

**REPORT TO:** POLICY & RESOURCES COMMITTEE – 14 NOVEMBER 2016

**REPORT ON:** DUNDEE PARTNERSHIP STRUCTURE AND PREPARATION OF LOCAL OUTCOME IMPROVEMENT PLAN 2017-2026

**REPORT BY:** CHIEF EXECUTIVE

**REPORT NO:** 360-2016

**1.0 PURPOSE OF REPORT**

1.1 This report outlines the revised structure of the Dundee Partnership and the forthcoming Local Outcome Improvement Plan.

**2.0 RECOMMENDATIONS**

2.1 It is recommended that Committee:

- a) endorses the revised strategic themes of the Dundee Partnership;
- b) notes the new remit for strategic Executive Boards;
- c) nominates one member of the Administration Group and one member of the Major Opposition Group to join the Executive Boards for Work and Enterprise; Children & Families; Health, Care and Well-being; Community Safety and Justice;
- d) note the ongoing role of local community planning partnerships and plans to develop these further
- e) notes the timetable for the preparation of the Dundee Local Outcome Improvement Plan (LOIP) 2017-2026.

**3.0 FINANCIAL IMPLICATIONS**

3.1 There are no additional financial implications contained in this report.

**4.0 BACKGROUND**

4.1 National Guidance

4.1.1 The Single Outcome Agreement for Dundee runs to March 2017 and officers are in the process of planning the preparation of its successor. In doing this, account is being taken of three significant influences – national legislation and guidance on community planning; re-structuring of Council and other community planning partner organisations; and the integration of health and social care and community justice into CPPs.

4.1.2 The Community Empowerment (Scotland) Act 2015 confirmed that community planning partnerships (CPPs) now have a specific duty to improve local priority outcomes and act with a view to tackle inequalities of outcome across communities in that area. In particular, CPPs are required to:

- prepare and publish a local outcomes improvement plan (LOIP) which sets out the local outcomes which the CPP will prioritise for improvement. The LOIP is a new term to describe the document commonly known as the single outcome agreement
- identify which geographical areas have communities that experience the poorest outcomes, and prepare and publish locality plans to improve outcomes on agreed priorities for these communities
- review and report publicly on progress towards their LOIP/SOA and locality plans, and keep the continued suitability of these plans under review

4.1.3 This built on the previously published guidance from the National Community Planning Group in 2014, which identified four key principles on how CPPs can maximise their impact:

- the themes of prevention, joint resourcing and community engagement and co-production are intrinsically inter-connected
- CPPs should focus their collective energy on where their efforts can add most value for their communities, with particular emphasis on reducing inequalities
- multiple negative outcomes tend to befall the same communities. These inequalities are most stark when disaggregated to small neighbourhood level, showing the value of targeting and customising services to particular communities, and on building community capacity
- while current public services work well for many households and communities, they tend to have worked less well in terms of outcomes for more disadvantaged households and communities, which has resulted in the inequalities that we see

4.1.4 Joint working and shared resourcing has repeatedly emerged as a priority for community planning with a joint Scottish Government and COSLA agreement stating that each CPP should:

- ensure the SOA is the focal point for the planning and deployment of resources locally
- sharing budget, investment and resource planning information through the CPP at an early state in the decision-making process, including setting out the broad financial parameters they are working to, key milestones, and how resources already, and can further, support SOA delivery
- agree how total resources can most effectively be deployed and aligned between partners to achieve the outcomes set out in the agreed SOA/LOIP
- demonstrate commitment and adherence to this agreement through their engagement with CPPs and in relevant governance and budget making processes, including the final budget documents, delivery plans and subsequent accountability arrangements
- secure benefits through shifts in financial budgets and the deployment and use of partners' wider resources such as staff, buildings and other assets. Partners must consider resources in the broadest sense and bring the totality and breadth of that resource, including committed budgets such as schools and hospitals, to the discussion

4.1.5 Finally, Audit Scotland published a national overview report on Community Planning in Scotland in November 2014 and according to the following key messages, it recommended that CPPs should:

- 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 co-ordinating activity
  - implementing activity
  - scrutinising performance and holding partners and others to account for their performance
- work with the new and health and social care integration joint boards to develop services that meet the needs of local people and support SOA priorities
- set clearer improvements 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

#### 4.2 Organisational Restructuring

4.2.1 Since the SOA for Dundee 2012-17 was produced, a number of key community planning partners have undergone significant reorganisation and restructuring including Tayside Police and Tayside Fire and Rescue and Dundee College. Alongside those, the Council has finalised its new services and directorates and this provides an opportunity to rationalise and refresh the strategic relationships between the Council and partners.

