexible working practices, we will encourage Community Justice Scotland to have in place policies that support home-working and flexibility in terms of staff locations and working practices.

The functions of Community Justice Scotland

74. The main functions of Community Justice Scotland will be:

- a. To provide national, professional and strategic leadership for community justice in Scotland;
- b. To offer expert advice to Scottish Ministers and COSLA Leaders as required;
- c. To make recommendations to Scottish Ministers as required;
- d. To provide oversight of the delivery of the national outcomes, performance and improvement framework for community justice in Scotland;
- e. To provide assurance to Scottish Ministers on collective performance against delivery of services under the national outcomes, performance and improvement framework;
- f. To identify ways in which justice and other resources can be aligned to improve outcomes for community justice and advise Scottish Ministers on achieving this;
- g. To manage any services which have been identified and agreed as being best delivered on a national basis by the national body; and
- h. To hold the Chief Executive to account in the exercise of his responsibilities.

75. Many respondents felt that community justice was not seen as a popular cause for all partners, for the media and in communities. For these reasons it is vital that the community justice sector has a strong, unified voice to provide leadership and strategic direction. Community Justice Scotland will provide that voice, acting as champion for community justice services to raise their profile and highlight their contribution to delivering the Scottish Government's Purpose. It will, therefore, under function a. above have communications responsibility for community justice matters.

The Board of Community Justice Scotland

76. Community Justice Scotland will have a Board of members whose task it is to govern the body.
77. The Board will have a Chairperson, appointed by Scottish Ministers, and a number of other members, most likely between 5 and 8 who will be appointed through a formal appointment process in compliance with the Code of Practice for Ministerial Appointments to Public Bodies in Scotland.
78. The Board will have a key role in ensuring that Community Justice Scotland is a lean and agile organisation, focused on delivering its remit as efficiently and effectively as possible.

The organisational structure and staffing, skills and competencies

79. We recognise that the organisational chart used in the consultation paper raised some concern at consultation events, particularly from those working in a Local Government setting who drew comparisons between the job titles in the national body's structure and what those of a similar title in Local Government may earn. This sort of comparison was not intended, nor is it an accurate reflection of the likely grading and salary structure of Community Justice Scotland.
80. However, it is right that Community Justice Scotland should look to attract highly experienced individuals with the right breadth and depth of skills and competencies required to ensure that it successfully delivers its functions.
81. There will be a Chief Executive for Community Justice Scotland whose responsibility will be to ensure that the body delivers upon its remit, together with a specific role to promote community justice interests and values. The Chief Executive will report to the Chairperson of Community Justice Scotland.
82. Staffing of Community Justice Scotland will be a matter for the Chief Executive but it is expected that the following skills and competencies will be required in the body:
- Leadership;
 - Strategic planning;
 - Analysis and improvement;
 - Administration;
 - Finance and accountancy;
 - Social work professional skills;
 - Contract management;
 - Commissioning; and
 - Innovation, learning and development.
83. In carrying out specific projects or programmes or work, Community Justice Scotland may require to call upon broader skills, including operational and practice skills. The body will have the facility to run reference and working

groups and second resource into its structure on a temporary basis as required providing this is within the budget provided to it.

84. The funding for the national body will be covered in more detail in the financial memorandum for the Community Justice Bill. We aim to meet the funding requirements through reconfiguration of current administrative budgets for community justice.

The Hub for innovation, learning and development

The Purpose of the Hub

85. A national Hub for innovation, learning and development will be created as a function of Community Justice Scotland. The Hub will be practitioner-led and its remit will be to inform practice through research and provide opportunities for innovation, learning and development for those working within and across the community justice landscape, allowing them to enhance their professional identity. Although practitioner-led, the Hub will work closely with individuals and organisations who can provide expertise in research, policy and personal experience.
86. The Hub will seek to complement and build upon, not duplicate, work already underway at a single agency/organisation and partnership level. It will ensure that local practitioner networks, responsive to the needs of individual communities, are retained or created where there are none at present. The Hub will also look to establish new networks and forums which can add value to the community justice landscape.

Functions of the Hub

87. One of the Hub's first tasks will be the creation of a strategy for innovation, learning and development to provide a clearly defined mission statement for the Hub and greater clarity of direction and guidance for the community justice sector.
88. The strategy will outline the vision for community justice innovation, learning and development, the role of the Hub and stakeholders in achieving that vision, the activities the Hub will carry out in order to fulfil its role and the priorities which will determine those activities. It will be informed by scoping work to look at how existing infrastructure and activity in innovation, learning and development can better support community justice in the future. This will build on the vision set out in the national strategy for community justice.
89. It will be up to Community Justice Scotland to determine the specific functions of the Hub and how it will be resourced from within the budget of the body. However it is likely that their work will be made up of four key activities:
- *core functions* such as producing a national training schedule and taking a strategic approach to workforce development;
 - *research* such as synthesising existing research/practice and commissioning and undertaking research;

- *practice development* such as change management of community justice training programmes, the development of new community justice training programmes as required, and facilitating and creating practitioner networks; and
- *knowledge exchange* such as collaborating with other organisations/bodies/professions to facilitate the sharing of best practice.

90. The Hub will have a range of other functions that are currently being determined through engagement with stakeholders and partners. A working group will be established to assist and inform this process. These functions will be consistent with the functions of Community Justice Scotland.

Public service reform

91. Dissolution of the CJAs will mean the dis-establishment of eight public bodies. The new model will have one new public body, the national body, which will work closely with existing public bodies including the RMA.

Taking the work forward

92. A workstream of the Redesign of Community Justice Project has been devoted to the establishment of the new body. The workstream lead will engage with key partners and stakeholders for reference purposes as the work develops.

93. A further workstream has been established for Innovation, Learning and Development.

Chapter Five - Governance and Accountability under the Future Model

What we asked

94. To arrive at clearer lines of strategic, political and operational accountability, we set out in the consultation clearly defined roles and responsibilities for:
- Scottish Ministers;
 - Local partners, including local authorities and other public sector bodies designated as local partners;
 - The national body, referred to as Community Justice Improvement Scotland in the consultation paper;
 - The Board of the national body;
 - The Chief Executive of the national body.
95. We asked for views on the governance and accountability arrangements.

What we heard

96. The majority of those who responded were positive about the proposed governance and accountability arrangements. Many respondents welcomed a relationship between the Community Justice Scotland and CPPs based on mutual support and balance between national and local responsibilities.
97. However, some local authority and CPP respondents raised concerns and there were mixed views as to whether the consultation document provided sufficient clarity on the details of the governance and accountability arrangements for the new model.
98. There was a clear message about accountability with formal arrangements in place to back this up. Some feared that if arrangements around the new model were on an “informal” basis, this would simply not carry enough weight. Respondents were, therefore, broadly in favour of duties extending to a broad range of partners in recognition of the contribution they can make to the agenda for community justice outcomes, including reducing reoffending.

Scottish Government response

99. We recognise the request from some respondents for further clarity on the governance and accountability arrangements, particularly in relation to the relationship between CPPs and the Community Justice Scotland together with a desire from some for a stronger level of accountability than in the current system. The information below provides additional clarity.

Accountability lines – CPPs and partners

100. CPPs are ultimately accountable to their communities. The Community Empowerment (Scotland) Bill brings in a number of provisions which will in future strengthen this accountability and the role of both CPPs and their partners in delivering improved outcomes.

101. CPPs **will not** be directly accountable to Community Justice Scotland either for their performance or that of their constituent partners as this would cut across established lines of accountability⁴. The Scottish Government recognises that there is no single neat line of accountability for the delivery of community justice services. Given the range of organisations involved, it is not possible to design a model that would provide a single line of accountability without a significant restructuring and centralisation of the public sector landscape in Scotland.
102. Accountability lines will, therefore, go through individual partners just as is the case with other elements of community planning.
103. As covered under Chapters Three and Four, governance is provided through local arrangements under CPPs and local partnerships and via the assurance function to be carried out by Community Justice Scotland.
104. The new model places the emphasis upon collective responsibility, in local partnerships, in a linear relationship rather than a hierarchical relationship as it may have been viewed with CJAs.
105. This emphasis upon collective responsibility will be through local partnerships established under CPPs with partners working together, providing assurance to one another. This is expected to result in a greater understanding of the interdependencies between partners to the achievement of required outcomes for community justice. These partnerships will report back to CPP Boards on the discharge of the local plan and the delivery of outcomes.

Role of elected members

106. Elected members will continue to have a key role in the accountability arrangements in the future model. Established lines of accountability with local authorities will provide elected members an on-going opportunity to scrutinise outcomes.
107. In addition, Community Justice Scotland will provide advice, as required, to elected members on collective performance against delivery of the national performance framework, giving further opportunities to improve outcomes.

Accountability lines – Community Justice Scotland

108. Community Justice Scotland will be accountable to Scottish Ministers.

⁴ For example: Each local authority is governed by a council. They are autonomous bodies, independent of central government and accountable to their electorates for the delivery of services. Local authority services would, therefore, be accountable to the Council. Each NHS Board is accountable to Scottish Ministers. Each year, the Scottish Government sets performance targets for NHS Boards to ensure that the resources made available to them are directed to priority areas for improvement. For Police Scotland – the Scottish Police Authority holds the Chief Constable of Police Scotland to account for the policing of Scotland.

109. In relation to this new body, the role of Scottish Ministers will be to:

- Appoint the Chair and members of the Board in accordance with the Commissioner for Ethical Standards in Public Life in Scotland's Code of Practice for Ministerial Appointments to Public Bodies in Scotland;
- Hold the Board to account for delivery of its responsibilities;
- Set a budget annually, approved by Parliament;
- Publish a national strategy for community justice, which will include the national performance framework for community justice, providing the backdrop for local partnerships, via CPPs, to plan and deliver services and for Community Justice Scotland to fulfil its functions of assurance;
- Approve the Community Justice Scotland strategic plan;
- Approve certain relevant appointments made by Community Justice Scotland;
- Consider recommendations made to them by Community Justice Scotland.

