

PERTH AND KINROSS COUNCIL

2 OCTOBER 2013

**ORGANISED TO DELIVER: IMPLEMENTING THE COMMUNITY PLAN/SINGLE
OUTCOME AGREEMENT 2013/23****Report by John Fyffe, Depute Chief Executive and
David Burke, Depute Chief Executive****PURPOSE OF REPORT**

This report seeks approval from the Council on next steps to implement the new Community Plan/Single Outcome Agreement 2013/23 following endorsement by the Community Planning Partnership (CPP) and Council in June 2013. It sets out proposals for a renewed Council and CPP approach to working with communities which is recommended to support successful delivery of the Plan.

1 BACKGROUND/MAIN ISSUES

1.1 The new Community Plan/Single Outcome Agreement (SOA) for 2013/23 was endorsed by Perth and Kinross CPP and Council in June 2013 ([Report 13/333 refers](#)). The new Plan builds on the priorities identified in the 2009/11 SOA and the previous Community Plan, and combines them into a single strategic document. Quality assurance on the Plan was also completed in June as part of a national exercise for all SOAs agreed between Scottish Government and COSLA. Perth and Kinross Community Planning Partnership (CPP) emerged from this very strongly. Having secured these endorsements both locally and nationally, the next stage is successful implementation.

1.2 Public Service Reform

The Scottish Government has placed Community Planning at the heart of wider public service reform, and has set high expectations of CPPs about moving from planning into action and accelerating the pace of delivering better outcomes for communities. At the heart of the prevention agenda is successful locality working, characterised by Community Planning partners, local elected members and front-line staff with a shared and deep knowledge and understanding of Place.

New legislation is emerging to strengthen duties on public agencies to ensure effective integrated working at local level which will achieve this decisive shift towards prevention on the ground. The Public Bodies (Joint Working) (Scotland) Bill places a duty on the new Health and Social Care Partnerships to involve and engage community representatives and service users alongside local professionals and the third/independent sectors in health and social care design and delivery. Work is ongoing within Scottish Government and with key stakeholders on how this will work in practice, with a particular focus on the principles of locality working. The Community Empowerment and Renewal Bill will similarly put people and place at the heart of public service planning and delivery.

Other key drivers for change include Welfare Reform across the UK, which will increasingly require the Council and other Community Planning partners to have a real grasp on its impact on local people and communities and be able to make informed decisions about how public resources are best directed to support communities in order to reduce inequalities and drive better outcomes for people across Perth and Kinross.

The scale of planned reform means it will dominate the local government agenda for the foreseeable future. The key shift is towards locality based working based on the principle of seeing local people as partners in how public services are planned, delivered, monitored and improved. To achieve this shift and for the Council to fully play its statutory lead facilitation role in Community Planning, it will not be enough to simply strengthen or streamline existing practices and processes. Organisational culture will also need to shift, enabling new ways of working which exemplify at a practical level the principles of reform. This will require a new focus on relationships and a re-think of what we mean by partnership - with staff, with local communities and across all sectors.

1.3 Working with communities

The key reform drivers of increasing demands on public services and shrinking public finances identified by the Christie Commission in 2011 are well understood. But successful change will also depend on a shared view of what new ways of working look like in practice. At the heart of this is how we work with communities differently in the future.

Community capacity building (CCB) has been central to delivery of many Council services for many years. There are different definitions of CCB, but it can be defined as a way of:

- Strengthening civil society by prioritising communities and their perspectives in how we make policy which affects peoples' lives
- Strengthening the capacity of people as active citizens to play a fuller part in civic society
- Strengthening the capacity of public agencies to work in dialogue with citizens to shape change in their community.

Appendix 1 sets out how the Council currently resources and delivers CCB, with some examples of where it has worked well in different localities.