#### 4.3 Integration

4.3.1 The integration of health and social care services creates a new community planning partner in the Integration Joint Board – a Body Corporate, acting independently of NHS Tayside and Dundee City Council. It is expected that SOAs will be central to the planning and delivery of health and social care partnership and Audit Scotland has indicated that CPPs and Integration Joint Boards need to work together to meet the needs of local people and support their SOA priorities.

4.3.2 With the dis-establishment of Community Justice Authorities, a new model for community justice is being developed which will see local strategic planning and service delivery co-ordinated through the CPP. In preparing their local plan, designated community justice partners will combine national outcomes and the local priorities set out in the SOA. The first Dundee Partnership Community Justice Plan will be completed in December 2016 and the transition to the new model will be in place for April 2017.

### 5.0 **REVIEW OUTCOMES AND PARTNERSHIP STRUCTURES**

#### 5.1.1 Outcomes and Strategic Themes

Taking into account the national guidance listed above, the organisational change within partners and the experience of implementing the Dundee SOA 2012-17, it is proposed that the strategic outcomes for the city are streamlined and the partnership groups with responsibility for delivery are rationalised (see Appendix A).

5.1.2 The following four strategic themes reflect the Dundee Partnership's top priorities as re-iterated in the most recent SOA annual report and closely scrutinised through the Partnership's performance monitoring framework. Discussions have taken place with partners and these priorities are shared and agreed.

<b>Strategic Priority/Theme</b>	<b>Draft Outcome Statement</b>
1 Work and Enterprise	Dundee will be an internationally recognised city at the heart of a vibrant region offering excellent employment, business and cultural opportunities
2 Children and Families	Children in Dundee will have the best start in life and reach their full potential.
3 Health, Care and Wellbeing	People in Dundee will have improved physical and mental wellbeing, live independently and experience fewer health inequalities
4 Community Safety and Justice	Our communities will be safe and feel safe

5.1.3 Each of these strategic themes will be governed by an Executive Board that will have overall responsibility for the delivery of improved outcomes. They will be expected to fully satisfy the

ambitions contained in the Scottish Government guidance described in para. 4.1.4 above with partner agencies making demonstrable commitments to resourcing the delivery of joint improvement priorities; redesigning and integrating services; making a decisive shift to prevention; and articulating and implementing a closer relationship to localities. The full remit of these Boards is set out in Appendix B.

- 5.1.4 Executive Boards will be co-chaired by the relevant DCC Executive Director and an equivalently placed officer from the most appropriate community planning partner. To strengthen the democratic relationship to citizens in Dundee, two elected members will be invited to join each of the four Executive Boards. It is recommended that one be a member of the Administration Group and the other be a member of the Major Opposition Group. The role to be played by the chairs of these groups and all members is well described in the CPP Board Member Guidance produced by the Improvement Service.
- 5.1.5 The changing role and greater empowerment of strategic themes will necessitate a subsequent review of the shape and purpose of the overall governance of the Partnership and the groups that facilitate this. It is anticipated that there will be a greater focus on scrutiny and performance management of the highest level priorities contained in the LOIP.

## 5.2 Cross-Cutting Themes

- 5.2.1 A number of cross-cutting themes have a significant impact across the city and will influence the achievement of our strategic outcomes for the city. There are effective mechanisms in place to plan and deliver action for each of these and it is essential that they reinforce the overall progress for the partnership and Dundee. The Executive Boards will be charged with ensuring that the cross-cutting themes are fully addressed within their remit.

Cross-Cutting Theme	Current Position
Cultural Development	Cultural partners have created strong relationships and collaborative working as evidenced by securing the UNESCO designation of City of Design for Dundee. The economic social and cultural benefits of the designation are being explored and these will shape an application to become the European Capital of Culture in 2023. The application and supporting documentation are to be prepared during 2016
Sustainability	While the SOA properly focuses on local issues, there is a need to consider sustainability and the local environment as it relates to climate change and carbon reduction. Measures will benefit people who live in Dundee and contribute to national and international efforts to prevent and mitigate the causes and consequences of climate change
Protecting the Public	The Chief Officer (Public Protection) Strategic Group has recently agreed revised terms of reference that confirm its vision for working in partnership across the statutory and voluntary sectors, in Tayside and throughout Scotland, to improve services to protect people
Substance Misuse	The Alcohol and Drug Partnership recently completed a strategic review and is in the process of finalising new commissioning and prevention strategies. The Director of Public Health was recently appointed as the chair of the ADP

### 5.3 Partnership Development Priorities

- 5.3.1 The Dundee Partnership has made effective progress in developments associated with a range of cross-cutting themes emerging from Christie and the national public service reform agenda. These will continue to be considered within each strategic theme and augmented by partnership-wide activity and there will be a requirement for the LOIP as a whole, thematic action plans and each annual report to spell out intentions and performance against these priorities as concrete evidence that community planning processes in the city are securing meaningful change.