110. The Chief Executive of Community Justice Scotland will be held to account by the Board of the body.

111. Where Community Justice Scotland carries out functions or puts in place contracts at a national level, there will be a mechanism in place for customers (e.g. local authorities) to provide feedback on both the services contracted for, their usage and the outcomes achieved. This was a key point raised by respondents and at consultation events.

Planning and reporting – CPPs

112. The Scottish Government and the majority of respondents to the consultation view local planning and delivery in partnership in communities across Scotland as being key to the success of the future model for community justice.

113. CPPs will have a duty to prepare and publish a local plan to deliver improved outcomes for community justice in their area having involved a range of partners and stakeholders in developing the plan.

114. An annual report will set out the CPPs assessment of what improvement has been achieved in the delivery of community justice outcomes. This will provide the CPP Board with the mechanism to performance manage delivery of its plan and identify any improvement activity.

115. The requirement to prepare a plan and report will be set out in legislation. If CPPs fail to agree or publish such a plan or report, they may be held accountable by their communities and individual partners through their accountability lines. However, Community Justice Scotland will be aware if plans and/or reports have not been produced or published and so will have the ability to raise this with CPP Chairs or with individual partners as appropriate under the body's assurance function.

116. Matters arising in relation to the broader management or running of an individual CPP or common issues will be reported using existing mechanisms.

Relationship between Community Justice Scotland and CPPs

117. The relationship between Community Justice Scotland and CPPs will be a **non-hierarchical** one, based on mutual support, characterised by open and transparent communication and recognising the balance between national and local responsibilities.
118. This relationship will be based on equality, with the body providing a constructive role for supporting CPPs in their delivery of outcomes.

Planning and reporting – Community Justice Scotland

119. Community Justice Scotland will be responsible for preparing a strategic plan for the delivery of its functions. In preparing the plan, Community Justice Scotland must engage with CPPs, partners – both local and national - and the body's broader range of partners and stakeholders including the Scottish Government.
120. The strategic plan must be agreed by the Board of Community Justice Scotland and submitted to Scottish Ministers for their approval. Upon approval, Community Justice Scotland must publish the plan and make it available to CPPs, partners and stakeholders.
121. Community Justice Scotland will be responsible for reporting on the delivery of the body's functions for the preceding reporting year which will be on a financial year basis. The annual report, prepared with engagement with CPPs, partners and the body's broader range of partners and stakeholders including the Scottish Government, must include any improvement actions or amendments to be made to the strategic plan which would be for approval by Scottish Ministers.
122. Upon approval, Community Justice Scotland must publish the report and make this available to CPPs, partners and stakeholders.

Planning and reporting – national Justice organisations

123. CPPs must involve partners whether they be organised on a local, regional, or national basis.
124. We did receive positive feedback that it would be useful for national Justice organisations, including the SPS and Police Scotland, to make their plans and reports available to Community Justice Scotland as well as their contributions being captured in local CPPs plans. We intend to take this forward.

Planning and reporting – relationship between Community Justice Scotland and CPPs

125. The CPP plan and annual report will be required to be made available to both communities and to Community Justice Scotland.

126. Community Justice Scotland will have the function to provide advice on CPP plans and reports for community justice. This advice may be relevant for the CPP as a whole or for any of the partners. Advice will be informed by Community Justice Scotland's oversight of 32 CPPs and its unique ability to share best practice.
127. CPPs and other partners will have the opportunity to engage with Community Justice Scotland's planning and accountability functions in a number of ways:
- Firstly, where Community Justice Scotland carries out functions or puts in place contracts at a national level, there will be a mechanism in place for customers (e.g. local authorities) to provide feedback on the services provided and the outcomes achieved;
 - Secondly, CPPs will have the opportunity to comment on Community Justice Scotland's strategic plan; and
 - Thirdly, at the year end, Community Justice Scotland will engage with CPPs and other deliver partners, in preparing its annual report on the delivery of its functions.

Planning and reporting – transition – CJAs and CPPs

128. We expect CJAs and CPPs to work together – with input from partners – for the latter to gain an understanding of the delivery landscape, planning and priorities, current services and contracts including those delivered cross-boundary.
129. The current set of CJA Area Plans run until the end of 2016/17 which is the transition year and first year of CPP plans and reports. It will be necessary to ensure alignment between plans during the transition period so that expectations of partners are clear and coherent. At the same time, there is a need to ensure continuity of service until such time as the new model is in place. It is vital, therefore, that CPPs recognise that CJAs will be in place until that time and will work closely with them.

Taking the work forward

130. There are several strands of work emanating from this response and these shall be taken forward by the CPP Transition, Legislative and Legal Framework and Outcomes, Performance and Accountability workstreams of the Redesign of Community Justice Project.

Chapter Six - Delivering Improved Outcomes for Community Justice in Scotland

What we asked

131. The consultation document described a national performance framework for community justice that will be developed jointly with key partners and in consultation with stakeholders. This framework would enable transparent monitoring of progress in delivering community justice outcomes across Scotland. The framework will be used by CPPs to plan, deliver and monitor services and by the national body to provide assurance to Scottish Ministers and local government leaders.
132. We asked for suggestions on how a national performance framework for community justice in Scotland could operate under the new model.

What we heard

133. Most respondents were positive about these plans and there is clearly a desire for evidence-based planning within community justice.
134. One of the most frequent responses to the request for suggestions related to the importance of encouraging transparency and the need for a Single Outcome Agreement (SOA) supported by streamlined external scrutiny and effective performance management.
135. A simplified logic modelling approach was indicated as the preferred method of developing the outcomes and performance management measures.
136. There was also support for accompanying guidance which supports partners to put the strategic, operational and practice arrangements in place.
137. It was highlighted that there was a need to ensure that CPPs and partners are contributing to an increase in positive public perception of crime in their local area. There is a need for measures to show the extent to which service users (offenders, victims, families, and communities) believe their lives are improving.
138. Points raised at consultation events included the importance of ensuring that key practitioners share the same ethos and focus on delivering outcomes; and the importance of creating a performance framework and tools to support community justice partners with delivering outcomes.

Scottish Government response

The national strategy

139. The Scottish Government will produce a national strategy for community justice. This strategy, developed jointly with local government and key partners and in consultation with stakeholders, will provide the vision for community justice and reducing reoffending over a 5 year period.

The approach to performance under the future model for community justice

140. The current model for community justice was criticised for its lack of measures to understand success and at what cost. How can the people of Scotland be reassured that the effort at a local level is actually delivering improved outcomes?
141. The new model will be defined by a performance culture through the establishment of a national framework for outcomes, performance and improvement for community justice – set out in the national strategy for community justice - against which local partnerships can plan and report.
142. This will provide real opportunities to plan and deliver services, monitor progress, drive improvement, offer consistency, provide assurance and link decisions and actions to analysis of need and what works, leading to increased efficiency and effectiveness.
143. The outcomes, performance and improvement management framework will, therefore, enable transparent monitoring of progress in delivering community justice outcomes across Scotland. The framework will allow each CPP to identify which areas of its plan are working well and which areas require improvement. The framework will also allow Community Justice Scotland to promote continuous improvement by benchmarking performance across the country.
144. The framework will cover all aspects of offender management in the community. The rehabilitative aspects of managing offenders will be based on the desistance model and promote the factors which reduce the chance of a person reoffending, such as improved health, access to housing, employability and positive relationships. The main organisations with responsibility for delivering these services are represented on CPPs.
145. The framework will include relevant outcomes and indicators, as well as details of how best practice may be shared and the approach to scrutiny and inspection for community justice.
146. The Scottish Government will develop the outcomes, performance and improvement framework jointly with key partners and stakeholders. Work is already on-going on preparing the framework with a number of workshops having been held in recent months.
147. In setting out these required outcomes to manage offenders and promote desistance, the framework will make clear that there will be contributions required of partners in order to reduce reoffending.
148. In discharging its assurance duty and improvement function, it may become evident to Community Justice Scotland that targeted support could be beneficial for individual partnerships or organisations.

149. If this is the case, Community Justice Scotland will have the facility to provide support to CPPs and partners in helping them deliver improved outcomes. This may include:
- Specific dialogue between Community Justice Scotland and local partnerships and relevant organisations regarding ways to support the improvement required;
 - Enabling benchmarking, sharing best practice, driving improvement in partnership standards and workforce development for community justice and facilitating closer engagement between local partnerships;
 - Raising awareness of any potential systemic issues and opportunities which exist to effect improvements and recommending solutions as appropriate;
 - Encouraging and, where appropriate, supporting any local systems for peer review.
150. Any serious and persistent performance concerns will be taken forward on a case-by-case basis with reference to the relevant accountability structures for the partners concerned.
151. In exceptional circumstances, Community Justice Scotland would have the power to recommend that a rescue task group be established to work with the local partnerships and relevant organisations to effect sustainable improvement. This would be done working closely with the local partnership and with the agreement of Scottish Ministers and relevant local government elected members.

Responsibilities on CPPs and partners

152. We recognise the importance of community planning reflecting local needs, with plans and operating arrangements shaped around local priorities and operating preferences. The responsibility for resolving any local issues rests with partners within the CPP.
153. CPPs and partners will be required, through guidance, to share information both on best practice and, where applicable, on issues and how they may have resolved them with other CPPs and partners including Community Justice Scotland. This will include CPPs and partners being required to support work to identify and test good and innovative practice.
154. However, should the local partners or a CPP request advice and assistance on issues that, for whatever reason, have not been able to be resolved locally either within or between partnerships, or through arrangements for community planning, then Community Justice Scotland will be able to offer support and assistance.
155. This is part of a layered approach:
- a. Collective responsibility locally;
 - b. Assurance by the national body;
 - c. Multi-agency thematic inspection.

156. We understand that collective responsibility is one of the cornerstones of community planning. For community justice, this collective responsibility is one of the strengths of the new model recognising the contribution that each partner must make and that no one partner can deliver the outcomes on their own. This was met with broad approval in the consultation responses.