More recently, CCB is being described as fundamental to the 'assets approach'. This starts from the premise that deeply entrenched issues which have blighted some of our communities for generations, like long-term worklessness, child poverty or health inequalities can only be addressed by building on the existing strengths and assets of communities. Assets can range from the skills and knowledge of local people to faith groups and other support networks, initiatives like food co-ops and physical assets like village halls,

sports facilities, schools or libraries. All the evidence shows that seeing communities as problems to be 'fixed' is counter-productive. It leads to fragmented responses to the same issues by different public agencies, wasteful duplication of public resources because of this fragmentation, and negative stereotyping of people and places.

1.4 **Organised to deliver: implementing the Community Plan**

The new Community Plan sets out 5 strategic objectives for Perth and Kinross:

- Giving every child the best start in life
- Developing educated, responsible and informed citizens
- Promoting a prosperous, inclusive and sustainable economy
- Supporting people to lead independent, healthy and active lives
- Creating a safe and sustainable place for future generations

Each objective relates to the main areas of focus for the CPP where it is striving to make maximum impact and drive improved outcomes in relation to the key priorities for Perth and Kinross over the next decade. Local outcomes, performance indicators and milestones for delivery are set out for each objective. All CPP partners will reflect these priorities and local outcomes within their own corporate and delivery plans to ensure the effective integrated working happens at local level.

In the wider context of public service reform and the strategic context for Perth and Kinross the remainder of this report sets out how successful implementation of the new Community Plan/SOA will be achieved through:

- New CPP governance arrangements which will strengthen accountability for delivery and ensure the community perspective is well understood by the CPP at Board/strategic level;
- Within the Council, a proposed renewed approach to locality working which will enable the shift in ways of working with communities is also required to deliver the high aspirations of the Plan.

1.5 **Main Issues**

New Community Planning Partnership Governance Arrangements

New CPP governance arrangements were agreed as part of the new Community Plan/SOA in June. These are set out in the diagram at **Appendix 2**. These constitute a further step change in the integrated working arrangements we already have, which will need to continue to strengthen to achieve new ways of working on the ground. The new governance framework includes two key changes required to effect this step change: the replacement of Themed Partnerships with Outcome Delivery Groups which will report to the CPP Board and the formation of a Community Empowerment Group.

CPP Board and CPP Executive Officers Group

The CPP Board will continue to provide strategic leadership and direction of Community Planning across Perth and Kinross and will scrutinise overall delivery progress.

The CPP Executive Officers Group (CPPEOG) will be accountable to the CPP Board for overseeing delivery progress by the new Outcome Delivery Groups against the strategic objectives and local outcomes set out in the Plan. It will facilitate effective joint working across Community Planning partners to ensure delivery remains on track; and recommend any action required to the CPP Board to overcome barriers to delivery, where these arise. As the 'engine room' of the CPP, the CPPEOG will require senior officer representation from CP partners who are authorised and empowered to take the decisions required about priorities and resources to ensure delivery of the Community Plan remains on track, and to advise the CPP Board of any additional action required to overcome barriers to delivery.

Outcome Delivery Groups

The current 6 Themed Partnerships have been replaced by 4 Outcome Delivery Groups (ODGs) which began meeting from September 2013. Each ODG is accountable for delivery of key local outcomes in the Community Plan/SOA. Elected member representation to all 4 ODGs was agreed by Council on 26 June and all CP partners were invited to confirm their representation on the ODG. The first task of each ODG is to develop and agree an Outcome Delivery Plan which defines how priority actions and key milestones against local outcomes will be achieved. In the case of the Children & Young People Strategic Group, the Plan will be incorporated within the Integrated Children's Service Plan. Progress against the ODG Delivery Plans will be reported on a 6 monthly basis to the CPP Board, via the CPP Executive Officer Group.

To ensure effective strategic links between ODG delivery and Council objectives, minutes of ODG meetings will be circulated to the relevant Council Committee and the Executive Lead of ODG will provide a report to the appropriate Council Committee. This further shift to integrated working will be a learning process for all CP partners and a development programme for the CPP will be in place to support the change.

