



Your Moray

REPORT TO: COMMUNITY PLANNING BOARD 8 NOVEMBER 2018

SUBJECT: DELIVERING THE LOCAL OUTCOME IMPROVEMENT PLAN

BY: CHIEF EXECUTIVE (MORAY COUNCIL)

1. REASON FOR REPORT

- 1.1. To provide the Community Planning Board (CPB) with an overview of the development of plans for the delivery of the priorities in the Local Outcomes Improvement Plan (LOIP) and the performance management arrangements for this.

2. RECOMMENDATION(S)

2.1. It is recommended the Board agree that:-

- i) the high level delivery plans set out in the LOIP will be accepted as the priority plans for the current year;**
- ii) for the 2018 LOIP, performance reporting will be based largely on a narrative assessment of progress with use of limited evidence based indicators and case studies to support this where they are available;**
- iii) the LOIP will be reviewed early in 2019 and the opportunity will be taken to ensure a sharp focus on improving outcomes where partnership adds value and to ensure robust measurable plans linked to those outcomes are developed during the review to enable effective performance management; and**
- iv) the commitment to partnership working is renewed and that partners will ensure appropriate priority and resourcing is provided for community planning to enable LOIP actions to be progressed timeously.**

3. BACKGROUND

3.1. The Community Planning Board approved the Local Outcomes Improvement Plan (LOIP) 10 year plan at its meeting on 13 February 2018 (para 5 of the minutes). This was the first LOIP for the partnership and it reflected a change in community planning to focus on addressing inequalities of outcomes where partnership working would specifically add value. The partnership used a strong statistical basis to inform the identification of priorities and was keen to avoid duplication of work and to maximise the impact of work that was already being established. Therefore, the milestone and first steps set out for development to support the priorities identified in the LOIP drew heavily from existing plans.

3.2 In order to advance the work set out in the LOIP, the strategic partnership group for each priority was tasked with the development of a plan indicating how they would achieve the outcomes set out in the initial delivery plans and to setting actions and performance indicators linked to these plans. In practice this has proved challenging and detailed plans are not yet available for all priorities. There are a number of factors that have influenced this:

- Capacity to complete the work – this is generally additional work with no dedicated resource time. Experience is that quality work is only produced when there is specific dedicated resource made available by all of the relevant partners (illustrated by more recent progress on children's' plan);
- Commitment of partners to shared CPP outcomes is subordinate to pursuance of organisational or other partnership priorities and this can impact on the relevance of selected actions/targets for the LOIP;
- It is not obvious how some of the actions and milestones selected against some priorities will progress that priority (e.g. safer children milestone to protect children from harm online);
- Some existing plans are not written in terms specific measurable actions and outcomes and it has proven difficult to extract appropriate actions and detail from them as intended when the LOIP was drafted (this is recognised through significant re-drafting that is currently underway);
- The need to participate in and respond to various inspection regimes and develop improvement plans to respond to these has taken priority (although much of this development work will ensure a stronger position for the next version of the LOIP).

3.3 In reflecting on the experience, the Community Planning Officer's Group acknowledged weaknesses in outcome based thinking and planning and identified this as an area for development. In response HIE identified an option

to secure assistance to support work and skills on outcome based approaches and this is being investigated further with a view to delivering development activity early in 2019.

- 3.4 As a result of the above, with the exception of the growing the economy priority, this first iteration of the LOIP currently has in place only the high level milestones and first steps as set out in the LOIP itself, although these have not been agreed/finalised by the strategic partnership groups. While the economy plan and performance information has been developed, this has already required a number of iterations, has proved very challenging and the information contained in the document does not yet provide a comprehensive cohesive statement of actions and performance measures. The draft plan is available should any Board member wish to see an example to illustrate the challenges and consider potential solutions.
- 3.5 At this stage, when work on reviewing the LOIP for the next iteration needs to commence very shortly, the value of continuing to try develop actions and performance indicators based on poor available input is questionable. Therefore, it is suggested that pending the scheduled 12 month review of the first LOIP, the delivery plans in the current LOIP are used.
- 3.6 While this sets the overall direction, it places restrictions on the rigor that is possible in terms of evidence of impact when reporting and monitoring performance for this year. However, it is important to note that work has been progressing based on the existing plans that are linked to the LOIP priorities (as set out below each priority). Therefore, it will be possible to provide narrative reporting and some limited case studies and statistical performance indicators to support these where available.
- 3.7 A number of the plans linked to the LOIP are currently under review or development with a view to ensuring they are set out more robustly in future. It is proposed that where appropriate these revised plans can be used to contribute to the revision of the LOIP that is scheduled towards the end of this year. The focus of the revised LOIP will be sharpened further to ensure keen attention to improving inequality of outcome where partnership makes the key difference and removing some of the more general actions/targets that may have been present in some parts of the first iteration. It is hoped that the revised plans referred to above will enable the supporting actions for this clearer focused LOIP to be revised to be more specific and measurable.
- 3.8 In terms of proceeding in this way, the following progress is noted against each of the current LOIP priorities:

- i. Children's - review of plans is underway to ensure appropriate links across and within partner organisations and plans. Actions will be revised to ensure they are specific and aimed at delivering a measurable outcome. This will be completed by the end of 2018 and ready for incorporation as appropriate into version 2 of the LOIP.
- ii. Empowering Communities – The Community Learning and Development plan is going through a similar process, also with a timescale of the end of 2018. Consideration needs to be given by the strategic partnership group as to whether this addresses the full extent of the LOIP empowering communities priority.
- iii. Alcohol – it was intended that membership and focus of this group should be reviewed to ensure a strategic level approach and develop a plan accordingly. The work of the group and current plan continues to have a largely operational tack. This requires review to ensure the LOIP requirements are fulfilled and CPOG support is sought in ensuring this takes place.
- iv. Economy – an action plan has been prepared which will be used for current monitoring and for input to the future revision of the LOIP.
- v. Poverty – the strategy is in the early stages of development. There is a need for clarity on the lead and resources for this work and CPOG is asked to consider and provide guidance on this issue. The current target for development of action plans is June 2019. Targets for the current and future iterations of the LOIP will reflect this development activity.
- vi. Locality Plans – work is progressing to meet the target of having 2 locality plans developed by March 2019. These can then be reflected in the second LOIP.

3.9 The proposal is that the work outlined above takes place with a view to incorporating relevant elements into the next iteration of the LOIP. Revised actions and performance measures to reflect the full range of LOIP priorities will be developed to ensure there are robust plans against which outcomes and performance can be measured.

3.10 The caution with the above is that these issues are not new to community planning. There needs to be some commitment and assurance from all partners that there will be change to ensure that adequate plans and therefore outcomes can be delivered. This challenge is put to CPOG for consideration in terms of both the planning activity and the actions to ensure that plans are delivered upon.

3.11 In addition to the points set out in 3.2 above, it is suggested that it might be helpful to consider:

- Inviting research and information expertise at an earlier stage of the development of plans and measures;
- A single point of contact for the collation of performance information;
- Commitment from partners to providing and sharing performance information timeously;
- Resources for the preparation of plans and progressing of actions;
- A workshop session for the next version of the LOIP followed by a protected action day for relevant officers to undertake the required development activity.

3.12 In terms of monitoring and reporting progress, a performance management approach was agreed by the Board in April. This set out the following

- A template to link partners' individual plans and outcomes to the priorities included in the LOIP to ensure clear accountability for actions, delivery and deadlines
- Links between the action plans and PIs to be used for monitoring performance. .
- the content to be amended by relevant partnership lead officers over the coming months

3.13 Following on from points raised at the September meeting of the CPB, the following structure for performance monitoring and management is offered by way of clarification and assurance that appropriate performance governance is in place. There are 3 tiers of governance to support the management of performance:

- i) Strategic Partnership Group for each Priority – operational performance monitoring to provide oversight of delivery of actions to meet milestones;
- ii) CPOG – reporting from lead officers- operational exceptions; cross priority issues; general overview of priorities, strategic guidance and results.
- iii) CPB – strategic overview and outcomes;

4. SUMMARY OF IMPLICATIONS

(a) LOIP – 10 year Plan

This report concerns the development of plans to support the delivery of priorities contained within the LOIP and how performance can be managed.

(b) Policy and Legal

None arising from this report.

(c) Financial implications

There are no financial implications as a direct result of this report.

(d) Risk Implications

The report aims to consider how to manage the risks of not delivering against the plans in the LOIP. To date it has proven difficult to develop robust measurable plans aimed at improving outcomes. There is a risk that community planning is seen as ineffective. Partners are asked to consider approaches to ensure a more rigorous approach to planning and improved commitment to delivering the priorities of the partnership, also recognising the pressures that the various partners have within their own organisations that inevitable impact on the progress of partnership work.

(e) Staffing Implications

There are no direct staffing proposals in this report. However, resourcing the work of the CPB is an increasing issue. Specific reference is made in the paper to performance information co-ordination but as pressures on partner resources increase within each organisation, the matter of how to resource and priorities community planning work becomes more of an issue.

(f) Property

None arising from this report.

(g) Equalities

None arising from this report.

(h) Consultations

None arising from this report.

5. CONCLUSION

- 5.1. It has proven very difficult to develop detailed measurable plans for the priorities set out in the first LOIP. This means that performance reporting will be more narrative for this year and that there will be less evidence based reporting. The report identifies a way forward to provide improvement and sets out issues for consideration in addressing this situation, however, it should be noted that these issues are not new. To deliver a change in the outcomes from community planning partnership work will require a change in approach and this will need commitment from partners at a time when there are considerable pressures on individual organisations which restrict the ability to develop new ways of working for community planning.**