Responsibilities on Community Justice Scotland

157. As part of its general assurance function, Community Justice Scotland will provide an independent and national overview of local partnership strategic delivery plans and annual reports for community justice. Community Justice Scotland will have the power to make recommendations to Scottish Ministers and to relevant local government elected members, as appropriate, on any improvements that are required based on its analysis and findings.
158. The framework will be used by Community Justice Scotland to provide assurance to Scottish Ministers and local government leaders, and by CPPs to plan, deliver and monitor services.
159. Community Justice Scotland will be able to recommend potential further improvement actions. These may include the offer of support from or arranged by Community Justice Scotland, requirement for improvement plans and the potential for specific multi-agency inspections. Local partnerships will be fully involved in the discussions as to action required.

MAPPA annual reports

160. Under the future arrangements, there will be no requirement for a separate annual report on MAPPA as this could be better included in the annual report on community justice from each CPP. This does mean that MAPPA will be included within the 32 CPP annual reports. The content of the MAPPA annual report remains the responsibility of the MAPPA responsible authorities in any case.
161. Should the regional groupings wish to continue to produce a regional report on MAPPA they would be free to do so.

Taking the work forward

162. This work shall be taken forward under the Outcomes, Performance and Accountability workstream of the Redesign of Community Justice Project and will be overseen by the Redesign and Performance Management of Community Justice Project Board.
163. The project has been working closely with key partners and stakeholders over the past few months to develop the outcomes, performance and improvement framework which is now in its early stages. We will test a prototype of the framework with willing CPPs in 2015/16.

Chapter Seven - Funding and Resourcing the Future Model

What we asked

164. No specific questions were raised in the consultation paper itself but key points were given in relation to the work ongoing to assess the potential costs and funding required for the new model.

What we heard

165. A sizeable number of respondents requested further information on funding under the new model, particularly at a local level but also in relation to how funding would operate for elements funded under the current model, such as national implementation programmes and MAPPA.
166. A number of respondents also mentioned that there may be resource implications for CPPs and local authorities which should be acknowledged.
167. A smaller number raised further points on the funding formula for section 27 funding for CJSW with further clarification sought and requests made for considerations of costs associated with delivery in smaller local authorities and partnerships. The ring fencing of section 27 monies was raised by a number of respondents.
168. Points raised at the consultation events included making the funding process transparent so that resources are seen to be distributed where they have the greatest impact; delivering better value for money from community justice funding through increased joint commissioning and investing in success; some were concerned to ensure that the new model generated more opportunities to secure longer term funding so that projects are able to deliver and embed positive outcomes.

Scottish Government response

Resourcing the transition

169. The transfer of responsibility for community justice to CPPs will require careful change management. We have given some detailed consideration to supporting CPPs through this change and transitional funding will be made available. Further details are given in Chapter Nine.

An outcomes-focus

170. The 2012 reports by Audit Scotland and the Commission on Women Offenders both highlighted the problems caused by inflexible funding systems that incentivise existing ways of working over improved outcomes.
171. Discussions with key partners and stakeholders, including CPP Managers, has elicited an expectation that any future resourcing and funding of community justice be outcomes-focussed.

172. For these reasons we will be setting up a funding sub group, including representation from the CJAs, COSLA, Social Work Scotland, CPPs, the Third Sector and the Scottish Government.
173. This group will consider the development of a new funding formula for the section 27⁵ funding provided for CJSW to better incentivise the outcomes set out in the framework. Current funding is distributed through CJAs for them to fund their component local authorities in order to deliver CJSW services. The new arrangements will see CJAs abolished and funding directed through Local Authorities, for use by CPPs to direct funding so that it is more tailored to meet local needs and deliver improved outcomes for community justice. This funding will continue to be ring fenced and specific for activity to deliver these outcomes, alongside resources from other partners.
174. The new funding model for section 27 funding will be more transparent and evidence based with greater focus on increasing transparency, incentivising preventative activity, and helping to achieve key outcomes.

A broader contribution to be made

175. There are a broad range of partners and stakeholders with a contribution to make to improved outcomes for community justice. CPPs should, therefore, look to leverage resource from their full range of partners in the delivery of community justice services. We have covered these duties in Chapter Three.
176. As part of this, we require that CPPs and statutory partners recognise the contribution to be made by the non-statutory sector, including the Third Sector, Community Based Organisations, victims, people who have offended and the wider community. This will be via the duty to involve them in the planning and delivery of community justice services.

Taking the work forward

177. A resources workstream has been established under the Redesign of Community Justice Project.
178. The activities surrounding the section 27 funding will report to the RRP2 Funding Project. The project in-turn will work with COSLA and the joint Scottish Government and COSLA Settlement and Distribution Group to develop and agree a funding mechanism and formula that is open, fair and transparent and one which will focus on outcomes rather than outputs. As this work progresses periodic updates will be provided to the Redesign and Performance Management of Community Justice Project Board. The Project Board will have the opportunity to note progress and provide direction for this work.

⁵ Currently CJA funding is provided under Sections 27A and 27B of the Social Work (Scotland) Act 1968 as amended by the Management of Offenders Etc. (Scotland) Act 2005.

Chapter Eight - Commissioning

What we asked

179. The subject of commissioning was covered in the consultation paper under Chapter Three on „Governance and Accountability for the New Model“.
180. We stated that the national body will work with CPPs, partners and the Third Sector to develop transparent processes for the commissioning of services in relation to community justice, building upon good practice. Some key expectations in relation to how commissioning may operate in practice were then set out in the paper.

What we heard

181. During the consultation workshops, a shared ambition raised was that of delivering better value for money from community justice funding through increased joint commissioning and investing in success.
182. Respondents and participants in consultation events recognised that national commissioning could provide opportunities for best value commissioning of some nationally delivered services. Where national commissioning can deliver economies of scale, most respondents were positive about this. Likewise, training, learning and development were raised as specific areas where commissioning on a national level could be beneficial.
183. There was the suggestion that the national body should provide an intelligent overview of service commissioning whilst enabling the CPPs to identify and develop services relevant to their local area.
184. However, there were requests for further clarity on commissioning, particularly in relation to the role of the national body. It was highlighted that national commissioning must take into account the differing needs of the diverse communities in Scotland.

Scottish Government response

185. By commissioning, we mean:

“supporting the shared assessment of and forecast of needs, linking investment to outcomes, considering options and supporting partners to plan the nature, range and quality of future services in support of community justice outcomes. Contracting and procurement procedures will support the commissioning process and will rest with the appropriate local or national body or bodies.”

186. The consultation responses supported a function for Community Justice Scotland to support the strategic commissioning process for community justice.
187. Community Justice Scotland will work with CPPs, partners including the Third Sector and stakeholders to establish an agreed intelligence-led long term

strategic and co-ordinated approach to commissioning for community justice in Scotland. This will be transparent in nature and will build upon existing good practice.

188. The primary responsibility for carrying out the strategic commissioning of services based on an analysis of local needs, evidence of what works and best value for money rests locally with CPPs.
189. However, where benefits are recognised at the national, regional and local level for shared services or collective and collaborative undertakings, organisations will be expected to work in partnership in establishing these. Commissioning and procurement may, therefore, take place at a national, regional or local level and organisations will be expected to work together to commission services in order to realise benefits where they have been identified.
190. There are no prescribed areas in which services would be commissioned on a national or pan-Scotland basis. National commissioning would take place on the basis of being able to deliver value for local partners, for example through economies of scale. It is also not the case that all national commissioning or the technical process or procurement and contracting which follows would be undertaken via Community Justice Scotland. Under the new model, we will look to utilise lead authority or existing national arrangements where these are the best avenue to do so.
191. Where appropriate and desirable, Community Justice Scotland would provide opportunities for economies of scale to achieve best value commissioning of some nationally delivered services. Likewise, training, learning and development are areas where commissioning on a national level could be beneficial.
192. Technical processes such as procurement and contracting follow on from these commissioning exercises and will rest with the appropriate body or bodies at a local, regional or national level. Some that are national may be contracted by Community Justice Scotland where it is appropriate to do so.
193. Community Justice Scotland will, naturally, have the power to commission and procure services that it requires to carry out its functions.
194. In any decision which has an impact on local financial and commissioning decisions, Scottish Ministers would consult with COSLA Leaders as appropriate, with a view to seeking agreement. This mechanism would respect the established procedures for the setting of the public sector budget in Scotland.

Taking the work forward

195. Discussions on commissioning will feature as part of the work of the CPP Transition workstream of the Redesign of Community Justice Project.

Chapter Nine - Supporting the Transition to the Future Model

What we asked

196. The consultation document stated that it will be important to ensure a successful transition from current structures to the new model for community justice in Scotland.
197. In recognition of this, CJAs will be at the heart of the transition arrangements. In particular, they will play a key role alongside Scottish Government officials in raising awareness amongst CPPs of their new responsibilities and providing training where necessary. This has been reflected in the guidance for the CJAs' Area Plans for 2014-17.
198. In turn, there is an expectation that CPPs and partners recognise that they are being placed at the heart of local strategic planning and delivery in the new model and that they will play a full part in the transition process of the new arrangements.
199. We asked for views on the arrangements in support of the transition process.

What we heard

200. Respondents mainly supported the arrangements in support of the transition process and praised the early involvement of stakeholders. There was a clear desire that this process commence as soon as possible, be communicated clearly, and that matters such as funding, ensuring partnership working; and addressing any concerns raised by CJAs and CPPs in a timely manner.
201. The main challenge that respondents highlighted about the transition process related to potential costs associated with transition. This was raised by Local Authorities, CPPs, Criminal Justice Social Work Partnerships and COSLA during the consultation.
202. Throughout the consultation workshops there was a strong sense that participants see the transition to the new model as a significant opportunity to bring about culture change across the community justice sector and also within local communities.
203. There was also a recognition at every workshop that there is good work happening across the community justice sector and participants are keen to ensure that this is not lost during the transition to the new model.
204. There were clear requests that communication and engagement be forthcoming throughout the transition period. Communication with practitioners, in particular, was seen as vital to ensure that the sector is fully engaged with the new model and therefore better equipped to support its development.