The core remit of the Outcome Delivery Groups is at **Appendix 3**.

Community Empowerment Group

The Community Empowerment Group will be a small advisory body, action-orientated to ensure that new locality working arrangements (as set out in 1.6 below) operate effectively and reflect the decision-making role of elected members as local leaders of Place. Membership will be a small number of appropriately experienced individuals with a demonstrable track record in working with both geographical communities and communities of interest.

The key role of the Group is to advise and support the CPP Board, CPPEOG and Outcome Delivery Groups on effective approaches to engage and involve communities in public service planning, delivery, monitoring and reporting. It will be an important link between the strategic perspective of the CPP Board and the priorities and perspectives of communities across Perth and Kinross. This link will operate in practice through the new locality working arrangements proposed below.

The core remit for the Community Empowerment Group is at **Appendix 4**.

1.6 **Locality Working In the Council**

Integrated locality working and community engagement /development already happens at all levels across Perth and Kinross. This ranges from the work of dedicated community capacity building staff across Perth and Kinross (see Appendix 1) to a variety of local initiatives and developments created to build both integrated working between Council and community planning partners, and with community groups. The work involving Housing and Community Care, NHS Tayside and the third sector in Highland Perthshire developing both integrated services with and for older people; and the recently started work with community planning staff and community groups in North Perth as part of the Evidence 2 Success project are current examples of this approach. To consider and to extend this approach across Perth and Kinross Council further development work is required and it is proposed that a programme of facilitated discussion is arranged for elected members.

In any locality there needs to be flexibility to develop the most appropriate arrangements to meet local circumstances and needs. However, to ensure a consistent and equitable approach across all localities work will be underpinned by the following set of principles;

- **Understanding communities:** All community planning partners working in localities will build a shared evidence base about assets, resources and priorities in the communities.
- **Engaging with communities:** community planning partners must enable local communities to express their views on local public services
- **Planning with and for communities:** community planning partners in localities should clearly set out what will be done to address local priorities.
- **Delivering with and for communities:** planning should translate into a clear set of actions and milestones and resources aligned across public services to deliver the agreed actions.
- **Measuring performance:** progress against the actions and milestones must be systematically monitored and measured, using small tests of change, then scaled up if successful.

- **Accountability to communities:** communities have a role to play in monitoring performance and service standards.
- **Local leadership:** public service staff working in localities must be supported through strong leadership to work across professional boundaries and systems, mobilise joint resources to best meet local priorities, and drive continuous improvement.

2. CONCLUSION AND RECOMMENDATION

This report sets out next steps to successfully implement the new Community Plan/Single Outcome Agreement 2013/23 through new CPP governance arrangements and proposed new ways of working within the Council, with an evolutionary shift towards locality working.

As the scale of public service reform continues to emerge, successful implementation of the Community Plan/SOA must also recognise the need for a 'learning culture' to be adopted by Council staff at all levels and opportunities to be created for on-going dialogue with elected members about their key local leadership role.

It is recommended that the Council:

- Notes implementation of the new Community Planning Partnership governance framework currently underway;
- Agrees the renewed approach to locality working outlined in this report;
- Agrees to the establishment of a development programme for elected members, including facilitated discussion, to continue the dialogue about strengthening community engagement at local levels;
- Instructs John Fyffe, Depute Chief Executive, to bring forward a report in October 2014 outlining progress in locality working to support successful implementation of the Community Plan.

