

**LOCAL GOVERNMENT AND REGENERATION COMMITTEE
PUBLIC SECTOR REFORM AND LOCAL GOVERNMENT
SUBMISSION FROM CLACKMANNANSHIRE COUNCIL**

Evidence for meeting of the above committee on the 14th March 2012

Clackmannanshire Community Planning Partnership (Clackmannanshire Alliance) has identified characteristics of effective partner integration in Community Planning and is developing approaches, processes and structures to improve service delivery within the framework of Community Planning. These include:

- A shared vision, values and commitment from partners and stakeholders translated into clear lines of accountability.
- Clearer alignment of partners priorities and flexibility to focus resources and adopt approaches and structures that deliver on outcomes.
- An equal role for all partners, including communities and the voluntary sector, and clear expectations on the role that partners will play in Community Planning.
- exploring approaches that reduce cost, e.g. Shared Services, whilst enabling sufficient flexibility to enable planning at a community level;
- Integrated processes and models of delivery which are focussed around the needs of communities, involve communities and enable the delivery of improved outcomes for our communities.

At an operational level, developments include:

- A clearer link between leadership and delivery
- The need to explore approaches to ensure shared competencies through development of core skills across all partners, which would improve understanding and assist with overcoming organisational barriers to partnership working.
- Effective methods of communication within the partnerships and with stakeholders
- Improved methods of engaging, and building the capacity of communities, deliver outcomes
- Commitment and flexibility to exploring alternative models of service delivery with communities at the heart of our approaches.
- More effective use of performance information, in addition to the formal reporting structures of the Single Outcome Agreement, which provides leaders with local and relevant intelligence to deliver outcomes based approaches and activities.

Key Developments in 2012/13

Clackmannanshire Alliance has reviewed its structure in light of Christie. Developments include:

- 1) A comprehensive review of the structures in place to deliver Community Planning in Clackmannanshire, which will move us from a themes-based structure to one based around outcomes - allowing clearer focus on delivering on strategic priorities and identifying and meeting gaps in delivery of services. This work includes:

- reducing the number of partnership teams from 7 to 2, focused on intermediate priorities within an overall longer term outcomes framework;
 - the identification of 4 intermediate priorities on which all partners should focus resources;
 - These include a focus on the prevention, early intervention community engagement and jobs and skills, particularly for 16 to 24 age group;
 - reduce the bureaucratic burden of community planning for partners particularly given the reform of Fire and Police Services;
 - Improved linkages between structures to ensure clear lines of sight and accountability between organisational leaders and staff working on the ground.
- 2) Development of approaches and processes to ensure that our communities are at the heart of community planning. These approaches include:
- the engagement of communities through revised joined-up processes for engaging with community councils putting them at the heart of community engagement and promoting a sense of place;
 - piloting innovative solutions to engaging vulnerable communities such as Asset-Based approach in Hawkhill, Alloa;
 - development of approaches to better integrate local communities with the community planning structures such as support to develop local development plans.
- 3) Development of improvement performance management arrangements through;
- introduction of self-assessments using the Public Services Improvement Framework (PSIF) model - all partnership teams have undertaken a self assessment in the last year;
 - working towards alignment and integration with performance management models including extending deployment of Covalent Performance Management System for the SOA - in time looking to share this system more widely with partners;
 - integration of key support function for community planning through Council restructure, e.g. bringing CLD into the heart of community planning;