Scottish Government response

205. The Scottish Government and COSLA remain committed to ensuring the transition is as smooth as possible for all partners involved.
206. We recognise the clear need for CJAs and CPPs to continue to work together on reducing reoffending and the management of offenders both to ensure that focus on the delivery of current services and outcomes is not diminished during transition but also as a means of imparting crucial knowledge to allow CPPs and their partners to take on their responsibilities under the new model.
207. We share the desire for consistent and on-going engagement and active communication with partners and stakeholders, including with practitioners. We agree that communication between all relevant parties is essential throughout the transition period and beyond.
208. The Scottish Government has, therefore, established a change workstream to work with CPPs and partners to assist them in implementing the required local partnership structures. This will see CPPs and their partners begin planning for their responsibilities under the new arrangements.
209. In turn there will be an expectation that CPPs share with Scottish Ministers their intentions for how they plan to take forward arrangements for the strategic planning and delivery of community justice.
210. A CPP transition working group has also been established to facilitate the smooth transition of community justice arrangements from CJAs to CPPs; while ensuring the continuous provision and improvement of local community justice and capitalising upon the new structure to strengthen partnership working and best practice.
211. This working group, reporting to the Redesign and Performance Management of Community Justice Project Board, meets regularly and will take forward the workstream for the transition and its accompanying workplan. The group has representation from the Scottish Government, COSLA, CJAs, CPP Managers, CPP partners and the Third Sector.
212. The objectives of the CPP transition group are:
- To scope out which partnerships are currently effective and facilitate their retention in the new model where appropriate;
 - To encourage and facilitate collaborative working on the development of community justice plans at a CPP level;
 - To ensure continuous delivery of community justice services during the transition process by facilitating the establishment of appropriate shadow arrangements;
 - To identify and prepare appropriate guidance to support CPPs in the delivery of new obligations in relation to community justice; this will take a range of forms from a more high-level transition pack to official Scottish Government/COSLA guidance;

- To communicate the transition arrangements to a range of stakeholders with varying levels of awareness and involvement with the process;
 - To consider and address associated operational requirements emerging from other workstreams relevant to transition (e.g. funding and human resources).
213. The Scottish Government, in conjunction with local government and with input from key partners and stakeholders, will produce guidance for partners and CPPs to support them in developing their arrangements. This guidance will complement existing legislation and guidance such as the Local Government in Scotland Act 2003, the Community Empowerment (Scotland) Bill and documents such as the joint Scottish Government/COSLA Statement of Ambition.
214. We recognise the desire that the transition process move ahead at the earliest opportunity. Engagement is already underway with CPP Managers, including a recent questionnaire process designed to gauge the level of awareness of community justice and readiness of CPPs – albeit at this early stage - for the transition to the new model. This was then followed up with attendance at the CPP Managers' Network on 3rd of October both to ask CPP Managers what they would wish from the transition process and to challenge them as to what steps they would take as a result of the engagement. This has led to further discussions taking place and offers of support to the redesign project.

Key dates and associated activities in the transition process

215. Elements of the transition will come into effect at different times throughout the period 2015-16 to 2016-17. This will necessitate a degree of flexibility on behalf of all partners and some interim procedures and processes being put into place.
216. Dates for the transition are indicative and will be driven, in part, by legislative requirements and Parliamentary process.
217. Further information on timescales is given in Chapter Ten.

Resourcing the transition process

218. In response to feedback from partners and stakeholders, including members of the Project Board, a joint Scottish Government/COSLA Development Manager post, funded by the Scottish Government, has been established to provide dedicated resource to the change project and to lead the workstream on CPP Transition and sit within the overall redesign project team.
219. We understand the representations made in responses to the consultation that there is a need to support CPPs at a local level in making the transition happen. A request was made for funding to be used to build both capability and capacity at a local level during this period.

220. The Scottish Government believes that all partners within each CPP should take on the responsibility for building the capability and capacity within their organisation in a way that allows them to understand how they will contribute individually and collectively to improved outcomes for community justice. Strategic and operational planning functions exist within all partner organisations and it is critical to the success of the new model that these are mobilised accordingly at a local level.
221. However, we recognise that to achieve the buy-in of partners to this ambitious agenda will require resource to support the change. Therefore, the Scottish Government will announce a transition fund to be allocated for CPPs to support the effort to build their capability and capacity for them to work together with partners on the achievement of improved outcomes for community justice.
222. CPPs are encouraged to work collaboratively in the building of this capability and capacity. We recognise that CPPs are at different stages of readiness. We expect those CPPs who have already developed partnerships around community justice to work with other CPPs to assist them in building their capability and capacity.
223. The fund will total £1.6 million per annum, commencing 2015/16 and will be split between the 32 CPPs with funds going to Local Authorities but to be used across the CPP. Our intention is for this fund to be available for 3 years, ending in 2017/18, however, this position will be reviewed at the end of 2015/16 in light of the outcome of the next UK Comprehensive Spending Review that is expected to take place following the May 2015 Parliamentary election.
224. Three years of transition funding should provide CPPs with sufficient time to take on their community justice role as well as make arrangements with key partners to share capacity and resources for this work going forward.
225. Release of the funds will be dependent upon the receipt of credible plans from each CPP as to how they will use this resource to deliver the prescribed outcomes. At the end of each financial year when applying for the following year's funds, CPPs will be required to demonstrate how they spent the previous year's funds in achieving those outcomes and did so in a way that delivers value for money. The Scottish Government will write to all CPP Chairs on this matter in due course.
226. As a key element of the above, CPPs will be required to work with the Third Sector, Community Based Organisations, communities, offenders and victims in the transition and in preparing their outcomes-focussed plans.
227. We recognise, however, that there may be the potential for this engagement to be curtailed by any customer-supplier relationships that may exist between partners. We further recognise the stretch upon the Third Sector to become involved in this change programme. We will, therefore, provide £50,000 per annum to the Criminal Justice Voluntary Sector Forum to enable them to build capability and capacity and engage with the partnership arrangements emerging across Scotland. Again, our intention is for this fund to be available

for 3 years, ending in 2017/18, however, this position will be reviewed at the end of 2015/16 in light of the outcome of the next UK Comprehensive Spending Review. As with CPPs, release of the funds to the Forum will be dependent upon the receipt of a credible plan as to how the resource will be used. We expect this to cover the change management approach, a principle of inclusivity whereby transition has to work for all Third Sector partners, including large and small organisations within and out with the sphere of those involved in criminal justice. At the end of the financial year when applying for the following year's funds, the Forum will be required to demonstrate how they spent the previous year's funds.

228. Engagement with CPPs and the Criminal Justice Voluntary Sector Forum will be provided by the CPP Transition working group and through the joint Scottish Government/COSLA Development Manager post. Oversight of the budget will remain with the Scottish Government.

Taking the work forward

229. The CPP Transition workstream, supported by the working group and led by the joint Scottish Government/COSLA Development Manager post will manage the workplan for transition, reporting to the Project Manager on progress, risks, issues, constraints and interdependencies.
230. The Project Manager will report to the Project Board who will have the oversight of the Project, led by the Chair.
231. COSLA are members of the Project Board and there will be an agreement as to the key milestones at which COSLA Leaders will receive reports on the progress of the transition workstream. There may also be a need to involve COSLA Leaders if any intervention is required at a political level to drive progress.
232. To achieve the above, CPPs will be expected to work closely with CJAs, the Redesign of Community Justice Project Team and CPP Transition working group on their work ahead.

Chapter Ten – Conclusion, Way Forward and Timescales

What we asked

233. Timescales relating to the work were given, at a high level, in the consultation paper.
234. No specific questions were asked about timescales.

What we heard

235. A number of respondents highlighted that it was vital that the matters addressed in the consultation are resolved in sufficient time to permit local authorities and partners to devise coherent strategies and plans.

Scottish Government response

Conclusion

236. The majority of organisations who responded to the consultation were in favour of the proposed new model for community justice. Both the new body and the Hub were broadly welcomed and there was widespread agreement that the planning and management of community justice services should rest with CPPs.
237. We believe the new model will achieve improved outcomes for community justice in Scotland in a transparent and inclusive way which recognises and values local planning and delivery, while providing national leadership and direction to further reduce reoffending.

Oversight of the work ahead

238. The redesign effort is one of six projects established under RRP2. Together with its sister project on performance management, the work on redesign will be governed by the Redesign and Performance Management Project Board, the Chair of which reports on progress, risks and issues to the RRP2 structure and Senior Responsible Owner (SRO).
239. Membership of the Project Board has been drawn from key partners and stakeholders involved or impacted by the work programme and includes representation from:
- CJAs;
 - COSLA;
 - Criminal Justice Voluntary Sector Forum;
 - Local Government Criminal Justice Social Work;
 - Offender organisations;
 - Scottish Government;
 - SPS;
 - Social Work Scotland;

- Third Sector organisations.

240. The Project Board will link closely with other national Justice organisations, including Police Scotland, COPFS, the SCS and the Judicial Institute for Scotland as well as with NHS Scotland.

Delivering the project

241. As referred to at several points during this response, a project team has been established to take forward the work of the project which has been split into eight workstreams:

- Legislative and legal framework;
- Human resources;
- Resources;
- Outcomes, performance and accountability;
- Learning and development;
- CPP Transition;
- Establishment of national body;
- National Strategy.