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Approved

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| Date: 9 September 2013 | | |

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Council Text Phone Number 01738 442573

1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

The undernoted table should be completed for all reports. Where the answer is 'yes', the relevant section(s) should also be completed. Where the answer is 'no', the relevant section(s) should be marked 'not available (n/a)'.

| Strategic Implications | Yes / None |
|---|-------------------|
| Community Plan / Single Outcome Agreement | Y |
| Corporate Plan | Y |
| Resource Implications | |
| Financial | N |
| Workforce | N |
| Asset Management (land, property, IST) | N |
| Assessments | |
| Equality Impact Assessment | Y |
| Strategic Environmental Assessment | Y |
| Sustainability (community, economic, environmental) | N |
| Legal and Governance | N |
| Risk | N |
| Consultation | |
| Internal | Y |
| External | Y |
| Communication | |
| Communications Plan | Y |

1. Strategic Implications

Community Plan / Single Outcome Agreement

- 1.1 This report lays out proposals for the implementation of the Community Plan/SOA 2013/23

Corporate Plan

- 1.2 The Council's Corporate Plan objectives are clearly aligned with those in the Community Plan/SOA

2. Assessments

2.1 Equality Impact Assessment

This report was considered under the Corporate Equality Assessment Framework and assessed as relevant. The new Community Plan/SOA is designed to support and advise equality.

2.2 Strategic Environmental Assessment

The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals under the Act and the determination was made that there were likely to be significant environmental effects and as a consequence an environmental assessment was necessary. The environmental report has been completed and will be submitted to the Consultation Authorities together with the draft PPS for their consideration.

3. **Consultation**

- 3.1 The new Community Plan/SOA and its' implementation have been the subject of robust consultation and engagement both within the Council and across the Community Planning Partnership.

4. **Communication**

- 4.1 A communication plan is in place for further publicising and sharing awareness of the new Community Plan/SOA

2. **BACKGROUND PAPERS**

The following background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (and not containing confidential or exempt information) were relied on to a material extent in preparing the above report.

- Perth & Kinross Community Plan 2013 -2023
- Renewing Scotland's Public Services: Priorities for Reform
- Audit Scotland, Improving Community Planning in Scotland March 2013

3. **APPENDICES**

- Appendix 1 - Summary of current Council CCB activity, resourcing and priorities
Appendix 2 – Perth and Kinross CPP infrastructure
Appendix 3 - Perth and Kinross CPP – Outcome Delivery Groups: remit
Appendix 4 - Remit of Community Empowerment Group

Appendix 1 - Summary of current Council CCB activity, resourcing and priorities

Purpose

Community Learning and Development (CLD) is planned and delivered through local partnership working arrangements across Perth and Kinross within the strategic framework of the Community Plan. CLD focuses on enabling:

- Individuals to be confident, skilled and active members of the community.
- Communities to be resilient, engaged and have more influence on local priorities and how they are addressed.
- Community organisations to get access to resources, including funding to deliver community-led local services and projects.
- Community organisations to plan, manage and assess what they deliver on behalf of local people effectively, and to include a wide range of people in their work.
- Community members, groups and organisations to develop wider networks and relationships with public, third and private sector partners.

Many services within the Council and partners are involved in the delivery of CLD. For example Housing & Community Care and Voluntary Action Perthshire employ Community Capacity Building (CCB) staff to deliver outcomes related to the Change Fund for Older People in Highland Perthshire, and the Environment Service employs a CCB Worker to support community involvement in environmental projects.

As a core CCB resource, the Council currently employs 7 full time Community Capacity Building workers who are based in Cultural and Community Services and active in the following geographic areas / localities:

- North Perth (City) – Fairfield, Muirton, North Muirton, Tulloch
- North Perth (City) – Letham, Hillyland, Double Dykes
- South Perth – (City and Glencarse)
- East Perthshire – (Blairgowrie and surrounds)
- Highland (Pitlochry, Aberfeldy and surrounds)
- Strathearn (Auchterarder, Crieff and surrounds)
- Kinross (Kinross, Milnathort and surrounds)

Other CLD staff (Adult and Family Learning Workers, Youth Workers and Community Link Workers) work in localities with the CCB Worker to empower individuals to make positive changes in their lives and in their communities, through learning. CCB Workers provide the lead support role to local Community Partnerships and ensure development of Action Plans to address local priorities.

Action Plan priorities are set by local Community Partnerships by auditing assets and needs in the localities and agreeing priority actions in the context of the local outcomes within the Community Plan.

