

# REPORT

<b>SUBJECT:</b>	Community Capacity Building and Carer Support Review Findings 2019 /2020
<b>TO:</b>	Integration Joint Board
<b>Lead Officer for Report:</b>	Interim Chief Officer
<b>Author of Report:</b>	Interim Head of Planning Performance and Quality Assurance
<b>DATE:</b>	3 <sup>rd</sup> April 2019

## 1. PURPOSE OF REPORT

1.1 This paper is coming to the Board:

For approval	<input checked="" type="checkbox"/>	For endorsement	<input type="checkbox"/>	To note	<input type="checkbox"/>
--------------	-------------------------------------	-----------------	--------------------------	---------	--------------------------

## 2. ROUTE TO THE IJB

2.1 *This paper has been:*

Prepared	<input checked="" type="checkbox"/>	Reviewed	<input checked="" type="checkbox"/>	Endorsed	<input type="checkbox"/>
----------	-------------------------------------	----------	-------------------------------------	----------	--------------------------

*The paper was prepared by the Interim Head of Planning, Performance and Quality Assurance and reviewed at the Strategic Leadership Team meeting.*

## 3. RECOMMENDATIONS

3.1 The IJB is asked to:

3.1.1 Note the contents of the report

3.1.2 Endorse the implementation of the recommended improvement actions specifically:

- Engaging with CCB&CS to gain community informed qualitative data
- Work through existing HSCNL Governance to apply better funding processes including CCB&CS governance; longer term funding and realignment of other, existing Third Sector Investment.
- The branding of Community Capacity Building and Carer Support including renaming the programme through a process of co-production
- Supporting the exploration of a dedicated comms resource for the Programme

## 4. BACKGROUND/SUMMARY OF KEY ISSUES

4.1 CCB&CS is the Third Sector branch of HSCNL which is currently working to the CCB&CS Strategy 2018-2023 'Softening the Lines' which was co-produced with CCB&CS partners and community and voluntary sector engagement through CCB&CS Locality Consortia in 2017/2018 and ratified by the IJB and associated groups in June 2018. The Strategy has two overarching priorities – to reduce isolation and loneliness and address inequalities through nine strategic aims including:

- expanding community-based preventative and anticipatory provision
- supporting the needs of the whole population, including children and young people
- preventing people from needing access to formal services unnecessarily or prematurely
- enabling indirect and direct carers support
- expanding the proportion of third sector activity governed through the CCB&CS programme

4.2 The Programme was jointly developed and is governed through a Triple Lock structure which includes key representative roles for partners in HSCNL including SLT. It has been running for six years with ongoing updates provided to the IJB via an annual presentation of the end of year report as well as ongoing updates at SLT. The review of CCB&CS was a commissioning intention of the 2018/2019 Joint Strategic Commissioning Plan and as such SLT commissioned the Improvement Service to lead on this review.

4.3 As part of its role, the Improvement Service undertakes work with a variety of Community Planning Partnerships, Health and Social Care Partnerships, Integrated Joint boards, Child Protection and Adult Protection Committees across Scotland. This review was the first of its kind to review a Third Sector Strategy and was to consider how stakeholders felt that the CCB&CS had been performing in terms of the following areas which are derived from good practice concerning what makes for effective, outcome-focused partnership working. The areas reviewed were therefore:

- Community Engagement and Participation
- Strategic Planning
- Focus on Outcomes
- Leadership and Relationships
- Governance
- Use of Resources
- Performance Management
- Reporting Impact

4.4 After some initial scoping in December 2018, a Checklist was agreed and electronically distributed to key CCB&CS stakeholders which included SLT and Third Sector partners. The findings from the Checklist were analysed by the Improvement Service which formed the basis for a Consensus Session and Improvement Planning Session which was led by the Improvement Service on 22<sup>nd</sup> February 2019.

## 5. CONCLUSIONS

5.1 The Improvement Service described the findings of the Checklist as very positive with the highest scoring three statements (noted below) demonstrating that outcomes are being achieved and endorsing the efficacy of the strategic, partnership approach:

5.1.1 The CCB&CS programme outcomes link to the 9 national outcomes. Focus on Outcomes /Rated 1/43 (100%)

5.1.2 By working together, the CCB&CS has delivered improvements which would not have been delivered by individual organisations. Impact/Rated 1/43 (100%)

5.1.3 The CCB&CS strategy demonstrates an understanding of local needs and opportunities. Strategic Planning/Rated 1/43 (100%)

5.2 The following feedback was also offered in the comments section of the Checklist:

*The CCB&CS actively seeks to ensure its membership includes those who are able to articulate the communities they represent 0 regular reviews of this are undertaken.*