Timescales

242. Dates for the transition are indicative and will be driven, in part, by legislative requirements and Parliamentary process and by the readiness of partners to take forward the change agenda. However, we anticipate that the following will hold true:

- **2014 – 2016/2017** - Awareness raising, the delivery of information from CJAs to their respective CPPs and support on the transition process. This process has already begun;
- **Spring 2015** – anticipated introduction of the Community Justice Bill. Further legislative timescales are subject to the will of Parliament;
- **During 2015/16** – the national strategy for community justice will be developed in consultation with key partners and stakeholders and will encompass the outcomes, performance and improvement framework for community justice;
- **During 2015/16** – the national outcomes, performance and improvement framework will finalised, having been discussed with key partners and stakeholders. This will include agreement of the approach to scrutiny and inspection;
- **During 2015/16** – CPPs commence their planning activities;
- **January 2016** – CPPs share with Scottish Ministers their intentions for how they plan to take forward arrangements for the strategic planning and delivery of community justice;
- **January 2016** – CPPs make their plans for 2016/17 available to the Scottish Government for comment and to COSLA in support of the transition process;

- **1 April 2016** - CPPs will be able to assume their responsibilities under the new model under a shadow arrangement with full responsibility being conferred from 1 April 2017 once the required legislation has been enacted;
- **During second half of 2016/17** – Community Justice Scotland will be established, including formal establishment of the body; appointment of Chair; appointment of Board members, recruitment of staff and commencement of sponsorship arrangement with the Scottish Government;
- **31/03/2017** – CJAs are formally dis-established;
- **1 April 2017** – the new model for community justice in Scotland comes fully into effect.

Contact

243. The project team is based in St Andrew's House, Regent Road, Edinburgh and can be contacted at:

Redesignofcommunityjustice@scotland.gsi.gov.uk



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**COMMUNITY PLANNING
PARTNERSHIP BOARD**

19 MARCH 2015

CST/026/15/KA

**DIRECTOR OF CUSTOMER SERVICES AND
TRANSFORMATION**

CONTACT OFFICER:

**KIRSTY ANDERSON, EAST DUNBARTONSHIRE
COUNCIL, 0141 578 8252**

SUBJECT TITLE:

**EAST DUNBARTONSHIRE COMMUNITY GRANTS
SCHEME 2015/16 – ROUND 1 AWARDS**

1.0 PURPOSE

- 1.1.** The purpose of this report is to advise the Board of the recommended levels of funding for community and voluntary sector organisations.

2.0 SUMMARY

- 2.1.** Listed in **Appendix 1** and tabled for approval are the award recommendations made by the East Dunbartonshire Grants Advisory Committee for applications submitted to the first round of the 2015-16 Community Grant Scheme.
- 2.2.** The Grants Advisory Committee (GAC) met on the 25th February 2015 to consider applications submitted to the first round of the 2015-16 Community Grant Scheme. Following a successful recruitment process, the GAC is now at capacity, with reserves available.
- 2.3.** Given the intake of new members at this round, the election of the Chair and Vice Chair is postponed till the Round 2 meeting for 2015/16. The recommendations for awards agreed at this meeting are outlined in **Appendix 1** of this report.
- 2.4.** At its meeting on 10 April 2014, the Council's Policy and Resources Committee agreed that approval for the awards for the East Dunbartonshire Sports and Arts Councils would also be delegated to the Partnership Board (report no. CST/023/14/GM). However following input from the Council's Internal Audit Team, this decision will now be reported back to the Council's Committee for consideration at its meeting on 9 April 2015.

3.0 RECOMMENDATIONS

- 3.1.** It is recommended that the Partnership Board:
- a) Approves the awards as recommended in **Appendix 1**, and

**ANN DAVIE
DIRECTOR OF CUSTOMER SERVICES AND TRANSFORMATION**

List of grants considered by the Grant Advisory Committee (GAC)			no. grants in list	19
- Round 1 2015-16.			list total asked for	£47,766
			list total awarded	£15,748

Main Target Beneficiary: Community Groups and Vol Orgs

grant id	Group name	Project Name	amount asked for	last year's grant	Period rec by GAC	Amount Rec by GAC	Grant Advisory Committee Comments
2014-5,4,1357	Milton of Campsie Historical Society	Funding for electronic equipment to aid local research	£2,250		1	£0	Application deferred (again) to Round 2, 2015, to ask the group to provide comprehensive details of how the technology would assist with the development and sustainable impact of the group's work - referral to EDVA for support with new application.
2015-6,1,1372	Kirkintilloch Camera Club	Replacement central heating boiler and modify flue	£1,500	£3,000.00		£0	GAC endorsed a nil award. The project offers limited benefit compared to other projects. The group applied twice in 2014 for the same project and was declined. EDVA will provide advice of other funding sources.
Sum			<u>£3,750</u>			<u>£0</u>	

Main Target Beneficiary: Other

grant id	Group name	Project Name	amount asked for	last year's grant	Period rec by GAC	Amount Rec by GAC	Grant Advisory Committee Comments
2015-6,1,1363	Forth and Clyde Canal Society	Replacement anodes/repairs for 2 boats (Voyager and Janet Telford)	£4,753		1	£2,734	GAC endorsed officer recommendation of a partial award to upgrade two of the three boats alongside first aid equipment. Some members of the group and users of the boats are from outwith EDC so further support could be found elsewhere.
2015-6,1,1373	Milton of Campsie Community Council	Creation at the Station Fun day	£500		1	£500	GAC increased officer recommendation of a partial award to a full award - to support the celebration day for the excellent work of this project in renovating the station.
2015-6,1,1365	Lenzie Community Council	Funding towards annual Lenzie Gala day	£1,890			£0	GAC decreased officer recommendation of £500 to a nil award. The group has an operating surplus and a healthy bank balance and could run the valuable event via these means or fundraising.
2015-6,1,1371	Bearsden & Milngavie District Highland Games	Funding towards annual Highland Games in June	£5,000	£1,800.00		£0	GAC reduced officer recommendation of a partial award to a nil award. The games have been running for some time now and the group should be able to generate income from sponsors and gate fees. EDVA will provide support.
2015-6,1,1368	Scottish Families Affected by Alcohol & Drugs	Explore extending family support to Milngavie &	£450		1	£0	GAC reduced officer recommendation of full award to a nil award. It was felt this national organisation had the capacity to fund the project.
Sum			<u>£12,593</u>			<u>£3,234</u>	

Main Target Beneficiary: Special Support Needs

grant id	Group name	Project Name	amount asked for	last year's grant	Period rec by GAC	Amount Rec by GAC	Grant Advisory Committee Comments
2014-5,4,1355	Caledonian Award	Funding to administer Caledonian Awards within	£3,690		1	£1,845	GAC endorsed officer recommendation of a partial award to this valuable project to enable its continuation and to seek other funding elsewhere. EDC already provide accomodation costs of £3,690.
2015-6,1,1369	ENABLE Milngavie & Bearsden	Running Costs	£2,473		1	£1,500	GAC reduced slightly the officer recommendatin of partial award - to help this valuable project to be sustained and seek other funding sources to reduce dependancy on the grants scheme.
2015-6,1,1364	Lenzie Tennis Club	Disability Tennis Programme (10 weeks)	£3,120		1	£0	GAC endorsed officer recommendation of a nil award. Group has healthy bank balance and has not explained why the course cannot be funded from fees.
Sum			<u>£9,283</u>			<u>£3,345</u>	

Main Target Beneficiary: Young People

grant id	Group name	Project Name	amount asked for	last year's grant	Period rec by GAC	Amount Rec by GAC	Grant Advisory Committee Comments
2015-6,1,1377	EDICT (East Dunbartonshire Initiative for Creative Therapy)	Weekly resource	£6,000	£4,198.00	1	£4,000	GAC endorsed officer recommendation of £4,000 to this valuable project. Project should look for other sustainable funding sources.
2015-6,1,1359	The Kirkintilloch Band	Funding for rental costs and some running costs	£7,650	£4,500.00	1	£2,000	GAC endorsed officer recommendation of a partial award to support this valuable project. Costs have increased from previous years, conducting and contesting costs thought to be particularly high.
2015-6,1,1367	Family Mediation West	EDC aspects of regional family mediation service	£3,000	£2,500.00	1	£1,500	GAC increased slightly the officer recommendation of a partial award to cover some of the costs of this valuable project. The project has capacity to seek fundraising elsewhere.
2015-6,1,1362	Community 1st	Theatre Works	£2,410	£500.00	1	£500	GAC increased officer recommendation from a nil award to a partial award as the project operates in a priority area defined in the SOA. The fees of the tutor do however seem high and numbers benefiting quite low.
2015-6,1,1360	Castlehill Baptist Church	Fun Day on 29 August 2015	£1,200		1	£460	GAC endorsed officer recommendation of a partial award to support this valuable event taking place, funding for bouncy castle, craft supplies, first aid and insurance.
2015-6,1,1357	Lenzie Churches Holiday Club	Summer play week for primary pupils	£400	£400.00	1	£400	GAC endorsed officer recommendation of full award to project - demonstrates good value for money.
2015-6,1,1358	Lenzie Youth Club	Funding for new football kit	£1,000	£800.00	1	£309	GAC endorsed officer recommendation of partial award to cover the costs of one set of kits for children (£309). Evidence of need for the project not as well evidenced as other projects.
2015-6,1,1370	East Dunbartonshire Radio	Peer mentoring programme on employability	£2,480	£2,973.00	1	£0	Project deferred to Round 2, 2015. The group needs to submit monitoring form, job descriptions for sessional workers and also explain how it will complement existing employability work in EDC. Lack of match funding also an issue.
Sum			<u>£30,140</u>			<u>£13,169</u>	

**COMMUNITY PLANNING
PARTNERSHIP BOARD**

19 MARCH 2015

CST/011/15/GM

**DIRECTOR OF CUSTOMER SERVICES AND
TRANSFORMATION**

CONTACT OFFICER:

**GERARD MCCORMACK, TEAM LEADER –
STRATEGIC PLANNING AND PLACE, 0141 578 8252**

SUBJECT TITLE:

COMMUNITY PLANNING OUTCOMES PROFILE

1.0 PURPOSE

- 1.1** The purpose of this report is to provide the Partnership Board with information regarding the development of a Community Planning Outcomes Profile. The Profile is being developed nationally but expected to be implemented across all 32 community planning partnerships.