For instance the North Perth Community Partnership brings together a wide range of people who live and work in the 6 communities of Muirton, North Muirton, Fairfield, Letham, Tulloch & Double Dykes to meet with NHS, Live Active Leisure, Housing Association, Community Councils, Residents' Association and youth groups. They meet to identify and prioritise local needs and work together to negotiate, deliver and evaluate a themed annual action plan with joint outcomes. Delivery is either directly by the Council or another CP partner, individually or jointly.

Audits of assets and needs are carried out regularly. For example North Perth Partnership's audit led to the formation of a new Community Council in North Muirton and a Family Club at North Inch Campus during evenings

A growing proportion of the CCB Worker's role has been in supporting or working in partnership with other Council services and Community Planning Partners such as Health to engage with local community members and community groups. Initiatives such as the Change Fund for Older People and Evidence 2 Success involve CCB workers as key locally based staff with knowledge of community assets and needs to support the delivery of these wider initiatives.

Resourcing

The total Community Services budget for 2013/14 is £3.3M which funds the delivery of adult and family learning services; Youth Services including the operation of CityBase @ScottStreet; and a range of community learning and development services. Within community learning and development £161,737 funds a range of local neighbourhood centres (such as Fairfield) from where services are planned and delivered. £341,247 funds the 7 Community Capacity Building workers who operate across Perth and Kinross as described above.

Levering external funding

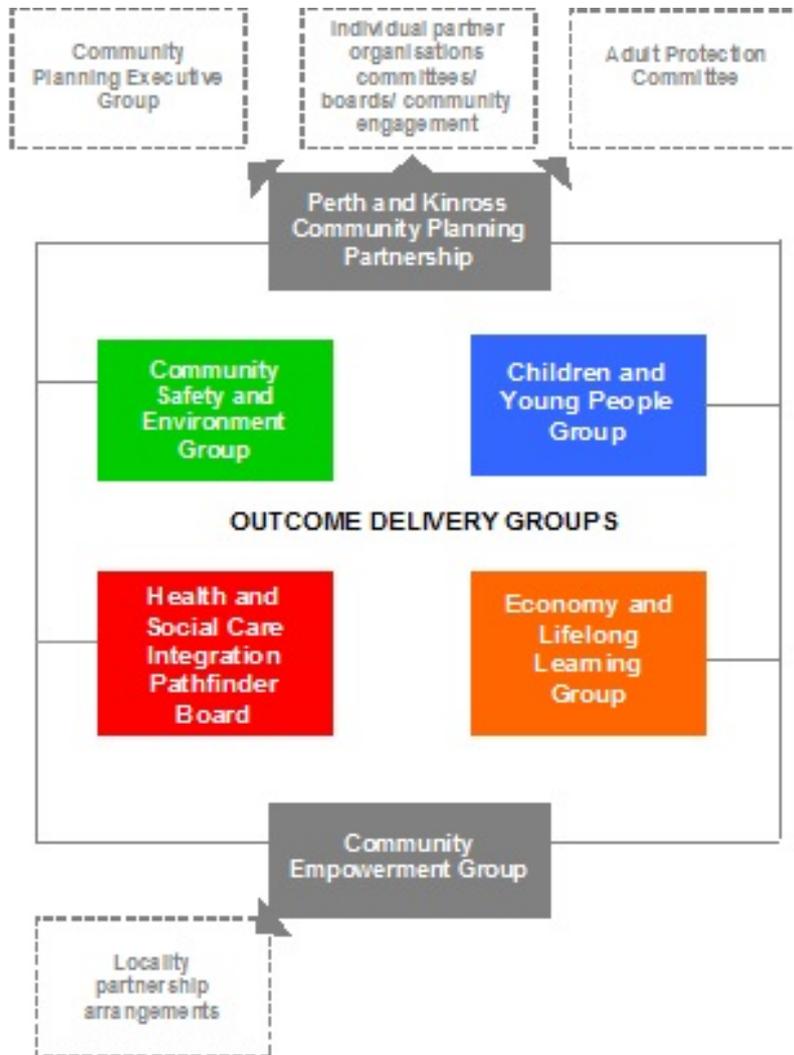
The CCB team based in CCS has helped local communities access over £0.5m in external funding in recent years including:

| | |
|-----------------------------------|----------|
| North Perth Allotment Association | £80,000 |
| Remake Social Enterprise | £150,000 |
| Pitlochry Heritage Group | £25,000 |
| Aberfeldy Town Hall | £75,000 |
| Methven Community Hall | £150,000 |