<b>Partnership Development Priorities</b>	<b>Current Position</b>
Inequalities	Dundee has made an explicit commitment to closing the inequality gap across themes, localities and vulnerable groups. The work of the Fairness Commission will shape the city-wide response throughout the next LOIP period. (See report no 353-2016 on P&R Committee agenda for 14 November 2016)
Localities	The network of local community planning partnerships is well-established, nationally recognised and effective as a means of delivering change. They are at the heart of broader community engagement approaches set out in the Partnership's Community Learning and Development Strategy and provide an excellent foundation for any locality planning and working to be achieved by partner organisations
Joint Resourcing	Building on initial discussions between partners, greater emphasis will be placed on shared services, facilities and assets and integration. The progress achieved by the Integration Joint Board will provide learning and a positive direction of travel for the Partnership as a whole.
Prevention	The Dundee Prevention Framework has been influential in considering prevention across partnership settings. Ongoing research into realising a decisive shift to prevention within employability, substance misuse and health and social care settings will report in the coming months setting the agenda for the partnership thereafter

### 5.4 Local Community Planning

- 5.4.1 The current model of Local Community Planning Partnerships will continue to be at the forefront of the partnership's work. Their role is likely to expand and become even more strategically important as partners deepen their locality working and greater steps are taken to embed community empowerment and asset transfer as a means of building stronger communities.
- 5.4.2 Learning from the consultation process (Engage Dundee) will ensure successful tools and techniques to increase community involvement are deployed across the City as we move forward.

### 5.5 Timetable for Dundee LOIP Development

- 5.5.1 The following preparation schedule is proposed for the Dundee LOIP for 2017-26. The full draft will be completed by April 2017 and formally signed off in June 2017.

<b>Task</b>	<b>Deadline</b>
Prepare outcome/thematic analysis, priorities, actions and indicators	December 2016
Compile outline draft LOIP	February 2017
Approve consultation draft at Dundee Partnership Management Group and Policy & Resources Committee	March 2017
Agree final version all partners' governance bodies and publish	June 2017

## **6.0 POLICY IMPLICATIONS**

6.1 This report has been screened for any implications in respect of sustainability, strategic environment assessment, anti-poverty, equality impact assessment and risk management. There are no major issues.

## **7.0 CONSULTATION**

7.1 The Council's Management Team and the Dundee Partnership Management Group have been consulted on the contents of this report.

## **8.0 BACKGROUND PAPERS**

8.1 None

David R Martin  
Chief Executive

04/11/2016

## Dundee Partnership – Structure and Outcomes for Dundee SOA 2017-22

<b>Overall Governance Arrangements</b>			
Dundee Partnership Forum	Dundee Partnership Management Group	DP Co-ordinating Group	
<b>City-wide Strategic Themes &amp; Partnerships</b>			
Work and Enterprise	Children and Families	Health, Social Care & Wellbeing	Community Safety & Justice
<b>Cross-cutting Themes</b>			
Cultural Development	Sustainability	Protecting the Public	Substance Misuse
<b>Partnership Development Priorities</b>			
Inequalities	Localities & Community Empowerment	Joint Resourcing	Prevention
<b>Local Community Planning Partnerships</b>			
Strathmartine	West End	Maryfield	North East
Lochee	Coldside	East End	The Ferry

**Dundee Partnership - Remit for Executive Boards - September 2016**

Each Executive Board within the Dundee Partnership will have the responsibility to:

- Provide **shared, overall leadership** of the strategic theme (Work and Enterprise; Children and Families; Health, Care and Wellbeing; Community Safety and Justice) on behalf of the Partnership
- Identify and implement improvements in **governance and accountability** to communities and partners
- Drive collective achievement of the agreed **outcomes** as set out in the Local Outcome Improvement Plan/SOA for Dundee 2017-22 and subsequent reviews
- Agree **high level, collaborative priorities** for inclusion in the LOIP/SOA based on a strong **analysis and evidence** of local needs, circumstances and opportunities
- Set short, medium and long term outcome performance **targets and indicators** and the partnership actions required to achieve these
- **Performance manage and report** annually on the outcome achievement
- **Co-ordinate activity** with other Dundee Partnership strategic and cross cutting themes  
\*Cultural Development; Sustainability; Protecting the Public; Substance Misuse)
- Create effective mechanisms **to empower and engage with communities**
- Understand, act upon and **reduce inequalities** of outcome where these are experienced in Dundee
- Identify and deploy sufficient **joint resources** to meet agreed ambitions
- Organise, plan and deliver collective services and actions using **a locality approach**
- Plan and implement a decisive shift to **prevention**