2.0 SUMMARY

- 2.1.** In January 2015, Elma Murray (Chair of the Outcomes, Evidence and Performance Board), wrote to the Chair of each Community Planning Partnership to inform them of the process being implemented to inform the development of the Profiles (**Appendix 1**). The Outcomes, Evidence and Performance Board reports to the Public Service Reform Board.
- 2.2.** The rationale for the development of the Profiles is to “help CP boards to better understand their own local needs, target improvement activity through access to consistent and comparative data and supporting mechanisms”.
- 2.3.** To assist with the development of the Profiles a series of consultation events were held throughout February with community planning stakeholders. Details of the consultation events and the templates to facilitate discussion are attached at **Appendix 2**. The consultation events provided delegates with an opportunity to comment on the overall aims of the project and its purpose, in addition to commenting on potential outcome areas and draft indicators. The slides from the event are also attached at **Appendix 3**.
- 2.4.** There is clearly merit in developing an approach that adopts a consistent set of outcomes across all CPPs to measure progress in reducing overall inequality. This will also assist in sharing good practice across CPPs, however the following concern remain:
- a) It is inevitable that CPP performance will be ranked
 - b) The development of a national approach may undermine local priorities if they are different

- c) Individual SOAs may not prioritise the indicators or outcomes developed through this process
- d) Is there an expectation for CPPs to produce a report based on the Profile in addition to SOA progress

2.5. The East Dunbartonshire CPP, through its SOA, has again emphasised its approach to reduce inequality focused on early intervention and prevention tailored to local circumstance. Therefore a greater need for our CPP is working closely with colleagues in Corporate Planning and Research to develop locally based information to better inform this process.

2.6. There is an expectation that proposals for the initial profiles will be submitted to the Outcomes, Evidence and Performance Board for approval in March 2015. Initial profiles (with draft outcomes) will then be launched with CPPs in April 2015. There will then be further development and engagement over the following twelve months with a public launch set for the Spring of 2016.

3.0 RECOMMENDATIONS

3.1. It is recommended that the Partnership Board:

- a. Notes the development of the Community Planning Outcomes Profiles
- b. Requests that further reports be submitted to the CPP Board as required.

ANN DAVIE

DIRECTOR OF CUSTOMER SERVICES AND TRANSFORMATION

Appendix 1

Cllr XX
Chair of XX Community Planning Partnership
(sent by email)

Cc: XX Council Chief Executive

5th January 2015

Community Planning Outcomes Profile

Dear Cllr XX,

To support the ongoing reform of Community Planning and the delivery of improved outcomes, the Scottish Government, Local Government and the Improvement Service have agreed to jointly fund a programme to work with Community Planning Partnerships to improve access to outcome measurement.

The purpose of this programme is to provide better and more consistent measurement to help CP boards to better understand their own local area needs, target improvement activity through access to consistent and comparative data and supporting mechanisms, and share learning on how to achieve better outcomes.

The Community Empowerment Bill (CEB) provides a key driver for this approach, introducing a requirement for Partnerships to produce an Outcome Improvement Plan and an annual performance report against improvement in outcomes.

A Community Planning Outcomes Profile

As set out in the CEB the role of community planning is to improve outcomes, reduce inequalities and change lives.

The Community Planning Outcomes Profile will provide a consistent basis for CP boards to profile their local area in relation to core measures of outcomes and measures of inequalities of outcomes. This will cover the 6 key national priorities which are in the SOA and provide better and more consistent data for CP boards to support them:

- assess if the community is improving over time
- interpret what is happening and why
- understand what they can do about it in relation to contribution not attribution
- prioritise what they are going to do about it

This approach will:

1. Focus initially on better and consistent measures of how life outcomes, life opportunities and inequalities are changing over time.
2. Identify and remedy gaps and inadequacies in our current measurement systems.
3. Improve our ability to measure and model factors that appear to shape outcomes and opportunities.
4. Improve measurement of outputs/intermediate outcomes that are (a) potentially within the control of public services and (b) link to factors that shape outcomes (e.g. the economic and employment impact of public services on the most vulnerable communities).

This is about better measurement of outcomes in the first instance not benchmarking in a conventional sense. However, the ability to measure outcomes and variation in outcomes between different types of communities across Scotland is an essential prerequisite for benchmarking interventions, policies and practices. If movement in outcomes and inequality of outcomes for similar types of community varies between different partnerships, why is that and what is influencing it? Equally, if trends for particular types of communities are consistent across Scotland, what does this suggest about the incentives created by wider policy and economic factors?

Phase 1 of the programme is about getting to better and more consistent measures of outcome and variations in outcomes. Phase 2 will explore how better and more consistent measures can support sharing of effective practice and strategy between partnerships.

Governance

An Advisory Board has been established to provide strategic oversight for this programme, the Outcomes, Evidence and Performance Board that involves senior level representation from key CPP stakeholders, including SOLACE, NHS, Scottish Government, Voluntary Sector, Enterprise Agencies, Audit Scotland, Police, Fire and What Works.

Timescale & Development Plan

By March 2015 the programme will have identified, in consultation with CPPs, the measures we need to initially have in place; and a timetabled development plan to improve the measures over time.

This development plan will detail how the programme will engage with partnerships and local communities to:

- Address the issues of data availability/data generation
- Support the use of the framework in local decision making, and to promote collaboration and learning between partnerships.
- Support CP boards to strengthen public accountability. Following a soft-launch with partnerships in March/April 2015, the aim is to work with partnerships to agree a method for sharing the framework in the public domain the following year aligning with the implementation of the CEB timescales.

Next Steps

Wide consultation on the development of the Community Planning Outcomes Profile is planned for January/February involving all the key stakeholders. This will involve a number of consultation events, online consultation, and a series of 1-1 conversations with key CEO/Directors from CP partner organisations. The programme team is working closely with Community Planning managers to facilitate maximum involvement in this process.

If you would like any further information about this programme please don't hesitate to contact Emily Lynch at the Improvement Service who will be happy to respond to any enquiries. Emily is the project manager for this programme, and can be reached on 01506 775 558 or Emily.Lynch@improvementservice.org.uk

Yours Sincerely

Elma Murray
Chair, Outcomes, Evidence & Performance Board

Appendix 2

Community Planning Outcomes Profile – Stakeholder Consultation

The aim of the Outcomes Profile is to provide better and more consistent measures of outcomes and of inequalities of outcomes that will be useful in helping areas understand local need and plan/track interventions accordingly.

Consultation:

A series of events have been organised to engage with wider Community Planning stakeholders in the development of this approach. These events will provide fuller information about the Community Planning Outcomes profile and will provide an opportunity for stakeholders to shape what good measurement looks like in relation to the measurement of outcomes, identify which existing measures are most useful, and highlight the key gaps which currently exist.

Events

Glasgow – 4th February, 10am-1pm

Dundee – 12th February, 1pm - 4pm

Edinburgh - 16th February, 10am – 1pm

Aberdeen – 18th February, 1pm – 4pm

Glasgow – 23rd February, 10am – 1pm

In addition to these events, stakeholder feedback is also welcomed via the knowledge hub and by email. Attached is a brief overview of the CP Outcomes profile and the key consultation questions we are seeking views on. A powerpoint presentation providing some further background context and information is also available on the knowledge hub, as is detailed metadata on the indicators suggested.

Key consultation themes:

- What are the life outcomes a profile should cover?
- What does good measurement look like in understanding life outcomes, life opportunities and inequalities?
- Where are the key gaps in current systems of measurement?
- How can we involve the local community in developing this framework?

Feedback should be provided via Khub (link) or via email:

douglas.olley@improvementservice.org.uk

Closing Date for feedback is 26th February

Community Planning Outcomes Profile

Background

The Scottish Government and Improvement Service have agreed to jointly fund a programme for Community Planning to support the ongoing reform of Community Planning and the delivery of improved outcomes.

The purpose is to help CP boards to better understand their own local area needs, target improvement activity through access to consistent data and supporting mechanisms, and share learning on how to achieve better outcomes.

The CERB provides a key driver for this approach, introducing a requirement for Partnerships to produce an Outcome Improvement Plan, i.e. an annual performance report against improvement in outcomes.

The Outcomes, Evidence & Performance Advisory Board provides strategic oversight for this programme, and involves senior level representation from key CPP stakeholders, including SOLACE, NHS, Scottish Government, Voluntary Sector, Enterprise Agencies, Audit Scotland, Police, Fire and What Works. This senior level representation ensures alignment with key national groups supporting CPPs such as NCPG, NCPG-SOG, Public Service Reform Board, What Works, and Health and Social Care integration.

Developing a CP Outcomes Profile

Community planning is about improving outcomes and reducing inequalities, and through this, improving lives. This poses the question, what do we need to know and measure to inform us that this is being achieved?

CP boards need access to better and more consistent data to:

- Assess if the life of their community is improving over time
- Interpret what is happening and why
- Understand what they can do about it in relation to contribution not attribution
- Prioritise what they are going to do about it

The CP Outcomes Profile will provide a consistent basis for CP boards to profile their local area in relation to core measures of outcomes and core measures of inequalities of outcomes.

This approach will:

1. Focus initially on better and consistent measures of how life outcomes, life opportunities and inequalities are changing over time.
2. Identify and remedy gaps and inadequacies in our current measurement systems (e.g. data at neighbourhood level).
3. Improve our ability to measure and model factors that appear to shape outcomes and opportunities (understanding the difference between contribution and attribution)
4. Improve measurement of outputs/intermediate outcomes that are (a) potentially within the control of public services and (b) link to factors that shape outcomes (e.g. economic footprint).

This is about better measurement in the first instance not benchmarking in a conventional sense. However, the ability to measure outcomes and variation in outcomes between different types of community across Scotland is an essential prerequisite for benchmarking interventions, policies and practices. If movement in outcomes and inequality of outcomes for similar types of community varies between different partnerships, why is that and what is influencing it? Equally, if trends for particular types of communities are consistent across Scotland, does that suggest national polity or wider economic factors need addressed.