A review is currently taking place in respect of the Council's CCB functions and this is intended to ensure CCB resources are effectively aligned with the Locality Networks for the future

Appendix 2

PERTH AND KINROSS CPP INFRASTRUCTURE



PERTH AND KINROSS CPP - OUTCOME DELIVERY GROUPS: REMIT

Purpose

The ODGs will lead and be responsible for actions which support delivery of the Community Plan/Single Outcome Agreement across Perth and Kinross.

They will be responsible for ensuring progress against delivery of the Community Plan/SOA strategic objectives and local outcomes in relation to Community Safety and Environment/Health and Social Care/Children and Young People/Economy and Lifelong Learning.

Remit

- Plan, oversee and be accountable for delivery by Community Planning partners of key actions which support the relevant Community Plan/SOA strategic objectives and local outcomes
- Ensure actions are well aligned to relevant Community Plan/SOA strategic objectives and local outcomes (as set out in the relevant **Timeline/Key Milestones** section of the Community Plan/SOA), and prioritised accordingly
- Advise on, and be accountable for, how resources are aligned and allocated across Community Planning partners to support delivery of key actions
- Liaise effectively with the Community Empowerment group and Locality Networks to ensure communities and wider stakeholders are systematically engaged in the planning and delivery of the CPP's strategic objectives and local outcomes
- Ensure the effective management of performance and risk in relation to delivery of the strategic objectives and local outcomes for which the ODG has oversight

The **key tasks** of each Outcome Delivery Group will be to:

- In the first instance, to develop an Outcome Delivery Plan to support delivery of relevant strategic objectives and local outcomes
- Regularly review and update the relevant **Timeline/Key Milestones** section of the Community Plan/SOA in line with the Outcome Delivery Plan
- Monitor and provide 6 monthly reports on delivery progress against the Outcome Delivery Plan to the CPP Executive Officer Group
- Identify risks and barriers to effective delivery, and advise the CPP Executive Officer Group on mitigating action required at CPP Board level
- Report as required on community engagement activity to the CPP Community Empowerment Group, ensuring engagement activity is well joined up across all 4 ODGs
- Promote integrated working across Community Planning partners in ways which support a decisive shift to prevention on the ground

| Values | Delivery Principles |
|-----------------------------|---------------------|
| Integrity | Place |
| Openness and transparency | Prevention |
| Social Equality and Justice | People |
| Diligence and Effectiveness | Performance |

Appendix 4

REMIT OF COMMUNITY EMPOWERMENT GROUP

The Community Empowerment Board will be a small advisory body which will:-

- Advise on effective practice on how to involve and engage with communities
- Promote consistency and cohesion of approach across Community Planning Partners to inform Community Planning
- Share best practice as to 'what works' in community development
- Promote and advise on the effective use of community research and intelligence
- Ensure communities aren't 'over consulted' and encourage better sharing of intelligence across partners
- Advise on emerging practice in relation to public service social enterprise models
- Advise on community engagement
- Advise on community development and engagement initiatives which can be called up across Perth & Kinross, for example volunteering, recruitment and training.

Membership will be a small number of appropriately experienced individuals with a demonstrable track record in working with both geographical communities and communities of interest. Representatives from CP partners will be drawn from the multi-agency Strategic Localities Forum currently chaired by the Council. The Chair will be appointed via a panel of CPP Board members, led by the CPP Chair.