*The people in the consortia contribute valuable local knowledge and understanding that cannot be gained from data and profile information*

*The CCB&CS is strategically place between local communities and HSCNL partnership providing a two-way platform for discussing both strategic and local issues*

*The CCB&CS ensures that the 9 national outcomes are integral to the programme. The Strategy is informed by these outcomes and this focus is apparent at locality level, through the LPDP structure and involvement in LPGs.*

*In relation to the LPG structure, CCB&CS are making headway in terms of being seen as equal partnership around the table, with statutory partners more readily recognising the value of working in partnership with the Third Sector.*

*The Triple Lock governance process is robust and effective and [...] demonstrates best value for money, effectiveness and efficiency around all of the spend attributed to the CCB&CS Programme. The triple lock process is well documented and transparent and evidences a strategic approach to commissioning around CCB&CS*

*The Triple Lock Process that is in place within the CCB&CS is extremely robust and the use of resources is based on evidencing good outcomes against set priorities and targets. The process in relation to the commission of services is a very detailed one ensuring that all applications for funding are subjected to a stringent evaluation process and key outputs and outcomes are aligned to strategic priorities*

*Early funding allocations would allow for better planning and transition and would also provide some security for staff within the partnership. We have in the past, lost key members within the partnership because of insecurity around their post being funding. Longer term funding allocation would provide better opportunities to tackle some of the inequities which have been identified within communities but which would require a longer term commitment to address.*

*For the value of the funding, it is felt that a triple lock is for governance is excessive. Whilst this offers robust reassurance to our partners, this reassurance should be provided through regular financial and outcome updates.*

*Almost at every meeting, there are examples discussed that indicate strong partnership links and good working relationships - the wide-ranging remit of the CCB&CS encourages partnerships to develop that might not have otherwise happened.*

5.3 During the facilitated session, participants were asked to consider the findings, reflect upon the strengths and look to develop an Improvement Plan. Overall the review process has highlighted a number of strengths in terms of the areas covered in the Checklist, with the Improvement Plan focusing on how CCB&CS can further enhance its performance.

5.4 Four improvement areas and associated action plans were agreed. These are:

- 5.4.1 **The CCB&CS should improve the use of localised data in identifying key challenge and particular needs for localities.** This includes refreshing how data is currently used and working with HSCNL to work with CCB&CS to better enable the Third Sector to inform data to build a more a holistic picture of community including using CCB&CS’ feedback from stakeholders and local knowledge.
- 5.4.2 **Consider how the process of funding the CCB&CS can be improved to support more effective strategic planning to meet the outcomes of the strategy.** This includes looking at longer term funding; ensuring that prevention and early intervention and prevention remain a priority; and working to the strategic plan which aims to realign existing Third Sector Investment through CCB&CS to get better value and better outcomes as per 5.1.1 above.
- 5.4.3 **Identify more innovative and accessible ways to share information including performance governance and key messages** including in branding CCB&CS better.
- 5.4.4 **Explore how CCB&CS can better market and celebrate their achievements across North Lanarkshire** including developing a clear comms strategy (linked to 5.4.3) and investing in a dedicated comms officer.

## 6. IMPLICATIONS

### 6.1 NATIONAL OUTCOMES

This work has implications for all nine national outcomes as detailed in previous papers to IJB available on request.

### 6.2 ASSOCIATED MEASURE(S)

Performance on the supporting pillars will be reported to the IJB.

### 6.3 FINANCIAL

This paper has been reviewed by Finance and reports on a review of a £1.14million per annum strategic approach. The Programme has been funded for the period 2019/2020 though the paper demonstrates a need to visit wider financial investment from existing Third Sector investment as well as the potential for a Communication resource.

Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
-----	-------------------------------------	----	--------------------------	-----	--------------------------

### 6.4 PEOPLE

This has no implications for the workforce plan for the HSCNL though CCB&CS aim to have as many staff as possible accessing multi-agency training. The development of the programme should provide a resource which alleviates the strain on individual services as well offering a resource to which service users can be referred by HSCNL workforce. CCB&CS welcome the opportunity to promote the programme to the wider HSCNL workforce including as part of induction of new staff.

### 6.5 INEQUALITIES

EQIA Completed:

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
-----	--------------------------	----	--------------------------	-----	-------------------------------------

Each commissioning intention will develop an EQIA as required.

## 7. BACKGROUND PAPERS

**8. APPENDICES**

North Lanarkshire Community Capacity Building and Carer Support Review Report



.....  
INTERIM CHIEF OFFICER

Members seeking further information about any aspect of this report, please contact Morag Dendy on telephone number 01698 332075