Phased Approach

Phase 1 of the programme is about getting to better and more consistent measures of outcomes and variations in outcomes. (it is the measures that need to be consistent, not the SOA's which will continue to reflect the distinctive needs of the local area and communities serviced). A key part of telling this story relates to what we cannot currently measure so this will be made explicit during phase 1, emphasising the need for a programme of development work.

Phase 2 will explore how better and more consistent measures can support sharing of effective practice and strategy between partnerships. As with the Local Government Benchmarking Framework, the measures simply identify where further detailed exploration is necessary.

Timescale & Development Plan

By March 2015 the programme should have identified, in consultation with CPPs, the measures we need to have in place; the issues of data availability/data generation that need addressed to achieve these measures in a consistent and reliable form, and a timetabled action plan to put them in place.

This action plan will detail how the programme will engage with partnerships and local communities to

- address the issues of data availability/data generation
- support the use of the framework in local decision making, and to promote collaboration and learning between partnerships. Further downstream, this will include an approach to process benchmarking, enabling partnerships to identify who they want to compare themselves with in relation to the impact they are having and how this is being achieved.
- strengthen public accountability. Following a soft-launch with partnerships in March/April 2015, the aim is to work with partnerships to agree a method for sharing the framework in the public domain the following year aligning with Community Empowerment Bill timescales

Next Steps

Wide consultation on the development of the CP Outcomes Profile is planned for February involving all the key stakeholders. This will involve a number of consultation events, online consultation, and a series of 1-1 conversations with key CEO/Directors from CP partner organisations.

What are the life outcomes we want to measure?	What would good measurement of these outcomes look like?	What do we currently have available? What are the gaps/limitations?

Employment/ Economic Growth Outcomes				
Measures	How useful is this measure?		Limitations	Which should be prioritised?
	Useful/Not useful	Why?		
1. Employment rate				
2. Median earnings (£s) for residents living in the local authority area who are employed				
3. Percentage of the population (aged 16 to 64 years) in receipt of out of work benefits				
4. Survival of Newly Born Enterprises (3 Year Survival)				
5. Percentage of school leavers in positive and sustained destinations				
Are there gaps in Employment/Economic Growth which these measures do not cover? (even if there is no data currently available)				

Early Years Outcomes				
Measures	How useful is this measure?		Limitations	Which should be prioritised?
	Useful/Not useful	Why?		
6. Percentage of Children in Poverty				
7. Percentage of babies of healthy birth weight				
8. Percentage of new born children exclusively breastfed at 6-8 weeks				
Are there gaps in Early Years which these measures do not cover? (even if there is no data currently available)				

Safer and Stronger Communities Outcomes				
Measures	How useful is this measure?		Limitations	Which should be prioritised?
	Useful/Not useful	Why?		
9. Rate of recorded crimes and offences per 10,000 population				
10. Percentage of adults stating they feel very/fairly safe when home alone at night AND when walking alone in neighbourhood after dark				
11. Number of persons killed or seriously injured in road accidents				
12. Total fires per 100,000 population				
Are there gaps in Safer and Stronger Communities which these measures do not cover? (even if there is no data currently available)				

Health Inequalities Outcomes				
Measures	How useful is this measure?		Limitations	Which should be prioritised?
	Useful/Not useful	Why?		
13. Mortality rates per 100,000 for people aged under 75 in Scotland				
14. Average score on the short version of the Warwick-Edinburgh Mental Wellbeing Scale (SWEMWBS)				
15. Percentage of children in primary 1 with no obvious dental decay experience				
16. Unplanned Accident & Emergency attendances per 100,000 population				
17. Body Mass Index (BMI) of Primary 1 school children				
Are there gaps in Health Inequalities which these measures do not cover? (even if there is no data currently available)				

Older Persons Outcomes				
Measures	How useful is this measure?		Limitations	Which should be prioritised?
	Useful/Not useful	Why?		
18. Percentage of adults needing care receiving personal care at home or direct payments for personal care				
19. Emergency hospital admissions per 100,000 population (ages 65 plus)				
20. Percentage of patients waiting more than 4 weeks for discharge to appropriate setting				
21. Rate of emergency inpatient bed days for people aged 75 and over per 1,000 population				
Are there gaps in Older Persons which these measures do not cover? (even if there is no data currently available)				

Environmental Outcomes				
Measures	How useful is this measure?		Limitations	Which should be prioritised?
	Useful/Not useful	Why?		
22. Percentage of land cover with publicly accessible green space				
23. Proportion of housing stock in social rented sector passing the Scottish Housing Quality Standard				
Are there gaps in Environment which these measures do not cover? (even if there is no data currently available)				

Community Engagement - How do we involve local communities in the development of this profile and the reporting arrangements?

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Developing a Community Planning Outcomes Profile

Consultation with key stakeholders

Emily Lynch
February 2015

Focus of session

- CP Outcomes Profile – background and overview
- Consultation:
 - What are the life outcomes a profile should cover?
 - What would good measurement look like in understanding life outcomes, life opportunities and inequalities?
 - Where are the key gaps in current systems of measurement?
 - How can we involve the local community in developing this framework?

The Strategic Context

- Finance Pressures (revenue & capital spend)
 - Forecast minimum 6% cash reduction (13% real terms) over next 4yrs
 - Against context of rising demand for services (Welfare Reform, Demographic change etc)
- CP reform - addressing the scale of spend on negative outcomes & reducing long term demand for public services
 - Implementing the shift to prevention and early intervention
 - Improving outcomes by targeting inequalities
 - Integration; joint resourcing; locality management
- CERB: Outcome Improvement Plan; annual performance report against improvement in outcomes;
- Localisation & community engagement – local democracy commission

Outcomes - What We Know

- Outcomes cluster at small community level: positive & negative
- Strong & consistent link to economic circumstances : unemployment / underemployment / benefit dependence / low asset values
- Communal & individual factors matter
- Applies across all outcomes

Outcomes interact locally.....

	Neighbourhoods	
	5% Most Deprived	5% Least Deprived
Percentage of total population who are income deprived : 2012/13	49.7	1.6
Percentage of working age population who are employment deprived : 2012/13	39.7	2.3
Emergency Hospital Admission Rate per 100,000	25131	4282
S4: Average tariff score - all pupils : 2012/2013	91	277
% Positive Destinations: 2012/2013	32.51	100
No. SIMD crimes per 10,000 : 2012/2013	1588	67.5

* Certain values were calculated in-house.

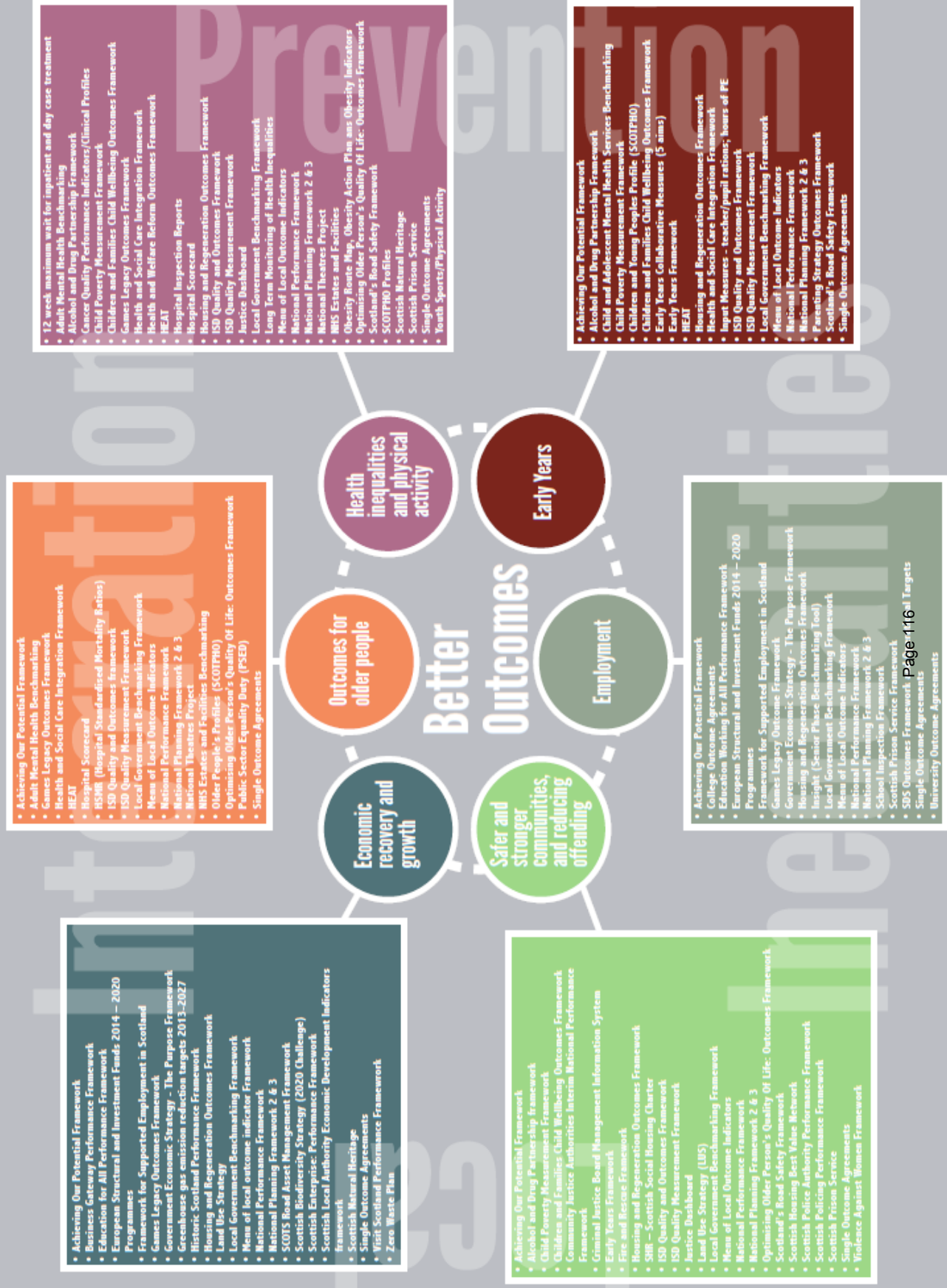
What Follows for CPPs?

- Clarifying ambition for communities to address inequality
- Redefine Community Planning: priorities within & across communities; for everything; what can CPPs influence?
- Getting more from partnerships; integration & joint resourcing
- Going 'local': most vulnerable communities "in the round"; effective use of total resources; prevention; using economic 'levers' to greater effect; co-production & capacity building
- Ensuring good governance: effective decision making; performance management & public accountability

Improving Performance Management – CPP's

- In SOA Quality Assurance discussions with CPPs - improving performance management raised as a priority action for local CPP improvement plans
- Audit Scotland - in CPP audits, they have noted the need to improve performance management
- Identified as a focus in current PSRB Performance Management Workstream (how existing arrangements help/hinder improvement in outcomes)

Mapping of Performance Measurement



Current Balance of Performance Measurement

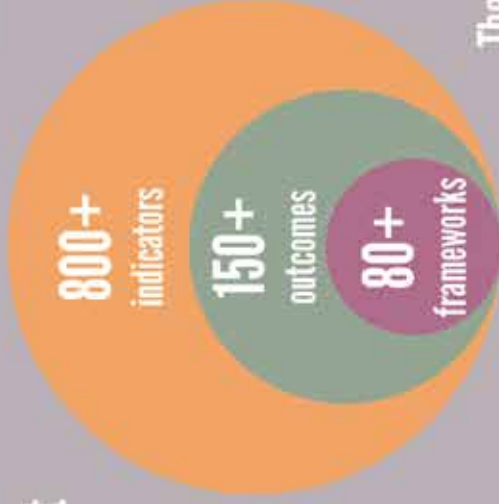
The level frameworks are operating at



Local autonomy/flexibility



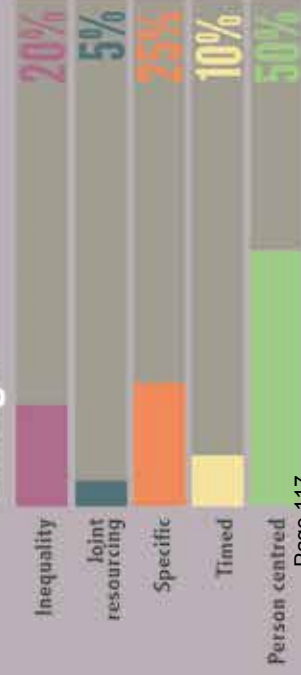
Statutory vs non-statutory



The nature of reporting



Coverage



How should we respond?

- **Outcomes, Evidence & Performance Advisory Board**
 - Senior level representation from key CPP stakeholders, including SOLACE, NHS, Voluntary Sector, Enterprise Agencies, Audit Scotland, Police, Fire, What Works and Scottish Government
- **Vision**
 - support improved governance and accountability within CPPs
 - promote better use of evidence in decision making
 - develop better data/evidence at locality levels to support PM
 - develop a consistent & robust approach to performance management and improvement
 - share learning across CPPs and build capacity

- **Linkages**

- Ensures alignment with national groups/workstreams supporting CPPs such as NCPG, NCPG-SOG, Public Service Reform Board, What Works, and Health and Social Care integration

Community Planning Outcomes Profile

- Better and consistent measures of how life outcomes, life opportunities and inequalities are changing over time
- Addressing gaps and inadequacies in our current measurement systems
- Improve our ability to measure and model factors that appear to shape outcome and opportunities (contribution & attribution)
- Improve measurement of outputs/intermediate outcomes that are a) potentially within the control of public services and b) link to factors that shape outcomes

Community Planning Outcomes Profile

- **Phase 1** – better and more consistent measures of outcomes and variations in outcomes
 - Small set of **outcome** measures
 - Consistent basis across partnerships
 - Available by lifecycle/at neighbourhood level
 - Identifying gaps/development plan to address these
- **Phase 2** – how better/more consistent measures can support decision making, promote sharing of effective practice/strategy between partnerships, and strengthen public accountability

Phase 1 – Better & more consistent measures

- Definition of the outcomes we need to measure
 - Core measures of outcomes
 - Measures of inequalities of outcomes
- Dimensions of measures (timescales/level)
- Dataflows required

Questions

- What are the outcomes we want to measure?
- What would good measurement look like?
- What information do we have in relation to the outcomes we want to measure?
- What are the gaps/quality issues?
- What role can qualitative information play?

Phase 2 - Development Plan

- Address issues of data availability/data generation
- Support the use of the profile in local decision making
 - Drivers/contribution vs attribution
 - Underpinned by better depth information/statistical drill down
 - Better use of local data – primary administrative systems
- Promote collaboration/learning between partnerships
 - further downstream – an approach to benchmarking – partnerships to identify who they want to compare themselves with in relation to the impact they are having and how this is being achieved
- Strengthen public accountability - reporting

Timescale

- **April 2015** – ‘soft launch’ of Initial Outcomes Profile with partnerships - shared in public domain following year
- **2015/16** - engage with partnerships and local communities over the year ahead to develop and refine the profile, embed it's use, identify supplementary/drill down data, and agree an approach to reporting

Defining Outcomes

- What are the **life outcomes** we want to measure?
- What would good measurement of these outcomes look like?
- What do we currently have available? What are the limitations?

COMMUNITY PLANNING OUTCOMES PROFILE - SUGGESTIONS RE CORE INDICATORS	
Employment/Economic Growth	
1	Employment Rate
2	Median earnings (£s) for residents living in the local authority area who are employed
3	Percentage of the population (aged 16 to 64 years) in receipt of out of work benefits
4	Business (3 year) Survival Rate
5	Percentage of school leavers in positive and sustained destinations
Early years	
6	Percentage of Children in Poverty
7	Percentage of babies with a healthy birth weight
8	Percentage of new born children exclusively breastfed at 6-8 weeks
Safer and stronger communities	
9	Rate of recorded crimes and offences per 10,000 population
10	Percentage of adults stating they feel very/fairly safe when home alone at night AND when walking alone in neighbourhood after dark
11	Number of persons killed or seriously injured in road accidents
12	Total fires per 100,000 population
Health inequalities	
13	Mortality rates per 100,000 for people aged under 75 in Scotland
14	Average score on the short version of the Warwick-Edinburgh Mental Wellbeing Scale (SWEMWBS)
15	Dental health of primary 1 and primary 7 children
16	Unplanned Accident & Emergency attendances per 100,000 population
17	Body Mass Index (BMI) of Primary 1 school children
Older persons	
18	% of adults needing care receiving personal care at home or direct payments for personal care
19	Emergency Hospital Admission Rate per 100,000 (ages 65 plus)
20	Percentage of patients waiting more than 4 weeks for discharge to appropriate setting
21	The rate of emergency inpatient bed days for people aged 75 and over per 1,000 population
Environment	
22	Proportion of land cover/households with publicly accessible greenspace
23	% of housing stock in social rented sector passing the Scottish Housing Quality Standard
KEY GAPS	
Physical Activity - for Older Persons, Young people	
Children's attainment/development/wellbeing, between 5 - 16	
Household poverty & poverty for older people	

Currently available measures

- How useful is the suggested measure
- Limitations
- Which you would prioritise
- Other measures
- Key Gaps

Community involvement/engagement

- How do we involve local communities in the development of this profile and the reporting arrangements?

Next Steps...

- Ongoing consultation - via Khub until end February

<https://knowledgehub.local.gov.uk/group/communityplanningnetworkscotland>

- Proposals for initial profile to Board – 6th March
- Initial Profile launched with CPP's - April 2015
- Development Plan with CP's – April onwards
- Public Launch – Spring 2016

Thank you!

For further information/discussion:

Emily Lynch
07747 711 310

Emily.Lynch@improvementservice.org.uk

EAST DUNBARTONSHIRE COMMUNITY PLANNING PARTNERSHIP BOARD

RHONDDA GEEKIE, LEADER OF THE COUNCIL – CHAIR	1
COUNCILLOR MOIR	1
COUNCILLOR MACKAY	1
COUNCILLOR LOW	1
COUNCILLOR GHAI	1
COUNCILLOR GOTTS	1
COUNCILLOR JARVIS	1
COUNCILLOR HENDRY	1
COUNCILLOR SMALL	1
COUNCILLOR O'DONNELL	1
CHIEF EXECUTIVE	1
Director Governance & Regulation	1
Director of Integrated Health & Social Care Transition	1
Director of Development & Regeneration	1
Director of Customer Services & Transformation	1
Director of Finance & Shared Services	1
Director of Neighbourhood Services	1
Director of Education & Children's Services	1
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Gerard McCormack – Team Leader – Strategic Planning and Place	1
Nicola McAndrew – Place and Capacity Building Lead	1
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Inspector Iain Greene , Police Scotland, Kirkintilloch Police Office	1
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Tom Dodds – Assistant Principal, New College Lanarkshire, Cumbernauld Campus, Tryst Road, Town Centre, Cumbernauld, G67 1HU	1
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Pauline Brown – Department for Work and Pensions, Kirkintilloch Job Centre, Queen Street, Kirkintilloch	1
Martin Brickley , Equality Engagement Group, 1 Claremont Avenue, Kirkintilloch, G66 1BB	1
Steve Dunlop , Director, Scottish Canals, 1 Applecross Street, Glasgow G4 9SP	1
Gordon Carmichael , Community Councils' Liaison Committee, 11 Northbank Road, Kirkintilloch	1
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Scott Hill , Chair, East Dunbartonshire Leisure & Culture Trust, Wm Patrick Library, 2/4 West High Street, Kirkintilloch, Glasgow, G66 1AD	1
Janice Frame Committee Services Officer	2
Drew McMichael , East Dunbartonshire Youth Council, 43 Marchfield, Milngavie	1
Gino Satti , Birdston Farm Cottage, Kirkintilloch, G66 1RW	1
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